#### **Environment**

	gas emissions								
Greenhouse gas									
	s emissions (Scope1、2) o+Overseas group Total: Scope1+Scope2	t -CO2e	<b>FY2019/3</b> 83,487	<b>FY2020/3</b> 78,006	<b>FY2021/3</b> 78,475	<b>FY2022/3</b> 86,121	<b>FY2023/3</b> 87,082	Scope	Remark  New accounting standards have been
	Intensity (Sales		0.41	0.37	0.47	0.48	0.45	group	applied since FY2020
Domestic group	Total: Scope1+Scope2 (Market standard)	t -CO2e t -CO2e	74,021 23,970	67,444 20,562	68,931 21,419	75,716 22,340	76,252 22,267		
	Scope1 Scope2 (Market standard)		50,051	46,882	47,512	53,376	53,985	Domestic group	Covered by third party guarantee
	Scope2 (Location standard	d) 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 EV2019, only production sites
Overseas group	Scope1 Scope2 (Location standard	t -CO2e d) t -CO2e	2,832 6,634	3,392 7,170	3,276 6,268	3,654 6,751	4,020 6,810	Overseas group	In FY2018, only production sites
	•		,	,	,	·	,		
	s emissions (Scope3)	Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark  Day restarials and OFM products
	Purchased Goods and Services Capital goods	t -CO2e	-	248,003 122,971	257,038 164,240	270,001 196,853	294,823 193,708	Domestic group  Domestic group	Raw materials and OEM products
	Fuel- and Energy-Related Activities	t -CO2e	-	7,271	7,505	8,244	8,268	Domestic group	
	Upstream transportation and distribution	t -CO2e	-	15,809	13,671	10,017	12,735	Single item	
	Waste generated in operations  Business travel	t -CO2e	-	1,690	1,657 539	1,795 535	1,730 551	Domestic group  Domestic group	
	Employee commuting	t -CO2e	-	1,607	1,334	1,365	1,514	Domestic group	
	Upstream leased assets	t -CO2e	-	556	374	394	410	Single item	
	Downstream transportation and distribution  Processing of sold products	t -CO2e	-	-	-	-	-		- Not relevant - Not relevant
	Use of Sold Products	t -CO2e	-	-	-	-	-		- Not relevant
	End-of-life treatment of sold products	t -CO2e		6,603	6,913	6,772	7,181	Domestic group	
	Downstream leased assets Franchises	t -CO2e							- Not relevant - Not relevant
	Investments	t -CO2e	-	-	_	-	-		- Not relevant
	Other (Upstream)	t -CO2e	-	-	-	-	-		- Not rated
Category17	Other (Downstream)	t -CO2e	-	-	-	-	-		- Not rated
ergy									
3)		11.20	EV2010/2	EV2020 /2	FV2024/2	FV2022 /2	EV2022 /2	Coons	Domark
	Total	Unit MWh	<b>FY2019/3</b> 240,457	<b>FY2020/3</b> 219,647	<b>FY2021/3</b> 228,481	<b>FY2022/3</b> 244,488	<b>FY2023/3</b> 244,534	Scope	Remark
	Electric power	MWh	107,992	106,008	110,047	120,879	121,241		
En au	Heat supply	GJ	10.070	0 221	0 743	290	509		
Energy consumption	City Gas LPG	1,000 m³ t	10,878 35	9,331	9,743	10,162 32	10,137		
·	kerosene	k I	53	53	46	48	46	Domestic group	Covered by third party guarantee
	gasoline	k I	27	22	22	22	17		
Recyclable energ	Light oil gy consumption	k I MWh	26	0	8	<u>8</u> 5	12		
	energy (purchased or generated)	MWh	0	0	0	5	12		
oduction we	eight								
		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Production weigh	ht	t	- C	- (	- 0	138,175 0	143,239	group	
esources an	nd waste								
		11.5	EV2040 /2	FV2020 /2	EV2021/2	FV2022 /2	EV2022 /2	lc	In
	Primary raw materials	t Unit	<b>FY2019/3</b> 42,460	FY2020/3 41,342	<b>FY2021/3</b> 45,617	<b>FY2022/3</b> 42,359	<b>FY2023/3</b> 41,427	Scope	Remark
Raw materials co		t	52,901	49,883	51,381	53,292	54,046		
	Total	t	95,361	91,226	96,998	95,651	95,473		
	Paper		-	_	13,857	1 1 1 6 3 1			
	Cardboard	l t	_	_		12,632	10,998		
	Cardboard Plastic	t t			10,938 4,821	10,499 4,926	10,998 10,529 5,086	Domestic group	
NASASSIS SOSSOS	Plastic Glass	t t			10,938	10,499 4,926 0	10,529 5,086 0	Domestic group production sites	
Materials consur	Plastic Glass mption Steel	t t t t t	-	-	10,938 4,821 0 0	10,499 4,926 0 0	10,529 5,086 0		
Materials consur	Plastic Glass	t t t t t t t t		- - - -	10,938	10,499 4,926 0	10,529 5,086 0		
Materials consur	Plastic Glass mption Steel Aluminum	t t t t t t t	- - - -	- - - -	10,938 4,821 0 0 203	10,499 4,926 0 0 202	10,529 5,086 0 0 219		
Materials consur	Plastic Glass mption Steel Aluminum Other	t t t t t t t	- - - - - - 0	- - - - - - 0	10,938 4,821 0 0 203 563	10,499 4,926 0 0 202 586	10,529 5,086 0 0 219 581 27,414	production sites	Remark
	Plastic Glass mption Steel Aluminum Other	t t t t t t t t t t t t	- - - -	- - - -	10,938 4,821 0 0 203 563 30,382	10,499 4,926 0 0 202 586 28,844	10,529 5,086 0 0 219 581		Remark
Paper	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater	t rial ratio	- - - - - 0	- - - - - - 0	10,938 4,821 0 0 203 563 30,382	10,499 4,926 0 0 202 586 28,844	10,529 5,086 0 0 219 581 27,414	Scope  Domestic group	Remark
Paper	Plastic Glass  mption Steel Aluminum Other  Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper)	t rial ratio per, etc.)	- - - - - 0	- - - - - - 0	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2	10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9	production sites  Scope	Remark
Paper (packaging	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater	t rial ratio per, etc.)	O	- - - - - - 0	10,938 4,821 0 0 203 563 30,382 FY2021/3 24795	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527	Scope  Domestic group	Remark
Paper (packaging material)	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)	t rial ratio per, etc.)	O TY2019/3	0 FY2020/3	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3	Scope  Domestic group	Remark
Paper (packaging material)	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight) Waste emissions	t rial ratio per, etc.) ht ratio) %	0	O FY2020/3 This is a single of the second of the	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554	Scope  Domestic group production sites	Remark
Paper (packaging material) Waste	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)	t rial ratio per, etc.) ht ratio) %	O TY2019/3	0 FY2020/3	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3	Scope  Domestic group production sites	Remark  *1 Including energy and material recovery a incineration
Paper (packaging material) Waste	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight) Waste emissions	t rial ratio per, etc.) ht ratio) %	0	O FY2020/3 This is a single of the second of the	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554	Scope  Domestic group production sites	Remark  *1 Including energy and material recovery a incineration
Paper (packaging material)  Waste  Domestic group production	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions Total Recycling volume *1	t rial ratio per, etc.) ht ratio) %	0  FY2019/3	0	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552	Scope  Domestic group production sites  Scope	*1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is disp
Paper (packaging material)  Waste  Domestic group	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions Total Recycling volume *1  Recycling volume *2	t rial ratio per, etc.) ht ratio) %	0  FY2019/3	0	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079	Scope  Domestic group production sites  Scope  Domestic group production sites	*1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1
Paper (packaging material)  Waste  Domestic group production	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions  Total Recycling volume  *1  Recycling volume  *2  Final landfill volume  Nox emissions	t rial ratio per, etc.) ht ratio) %	0	0	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30	Scope  Domestic group production sites  Scope  Domestic group production sites	*1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is displaced.
(packaging material)  Waste  Domestic group production sites	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions Sox emissions Sox emissions	t rial ratio per, etc.) ht ratio) %		0	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473	Scope  Domestic group production sites  Scope  Domestic group production sites	*1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is disp
Paper (packaging material)  Waste  Domestic group production sites  Overseas group	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight paper) Waste emissions Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions Sox emissions Waste emissions  Waste emissions  Waste emissions  Waste emissions	t rial ratio per, etc.) ht ratio) %		0	10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30	Scope  Domestic group production sites  Scope  Domestic group production sites	*1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is disp
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight paper) Waste emissions Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions Sox emissions Waste emissions  Waste emissions  Waste emissions  Waste emissions	t prial ratio per, etc.)  The ratio per, etc.)	0		10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757	production sites  Scope  Domestic group production sites  Scope  Overseas group production sites	*1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight of paper)  Waste emissions  Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions  Sox emissions  Waste emissions  Waste emissions  Waste emissions  Waste emissions	t rial ratio per, etc.) ht ratio) %			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757	production sites  Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group	*1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is displaced.
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight paper) Waste emissions Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions Sox emissions Waste emissions  Waste emissions  Waste emissions  Waste emissions	t prial ratio per, etc.)  The ratio per, etc.)			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757	production sites  Scope  Domestic group production sites  Scope  Overseas group production sites	*1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites	mption  Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions  Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions  Sox emissions  Waste emissions  Waste emissions  Amount of food waste generated (A)  Recycling amount of food recycling resources (B) Food waste disposal amount (A-B)	t derial ratio per, etc.)  The ratio per, etc., et			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901	production sites  Scope  Domestic group production sites  Scope  Overseas group production sites	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills  Remark  New accounting standards have been
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions  Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions  Sox emissions  Waste emissions  Waste emissions  Amount of food waste generated (A)  Recycling amount of food recycling resources (B)  Food waste disposal amount (A-B)  Intensity of food waste (Sales base)	t // // // // // // // // // // // // //			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Scope	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is distoft in landfills  Remark
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste	mption  Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions  Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions  Sox emissions  Waste emissions  Waste emissions  Amount of food waste generated (A)  Recycling amount of food recycling resources (B) Food waste disposal amount (A-B)	t // // // // // // // // // // // // //			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Scope	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills  Remark  New accounting standards have been
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions  Sox emissions  Waste emissions  Waste emissions  Incineration volume Nox emissions  Waste emissions  Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling implementate Food loss reduction rate  Amount of food waste generated (A)	t // // // // // // // // // // // // //			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3 ▲49 2,542.5	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Scope	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills  Remark  New accounting standards have been
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group	mption    Plastic   Glass	t // // // // // // // // // // // // //			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3 ▲49 2,542.5 1,689.3	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Domestic group production sites	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is disposed in landfills  Remark  New accounting standards have been applied since FY2021
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions  Sox emissions  Waste emissions  Waste emissions  Incineration volume Nox emissions  Waste emissions  Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling implementate Food loss reduction rate  Amount of food waste generated (A)	t // // // // // // // // // // // // //			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3 ▲49 2,542.5	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Scope	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is disposed in landfills  Remark  New accounting standards have been applied since FY2021
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group	mption    Plastic   Glass	trial ratio per, etc.)    ht ratio   %     ht ratio   %     Unit     t			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9 1254	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3 ▲49 2,542.5 1,689.3 853.2	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Domestic group production sites	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group	mption    Plastic   Glass	trial ratio per, etc.)    ht ratio   %     ht ratio   %     Unit     t			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9 1254 17.962	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3 19.788	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3  ▲49 2,542.5 1,689.3 853.2 15.764	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Domestic group production sites	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been
Paper (packaging material)  Naste  Domestic group production sites  Overseas group production sites  Food waste  Oomestic group	mption    Plastic   Glass	trial ratio per, etc.)    ht ratio   %     ht ratio   %     Unit     t			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9 1254 17.962	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3 19.788	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3  ▲49 2,542.5 1,689.3 853.2 15.764	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Domestic group production sites	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Oomestic group  All the production sites  All the production sites are all the production sites  All the production sites are all the production sites  All the production sites are all the production sites	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions Total Recycling volume *1  Recycling volume *2  Final landfill volume Nox emissions Sox emissions Waste emissions  Waste emissions  Waste emissions  Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste generated (A) Recycling amount of food recycling resources (B) Food loss reduction rate Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling implementate	torial ratio per, etc.)    Material ratio per, etc.)   Material ratio per, etc.)   Material ratio per, etc.)   Material ratio per, etc.)   Material ratio per, etc.)   Material ratio per, etc.)   Material ratio per, etc.)   Material ratio per, etc.   Material ratio			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9 1254 17.962 72.4	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3 19.788 76.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3  ▲49 2,542.5 1,689.3 853.2 15.764 79.2	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Domestic group production sites	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group duction sites  Morinaga & Co., Ltd.	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions  Total Recycling volume  *1  Recycling volume  *2  Final landfill volume  Nox emissions  Sox emissions  Waste emissions  Waste emissions  Waste emissions  Food waste disposal amount (A-B) Intensity of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste generated (A) Recycling amount of food recycling resources (B) Food loss reduction rate  Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling implementate  Recycling implementate  s consumption Tap water	torial ratio per, etc.)    Material ratio per, etc.)   %			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9 1254 17.962 72.4	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3 19.788 76.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3  ▲49 2,542.5 1,689.3 853.2 15.764 79.2	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Domestic group production sites  Norinaga & Co., Ltd.	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is dis of in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been applied since FY2021
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group  Address group production sites  Water resources	mption  Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions  Total Recycling volume  *1  Recycling volume  *2  Final landfill volume Nox emissions Sox emissions  Waste emissions  Waste emissions  Waste emissions  Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling amount of food recycling resources (B) Food loss reduction rate  Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling implementate  Recycling implementate  s consumption Tap water Industrial water	terial ratio per, etc.)  pht ratio) %  Unit  t  t  t  t  t  t  t  t  t  t  t  t			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9 1254 17.962 72.4	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3 19.788 76.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3  ▲49 2,542.5 1,689.3 853.2 15.764 79.2	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Domestic group production sites  Norinaga & Co., Ltd.	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery incineration from *1  *3 Waste that cannot be recycled and is discoft in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been applied since FY2021
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group duction sites  Food waste	Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions  Total Recycling volume  *1  Recycling volume  *2  Final landfill volume  Nox emissions  Sox emissions  Waste emissions  Waste emissions  Waste emissions  Food waste disposal amount (A-B) Intensity of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste generated (A) Recycling amount of food recycling resources (B) Food loss reduction rate  Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling implementate  Recycling implementate  s consumption Tap water	torial ratio per, etc.)    Material ratio per, etc.)   %			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9 1254 17.962 72.4	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3 19.788 76.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3  ▲49 2,542.5 1,689.3 853.2 15.764 79.2	Scope  Domestic group production sites  Scope  Domestic group production sites  Overseas group production sites  Scope  Domestic group production sites  Scope  Scope  Scope  Scope	Remark  *1 Including energy and material recovery a incineration *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is disport in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been applied since FY2021  Remark  Remark
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group  Morinaga & Co., Ltd.	mption    Plastic   Glass   Steel   Aluminum   Other   Total	t dirial ratio per, etc.)  (ht ratio) %  (ht			10,938 4,821 0 0 203 563 30,382  FY2021/3 24795 95.2 32.9  FY2021/3 9,393 9,391 8,495 2 896 24 0 588  FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9 1254 17.962 72.4  FY2021/3 232 292 1078 1602 1,555	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3 19.788 76.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3  ▲49 2,542.5 1,689.3 853.2 15.764 79.2  FY2023/3 347 263 1,095 1,706 1,657	Scope  Domestic group production sites  Scope  Overseas group production sites  Scope  Domestic group production sites  Scope  Domestic group  Domestic group	Remark  *1 Including energy and material recovery a incineration  *2 Excluding energy and material recovery a incineration from *1  *3 Waste that cannot be recycled and is distof in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been applied since FY2021  Remark  Remark
Paper (packaging material)  Waste  Domestic group production sites  Overseas group production sites  Food waste  Domestic group	mption  Plastic Glass Steel Aluminum Other Total  Total weight of paper packaging  Sustainable mater (FSC certified paper, recycled paper) FSC certified paper introduction ratio (weight)  Waste emissions  Total Recycling volume  *1  Recycling volume  *2  Final landfill volume Nox emissions  Sox emissions  Waste emissions  Waste emissions  Waste emissions  Waste emissions  Food waste disposal amount (A-B) Intensity of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling implementate  Food waste disposal amount (A-B) Intensity of food waste (Sales base)  Recycling implementate  Recycling implementate  So consumption  Tap water Industrial water Well water  Total (Water intake at domestic production sites)	t dirial ratio per, etc.)  (ht ratio) %  (ht			10,938	10,499 4,926 0 0 202 586 28,844  FY2022/3 23,131 97.5 74.8  FY2022/3 10,843 10,836 9,749 7 1,087 34 0 690  FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2 1,081.3 19.788 76.5	10,529 5,086 0 0 219 581 27,414  FY2023/3 21,527 99.9 97.9  FY2023/3 9,554 9,552 9,079 2 473 30 0 757  FY2023/3 5,399 4,497 901 27.774 83.3 \$ \$49 2,542.5 1,689.3 853.2 15.764 79.2  FY2023/3 347 263 1,095 1,706	Scope  Domestic group production sites  Scope  Overseas group production sites  Scope  Domestic group production sites  Scope  Scope  Domestic group  Domestic group  Domestic group  Domestic group  Domestic group  Domestic group	Remark  *1 Including energy and material recovery a incineration *2 Excluding energy and material recovery a incineration from *1 *3 Waste that cannot be recycled and is disport in landfills  Remark  New accounting standards have been applied since FY2021  New accounting standards have been applied since FY2021  Remark  Remark

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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 multisite certification as Morinaga Group Production Facility (including 4 factories 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		
No. of times fined for environmental violations (Water resources related)	Times	0	0	0	0	0		
No. of times fined for environmental violations (others)	Times	0	0	0	0	0	Domestic group	
Environmental violation fine amount (Waste related)	Yen	0	0	0	0	0	production sites	
Environmental violation fine amount (Water resources related)	Yen	0	0	0	0	0		
Environmental violation fine amount (others)	Yen	0	0	0	0	0		

# Society

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

Taiwan-based US-based em Employee rat  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male	Unit People People People People People People Years Years Years Years Years People Pople People Pople People Pople People	FY2019/3	FY2020/3	FY2021/3	FY2022/3  12.1  10.3  22.4  1.7  1.7  3.4  6.9  8.6  15.5  3.4  0.0  3.4	385 1,671 1 244 413 657 1 44.6 40.7 43.7 20.3 17.0 19.6 516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1 FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	77.0% 23.0% Morinaga & Co., Ltd. 00.0%  37.1% 62.9% Morinaga & Co., Ltd. 00.0%  Morinaga & Co., Ltd.  64.3% 35.7% Domestic group 00.0%  81.0% Domestic group 00.0%  group  group  56.7% 43.3% Morinaga & Co., Ltd.	Remark  Includes seconded employees  Ending of each fiscal year (as of March 37)  Includes seconded employees  Includes seconded employees  Excludes employees seconded from MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers  Remark
No. of temporary employees  Average age  Average service years  Domestic affiliated companies employees  Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employee rate  US-based employee rate  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board membous did an age membous did an	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Female Total Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total	People People People People People Years Years Years Years Years People Pople People Pople People Pople People Pople People Pople People People People People People People	332 20.3% 1,586 100.0% 245 56.4% 194 43.6% 439 100.0% 43.3 39.7 42.5 19.5 17.1 19.0 443 67.9% 224 32.1% 667 100.0% 262 22.5% 835 77.5% 1,097 100.0%	343   20.9%   1,633   100.0%   241   55.8%   208   44.2%   449   100.0%   43.6   40.0   42.9   19.4   17.1   18.9   439   66.4%   234   33.6%   673   100.0%   205   23.9%   769   76.1%   974   100.0%   -	353   21.0%   1,651   100.0%   243   53.7%   184   46.3%   427   100.0%   43.8   40.2   43.1   19.6   17.0   19.0   445   65.2%   240   34.8%   685   100.0%   198   21.0%   727   79.0%   925   100.0%   727   79.0%   925   100.0%   727   79.0%   68   100.0%   727   79.0%   727   727   727   727	361       21.4%         1,658       100.0%         264       56.9%         252       43.1%         516       100.0%         44.0       40.7         43.3       19.8         17.4       19.2         459       65.0%         254       35.0%         713       100.0%         254       35.0%         713       100.0%         26       78.6%         935       100.0%         2,937       79.50         9.06       7.25         3.85       37       63.8%         21       36.2%         58       100.0%         FY2022/3         12.1       10.3         22.4       1.7         1.7       1.7         3.4       6.9         8.6       15.5         3.4       0.0         3.4       0.0         3.4       0.0         3.4       0.0         3.4       0.0         3.4       0.0         3.4       0.0         3.4       0.0         3.4	385 1,671 1 244 413 657 1 44.6 40.7 43.7 20.3 17.0 19.6 516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1  FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	23.0%   Morinaga & Co., Ltd.	Includes seconded employees  Includes seconded employees  Excludes employees seconded from MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)
Average age  Average service years  Domestic affiliated companies employees  Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employee rate  I aiwan-based Taiwan-based US-based employee rate  Wid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board membout Mid-career hires rate by management level  other employ	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total	People People People Years Years Years Years Years People Pople People Pople People Pople People Pople	245   56.4%   194   43.6%   439   100.0%   43.3   39.7   42.5   19.5   17.1   19.0   443   67.9%   224   32.1%   667   100.0%   262   22.5%   835   77.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   7.5%   1,097   100.0%   7.5%	241   55.8%   208   44.2%   449   100.0%   43.6   40.0   42.9   17.1   18.9   439   66.4%   234   33.6%   673   100.0%   205   23.9%   769   76.1%   974   100.0%   76.1%   974   100.0%   76.1%   73.2%   15   26.8%   56   100.0%   76.1%   75.2%   76.1%   75.2%   76.1%   75.2%   76.1%   75.2%   76.1%   75.2%   76.1%   75.2%   76.1%	243   53.7%   184   46.3%   427   100.0%   43.8   40.2   43.1   19.6   17.0   19.0   445   65.2%   240   34.8%   685   100.0%   198   21.0%   727   79.0%   925   100.0%   727   79.0%   925   100.0%   727   79.0%   68   100.0%   727   79.0%   727   72.0%	264   56.9%   252   43.1%   516   100.0%   44.0   40.7   43.3   19.8   17.4   19.2   459   65.0%   254   35.0%   713   100.0%   254   35.0%   766   78.6%   935   100.0%   2,937   79.50   9.06   7.25   3.85   37   63.8%   21   36.2%   58   100.0%   FY2022/3   12.1   10.3   22.4   1.7   1.7   3.4   6.9   8.6   15.5   3.4   0.0   0.0   3.4   0.0   0.0   3.4   0.0   0.0   3.4   0.0   0.0   3.4   0.0   0.0   3.4   0.0   0.0   3.4   0.0   0	244 413 657 1 44.6 40.7 43.7 20.3 17.0 19.6 516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1 FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	37.1% 62.9% Morinaga & Co., Ltd. 00.0%  Morinaga & Co., Ltd.  64.3% 35.7% Domestic group 00.0%  19.0% 81.0% 00.0%  group  group  56.7% 43.3% Morinaga & Co., Ltd. 00.0%  Scope  Morinaga & Co., Ltd.	Includes seconded employees  Includes seconded employees  Excludes employees seconded from MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers
Average age  Average service years  Domestic affiliated companies employees  Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employee rate  I aiwan-based Taiwan-based US-based employee rate  Wid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board membout Mid-career hires rate by management level  other employ	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Female Total Male Female Total Male Female Total Male Female Total Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total	People People Years Years Years Years Years Years People People People People People People People People People Pople People Pople People Pople People Pople	194   43.6%   439   100.0%   43.3   39.7   42.5   19.5   17.1   19.0   443   67.9%   224   32.1%   667   100.0%   262   22.5%   835   77.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097   100.0%   7.5%   1,097	208	184	252 43.1% 516 100.0% 44.0 40.7 43.3 19.8 17.4 19.2 459 65.0% 254 35.0% 713 100.0% 169 21.4% 766 78.6% 935 100.0% 2,937 79.50 9.06 7.25 3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3 12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	413 657 1 44.6 40.7 43.7 20.3 17.0 19.6 516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1 FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	62.9%       Morinaga & Co., Ltd.         00.0%       Morinaga & Co., Ltd.         64.3%       Morinaga & Co., Ltd.         64.3%       Domestic group         00.0%       Domestic group         00.0%       group         56.7%       Morinaga & Co., Ltd.         00.0%       Morinaga & Co., Ltd.         Morinaga & Co., Ltd.       Morinaga & Co., Ltd.         Morinaga & Co., Ltd.       Morinaga & Co., Ltd.         Morinaga & Co., Ltd.       Morinaga & Co., Ltd.	Includes seconded employees  Includes seconded employees  Excludes employees seconded from MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers
Average service years  Domestic affiliated companies employees  Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employees us-based employee rate  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board membout management level  other employees	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Male Female Total Male Female Total Male Female Total Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total	Years Years Years Years Years Years Years People People People People People People People People People Pople People People People Pople People	43.3 39.7 42.5 19.5 17.1 19.0 443 67.9% 224 32.1% 667 100.0% 262 22.5% 835 77.5% 1,097 100.0%	43.6 40.0 42.9 19.4 17.1 18.9 439 66.4% 234 33.6% 673 100.0% 205 23.9% 769 76.1% 974 100.0%	43.8 40.2 43.1 19.6 17.0 19.0 445   65.2% 240   34.8% 685   100.0% 198   21.0% 727   79.0% 925   100.0%	44.0 40.7 43.3 19.8 17.4 19.2 459 65.0% 254 35.0% 713 100.0% 169 21.4% 766 78.6% 935 100.0% 2,937 79.50 9.06 7.25 3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3 12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	44.6 40.7 43.7 20.3 17.0 19.6 516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1 FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  64.3% 35.7% Domestic group 00.0%  81.0% Domestic group  group  56.7% 43.3% Morinaga & Co., Ltd. 00.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Includes seconded employees  Excludes employees seconded from MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers
Average service years  Domestic affiliated companies employees  Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employees us-based employee rate  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board membout management level  other employees	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Total Male Female Total Male Female Total Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total	Years Years Years People People People People People People People People People  Modes Mo	42.5   19.5   17.1   19.0   443   67.9%   224   32.1%   667   100.0%   262   22.5%   835   77.5%   1,097   100.0%	19.4   17.1   18.9   43.9   66.4%   23.4   33.6%   673   100.0%   205   23.9%   76.1%   974   100.0%   -	43.1 19.6 17.0 19.0 445   65.2% 240   34.8% 685   100.0% 198   21.0% 727   79.0% 925   100.0%	43.3 19.8 17.4 19.2 459   65.0% 254   35.0% 713   100.0% 169   21.4% 766   78.6% 935   100.0% 2,937 79.50 9.06 7.25 3.85 37   63.8% 21   36.2% 58   100.0%  FY2022/3 12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	43.7 20.3 17.0 19.6 516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1 FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	Morinaga & Co., Ltd.  64.3% 35.7% Domestic group 00.0%  81.0% Domestic group  group  56.7% 43.3% Morinaga & Co., Ltd. 00.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Includes seconded employees  Excludes employees seconded from MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers
Domestic affiliated companies employees  Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employees  Taiwan-based US-based em Employee rat  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board membout Mid-career hires rate by management level  other employ	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Male Female Total Male Female Total Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total	Years Years People  Marcolon M	19.5 17.1 19.0 443 67.9% 224 32.1% 667 100.0% 262 22.5% 835 77.5% 1,097 100.0%	19.4 17.1 18.9 439   66.4%   234   33.6%   673   100.0%   205   23.9%   769   76.1%   974   100.0%	19.6 17.0 19.0 445   65.2% 240   34.8% 685   100.0% 198   21.0% 727   79.0% 925   100.0%	19.8 17.4 19.2 459 65.0% 254 35.0% 713 100.0% 169 21.4% 766 78.6% 935 100.0% 2,937 79.50 9.06 7.25 3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3 12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	20.3 17.0 19.6 516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1 FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7	64.3% 35.7% Domestic group 00.0%  81.0% Domestic group 00.0%  group  56.7% 43.3% Morinaga & Co., Ltd. 00.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Excludes employees seconded from MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers
Domestic affiliated companies employees  Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employees  Taiwan-based US-based em Employee rat  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board membout Mid-career hires rate by management level  other employ	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Total Male Female Total Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total	People People People People People People People People % % % % % People People People People % % % % % % % % % % % % % % % % % % %	19.0 443 67.9% 224 32.1% 667 100.0% 262 22.5% 835 77.5% 1,097 100.0%	18.9	19.0 445   65.2% 240   34.8% 685   100.0% 198   21.0% 727   79.0% 925   100.0%	19.2 459   65.0% 254   35.0% 713   100.0% 169   21.4% 766   78.6% 935   100.0% 2,937 79.50 9.06 7.25 3.85 37   63.8% 21   36.2% 58   100.0%  FY2022/3 12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	19.6 516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1  FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	64.3% 35.7% Domestic group 00.0%  81.0% Domestic group 00.0%  group  56.7% 43.3% Morinaga & Co., Ltd. 00.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Excludes employees seconded from MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers
Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employees  Taiwan-based US-based employee rate  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by Between the age  Over 50  Board membout Mid-career hires rate by management level  other employ	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Male Female Total Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total  Male Female Total	People People People People People People People % % % % % People People People People % % % % % % % % % % % % % % % % % % %	443   67.9%   224   32.1%   667   100.0%   262   22.5%   835   77.5%   1,097   100.0%	439   66.4%   234   33.6%   673   100.0%   205   23.9%   76.1%   974   100.0%   76.1%   77.2%	445   65.2%   240   34.8%   685   100.0%   198   21.0%   727   79.0%   925   100.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   79.0%   727   72	459   65.0%   254   35.0%   713   100.0%   169   21.4%   766   78.6%   935   100.0%   2,937   79.50   9.06   7.25   3.85   37   63.8%   21   36.2%   58   100.0%   FY2022/3   12.1   10.3   22.4   1.7   1.7   3.4   6.9   8.6   15.5   3.4   0.0   3.4   0.0   3.4	516 286 802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1  FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	35.7% Domestic group  00.0%  19.0% 81.0% Domestic group  00.0%  group  56.7% 43.3% Morinaga & Co., Ltd.  00.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers
Domestic affiliated companies employees  Number of consolidated employees  Number of consolidated employees  Taiwan-based US-based employee rate  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by Between the age  Over 50  Board membout Mid-career hires rate by management level  other employ	s No. of temporary  loyees lemployee ratio demployee ratio tio in China  ages of 30 and 50  be ages of 30 and 50  colorer  at level employee	Total Male Female Total  Male Female Total  Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total	People People People People People % % % % % People People People People % % % % % % % % % % % % % % % % % % %	667   100.0%   262   22.5%   835   77.5%   1,097   100.0%	673   100.0%   205   23.9%   769   76.1%   974   100.0%	685 100.0% 198 21.0% 727 79.0% 925 100.0%	713 100.0% 169 21.4% 766 78.6% 935 100.0%  2,937 79.50 9.06 7.25 3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3 12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	802 1 183 781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1  FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	00.0%         19.0%         81.0%       Domestic group         00.0%         56.7%         43.3%       Morinaga & Co., Ltd.         00.0%         Scope         Morinaga & Co., Ltd.         Morinaga & Co., Ltd.         Morinaga & Co., Ltd.         Morinaga & Co., Ltd.	MORINAGA & Co., Ltd.  Including re-employment (re-employment + temporary employee)  Includes new graduates / careers
Number of consolidated employees    Japan-based     Taiwan-based     US-based employee rate     Employee rate     Under 30	loyees I employee ratio Inployee ratio Inployee ratio Itio in China  ages of 30 and 50  Der It level employee	Female Total  Male Female Total	People People People % % % % % People People People People % % % % % % % % % % % % % % % % % % %	835   77.5%   1,097   100.0%	769 76.1% 974 100.0%	727 79.0% 925 100.0%	766 78.6% 935 100.0% 2,937 79.50 9.06 7.25 3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3 12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	781 964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1 FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	81.0% Domestic group 00.0% group  56.7% 43.3% Morinaga & Co., Ltd. 00.0% Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	+ temporary employee)  Includes new graduates / careers
Number of consolidated employanesed Taiwan-based US-based em Employee rat  No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board memb Mid-career hires rate by management level  other employ	l employee ratio rd employee ratio riployee ratio tio in China  ages of 30 and 50  cer  cer  cer  cer  cer  cer  cer  ce	Male Female Total	People  People  %  %  %  People  People  People  People  Unit  %  %  %  %  %  %  %  %  %  %  %  %  %	1,097 100.0%	974 100.0%  -	925 100.0%	935 100.0% 2,937 79.50 9.06 7.25 3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3 12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	964 1 3,076 78.22 8.91 8.81 3.74 34 26 60 1  FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	00.0%  group  56.7% 43.3% Morinaga & Co., Ltd. 00.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Includes new graduates / careers
Japan-based Taiwan-based US-based em Employee rat  No. of new recruits  Mid-career hires rate by age Over 50  Board memb Mid-career hires rate by management level  Other employ	l employee ratio rd employee ratio riployee ratio tio in China  ages of 30 and 50  cer  cer  cer  cer  cer  cer  cer  ce	Female Total  Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total	% % % % People People People  Unit % % % % % % % % % % % % % % % % % % %				79.50 9.06 7.25 3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3  12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	78.22 8.91 8.81 3.74 34 26 60 1  FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	56.7% 43.3% Morinaga & Co., Ltd. 00.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	
Taiwan-based US-based em Employee rat  No. of new recruits  Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  Other employ	ed employee ratio Inployee ratio Itio in China  ages of 30 and 50  Deer  at level employee	Female Total  Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total	People  People  Unit  %  %  %  %  %  %  %  %  %  %  %  %  %		-	-	9.06 7.25 3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3  12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	8.91 8.81 3.74 34 26 60 1  FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	56.7% 43.3% Morinaga & Co., Ltd. 00.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	
No. of new recruits  Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  other employ	ages of 30 and 50	Female Total  Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total	People  People  Unit  %  %  %  %  %  %  %  %  %  %  %  %  %				3.85 37 63.8% 21 36.2% 58 100.0%  FY2022/3  12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	3.74 34 26 60 1  FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	Morinaga & Co., Ltd.  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	
Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  other employ	ages of 30 and 50	Female Total  Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total Male Female Total	People  People  Unit  %  %  %  %  %  %  %  %  %  %  %  %  %	21 39.6% 53 100.0%  FY2019/3	15 26.8% 56 100.0%  FY2020/3	26 38.2% 68 100.0%  FY2021/3	21 36.2% 58 100.0%  FY2022/3  12.1  10.3  22.4  1.7  1.7  3.4  6.9  8.6  15.5  3.4  0.0  3.4	26 60 1 FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	Morinaga & Co., Ltd.  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	
Mid-career hires rate  Under 30  Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  other employ	per	Male Female Total	People  Unit  %  %  %  %  %  %  %  %  %  %  %  %  %	FY2019/3	FY2020/3	FY2021/3	FY2022/3  12.1  10.3  22.4  1.7  1.7  3.4  6.9  8.6  15.5  3.4  0.0  3.4	FY2023/3 16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	O0.0%  Scope  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	
Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  other employ	per	Female Total Male Female Total	% % % % % % % % % % % % % % % % % % %	- - - - - - - - - - - - -	- - - - - - - - -	- - - - - - - - - -	12.1 10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0	16.7 15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Remark
Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  other employ	per	Female Total Male Female Total	% % % % % % % % % % % % % % % % % % %		- - - - - - -	- - - - - - - -	10.3 22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0	15.0 31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	
Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  other employ	per	Total Male Female Total Total	% % % % % % % % % % % % % % % % % % %	- - - - - - - - - -	- - - - - - -	- - - - - - - -	22.4 1.7 1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	31.7 1.7 3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	
Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  Other employ	per	Female Total Male Female Total Male Female Total Male Female Total Male Female Total Total Male Female Total	% % % % % % % % % % % % % % % % % %	- - - - - - - -	- - - - -	- - - - - -	1.7 3.4 6.9 8.6 15.5 3.4 0.0 3.4	3.3 5.0 13.3 11.7 25.0 1.7 0.0 1.7	Morinaga & Co., Ltd.	
Mid-career hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  Other employ	per	Total Male Female Total Male Female Total Male Female Total Male Female Total Total Male Female Total	% % % % % % % % % % % % % % % %	- - - - - - -	- - -	- - - - -	3.4 6.9 8.6 15.5 3.4 0.0 3.4	5.0 13.3 11.7 25.0 1.7 0.0 1.7	Morinaga & Co., Ltd.	
hires rate by age  Over 50  Board memb  Mid-career hires rate by management level  other employ	per	Female Total Male Female Total Male Female Total Male Female Total Male Total Male Total	% % % % % % % % % % % % %	- - - - - -	- - -	- - - -	8.6 15.5 3.4 0.0 3.4	11.7 25.0 1.7 0.0 1.7		
Age Over 50  Board memb Mid-career hires rate by management level other employ	per	Male Female Total Male Female Total Male Total Male Female Total	% % % % % %	- - - - -		- - -	15.5 3.4 0.0 3.4	25.0 1.7 0.0 1.7		
Mid-career hires rate by management level  Other employ	it level employee	Female Total Male Female Total Male Female Total Male Female Total	% % % % %	- - - -	-	- - -	0.0 3.4	1.7	Morinaga & Co., Ltd.	
Mid-career hires rate by management level  other employ	it level employee	Male Female Total Male Female Total	% % % %			_				
Mid-career hires rate by management level  other employ	it level employee	Female Total Male Female Total	% % %	-	-		0.0	0.0		
hires rate by management level Management other employ	-	Male Female Total	%		Į.		0.0	0.0	Morinaga & Co., Ltd.	
management level  other employ	-	Female Total		· ·	-	-	0.0 5.2	0.0 3.3		
other employ	yee			-	-	-	1.7	0.0	Morinaga & Co., Ltd.	
	yee		%	-	-	-	6.9 6.9	3.3 13.3		
Domestic affiliated companies		Female	%	-	-	-	8.6	15.0	Morinaga & Co., Ltd.	
Domestic affiliated companies		Total Male	% People	42 68.9%	31 45.6%	58 62.4%	15.5 43 45.3%	28.3 81	75.7%	
	s No. of new recruits	Female Total	People People	19 31.1% 61 100.0%	37 54.4% 68 100.0%	35 37.6% 93 100.0%	52 54.7% 95 100.0%	26 107 1	24.3% Domestic group	Includes new graduates / careers
			%	-	-	-	0.8	1.7		Data including the number of employees
Turnover rate (overall)	_	Female Total	% %	- 2	<u>-</u> 1.1	2.3	0.7 1.5	0.4 2.2	Morinaga & Co., Ltd.	on secondment
	AMERICA .	Male	%	-	-	-	0.8	1.6		Data including the number of employees
Voluntary turnover rate	_	Female Total	%	-	-	-	0.7 1.4	2.0	Morinaga & Co., Ltd.	on secondment
Handay 20	American Control of the Control of t	Male	%	-	-	-	0.9	5.4	Mariagas St. Ca. Ltd.	Data including the number of employees
Under 30	Under 30	Female Total	% %	-	-	-	2.3 3.2	0.4 5.8	Morinaga & Co., Ltd.	on secondment
Turnover rate  Retween the	ages of 30 and 50	Male Female	%	-	-	-	0.8	1.2 0.5	Morinaga & Co., Ltd.	Data including the number of employees
(by age group)		Total	%	-	-	-	1.4	1.7	Tviormaga & co., Eta.	on secondment
Over 50		Male Female	% %		-	-	0.7 0.2	0.3	Morinaga & Co., Ltd.	Data including the number of employees
	<del>-</del>	Total	%	-	-	-	0.9	1.5		on secondment
Turnover rate Management	t level employee	Male Female	% %	-	-	-	0.6	0.0	Morinaga & Co., Ltd.	Data including the number of employees
(by		Total	%	-	-	-	0.6	1.2		on secondment
management level) other employ	yee	Male Female	%	-	-		0.9 0.9	1.9 0.6	Morinaga & Co., Ltd.	Data including the number of employees
Turnover rate (turnover rate o	of now graduates with loss	Total	%	-	-	-	1.8	2.5		on secondment
service)		s than three years	%	2	4.5	2.3	3.0	3.7	Morinaga & Co., Ltd.	
Percentage of employees under Percentage of employees between		50	% %	13 76	12.4 66.8	12.2 58.0	13.1 53.3	13.4 50.2	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	
Percentage of employees over			%	30	26.8	29.7	33.5	36.4	Morinaga & Co., Ltd.	The number of people who apply or declare in
LGBTQ + employee ratio			%	_	_	0	0	0	Morinaga & Co., Ltd.	order to use the personnel system related to the
	***			2	2.72					matter, counted only when the parties themselves agree to disclose the number of
Employment rate for people we Share of women in total workf			% %	2.53	2.79	2.68 21.4	2.35 21.8	2.30	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	End of each year (as of March 31)
Ratio of women in STEM-relate			%	-	-	-	-	37.8	Morinaga & Co., Ltd.	Poginning of solling ( 1 1 1 1
No. of female managers  Ratio of female managers			People %	33 6.7	7.7	43 8.3	47 9.4	49 10.0	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Beginning of each year (as of April 1)
Ratio of female junior manage Ratio of female managers and			%	7.7	4.5	- 9.4	6.3	12.4 6.7	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Beginning of each year (as of April 1)
Ratio of female managers and	. u.s.ve		%	20.0	22.2	16.7	28.6	20.0	Morinaga & Co., Ltd.  Morinaga & Co., Ltd.	Including Senior Executive Officers as of
Share of women in manageme	ent positions		0/		. –					April 1, 2021  Reginning of each year (as of April 1)
in revenue-generating function			<u> </u>	-	-	-	-	2.0	Morinaga & Co., Ltd.	Beginning of each year (as of April 1)
Average Wages by Gender	_	Male Female	Yen Yen	-	-	-	665,953 485,754	663,571 411,750	Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding employees on secondment
Average Wages by Gender (Se	enior Managers) —	Male	Yen	-	-	-	1,236,048	1,147,429	Morinaga & Co., Ltd.	Monthly wage converted from annual
		Female Male	Yen Yen		-	-	1,278,366 843,640	1,123,408 809,073		income(Excluding employees on secondment)  Monthly wage converted from annual
Average Wages by Gender (Ge		Female	Yen	-	-	-	788,179	791,351	Morinaga & Co., Ltd.	income(Excluding employees on secondment
Average wages by gender (ser employees)	nior general	Male Female	Yen Yen	-	-	-	643,404 507,960	649,845 541,016	Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding employees on secondment)
Average Wages by Gender (Be	eginner level general	Male	Yen Yen	-	-	-	411,932 391,089	404,918	Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding employees on secondment)

Supporting amount with "One Chocolate for One Smile" campaign

		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3		Scope	Remark
	Male	People	6 31.6%	17 53.1%	19 44.2%	16 44.4%	21 65.6%		Including seconded employees and
No. of employees taking childcare leave	Female	People	13 68.4%	15 46.9%	24 55.8%	20 55.6%	+	Morinaga & Co., Ltd.	associate employees
Total		People	19 100.0%	32 100.0%	43 100.0%	36 100.0%	32 100.0%		ussociate employees
Reinstatement rate		%	100.0	100.0	100.0	96.0	94.4	Morinaga & Co., Ltd.	
(ratio of employees returning to work after a leave of a	bsence)	/0	100.0	100.0	100.0	30.0		Wormaga & Co., Ltd.	
No. of employees utilizing shorter work hour system —	Male	People	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	mer	Applicable number of regular employee
for childcare —	Female	People	24 100.0%	26 100.0%	28 100.0%	29 100.0%	<del>:</del>	Morinaga & Co., Ltd.	as of the end of each fiscal year
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 retire	ment	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 d 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 emploee of Morinaga & Co., Ltd. )		Hour	-	-	8	8.8	13.2	Morinaga & Co., Ltd.	The scope changed from FY2022
Average training cost per employee (Regular emploee of Morinaga & Co., Ltd. )		Yen	-	-	49,000	58,000	68,000	Morinaga & Co., Ltd.	
	Male	%	-	-	-	5.5	5.2		Data including the number of employees
Promotion rate	Female	%	-	-	-	1.9	1.9	Morinaga & Co., Ltd.	
	Total	%	-	-	-	7.4	7.1	]	on secondment
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		Morinaga & Co., Ltd.	Kemark
Percentage of employees participating in health checku	ns	%	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		Morinaga & Co., Ltd.	Incidence rate of fatalities and injuries of to occupational accidents per million to working hours at domestic factories (excluding the number of injured and single 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 sippeople who did not leave)
Number of occupational accident fatalities (regular emp	oloyees)	People	0	0	0	0	0	Morinaga & Co., Ltd.	
Number of occupational accident fatalities (contract employees)		People			0	0	0	Morinaga & Co., Ltd.	

FY2019/3

Unit

Yen

FY2020/3

FY2021/3

FY2022/3

22,476,527

FY2023/3

20,566,310

Scope

Morinaga & Co., Ltd.

Remark

#### Governance

Corporate C	Sovernance									
			Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
		Male	People	7 87	5% 6 85.7%	6 85.7%	5 83.3%	6 85.7%	)	
	Interrnal directors	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%		
Number of directors		Male	People	1 50	0% 1 50.0%	1 33.3%	1 25.0%	2 50.0%		
	Independent outside directors	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%	Morinaga & Co., Ltd.	
	Interrnal 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%		
Number of	Independent outside directors	Male	People	2 100	0% 3 100.0%	3 100.0%	3 100.0%	3 100.0%		
auditors		Female	People	0 0	0% 0 0.0%	0 0.0%	0 0.0%	0 0.0%		
additors		Total	People	2 100	0% 3 100.0%	3 100.0%	3 100.0%	3 100.0%		
		Male	People	4 100	0% 4 100.0%	4 100.0%	4 100.0%	4 100.0%		
	Aggregate total	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%	<u>)</u>	
No. of times B	oard of Directors meetings held		Times	17	16	16	16	15		
Attendance ra	te for Board of Directors meetings		%	99	100	99	99	98.6		
No. of times B	oard of Auditors meetings held		Times	21	21	16	16	16		
Attendance ra	te for Board of Auditors meetings		%	99	100	100	100	100		
Number of mo	eetings of the Officer Personnel Compe	nsation 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		

<sup>\*1</sup> 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		*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	Marinaga & Co. Itd				
No. of cases of legal violations	Cases	0	1 *4	0	0	0	Morinaga & Co., Ltd.				
Legal violation fine amount	Yen	0	0	0	0	0					
No. of internal Helpline reports	Yen	-	-	-	34	29	1				