

Reporting Period

In principle, graphs and tables use figures aggregated by fiscal year (April1 – March 31).

Scope of Reporting

Please refer to the following pages for the scope of aggregation of each data.

Third Party Assurance

Results of the energy consumption and CO2 emission (Scope 1, Scope 2) for FY 2023 have received third-party assurance.

[▶Third party assurance](#)

Contents

- Environmental data (p2~)
- Social data (p13~)
- Governance data (p26~)
- KPIs and its progress of the Medium-term Business Plan (FY2019-FY2021) (p28~)

Third Party Assurance of Actual Data and Scope of Aggregation

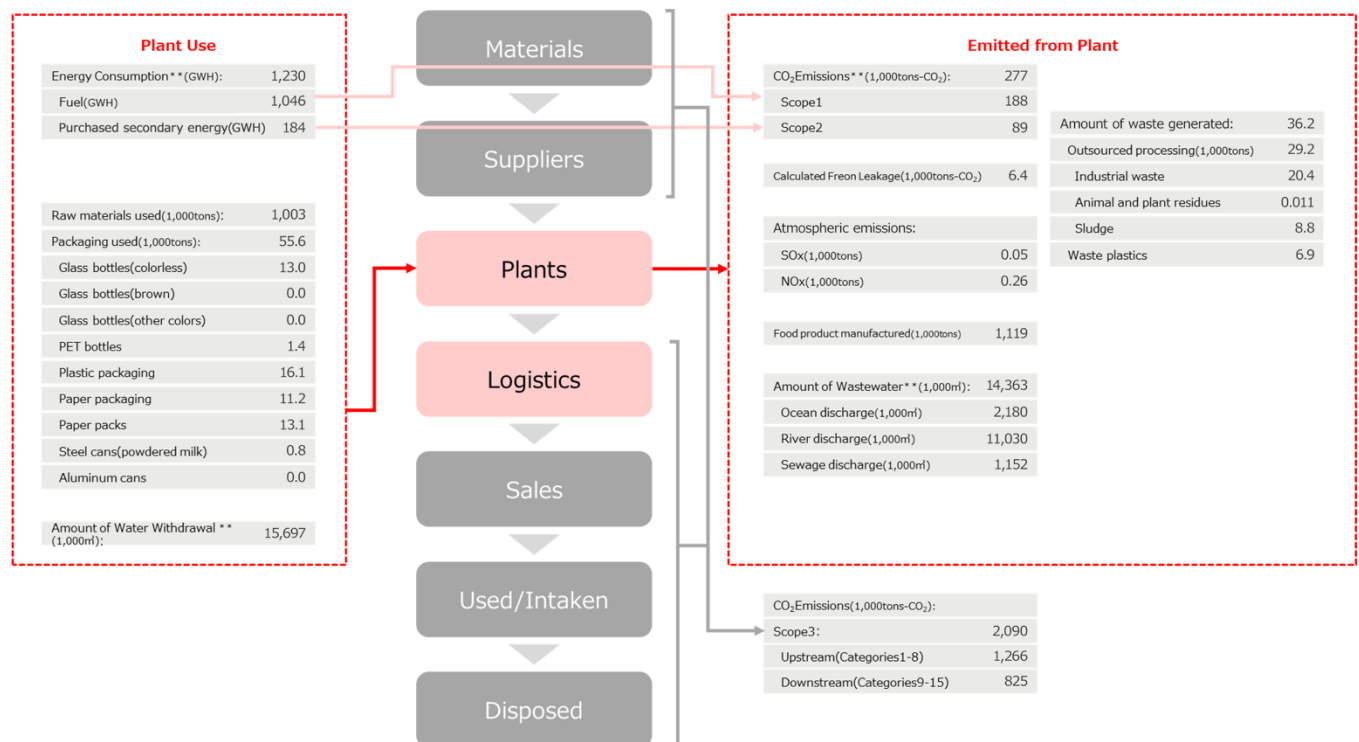
Morinaga Milk Group has undergone third-party verification for its energy consumption and CO2 emissions.

[▶Third party assurance](#)

* * : The scope of aggregation for data marked with 「 * * 」 is as follows:

Morinaga Milk Industry Co., Ltd. production sites (Since the Kinki Plant was closed in March 2020, it is not included in FY 2020 results or subsequent fiscal year results. Since the Tokyo Plant was closed in March 2021, it is not included in FY 2021 results or subsequent fiscal year results.), Hokkaido Hosho Milk Plant Co., Ltd., Tokachi Urahoro Morinaga Milk Industry Co., Ltd., Nihon Seinyu Co., Ltd., Yokohama Morinaga Milk Industry Co., Ltd., Fuji Morinaga Milk Industry Co., Ltd., Morinaga-Hokuriku Milk Industry Co., Ltd. (Fukui Plant, Toyama Plant), Hiroshima Morinaga Milk Industry Co., Ltd., Kumamoto Morinaga Milk Industry Co., Ltd., Okinawa Morinaga Milk Industry Co., Ltd., MK Cheese Co., Ltd., Tohoku Morinaga Milk Industry Co., Ltd. (Sendai Plant, Akita Plant), Furijiport Co., Ltd. (Kumamoto Plant, Okinawa Uruma Plant (Okinawa Uruma Plant is included in the aggregation from FY2020), Chiba Plant (former Chez Forêt Co., Ltd.), Toyo Fermented Milk Co., Ltd. (dissolved May 2020, it is included until FY2020).

Environmental Load Overview (Material Flow)



Environmental Management Activities

ISO14001 certification acquisition and maintenance rate at domestic manufacturing sites*¹ (Morinaga Milk Industry Co.LTD and domestic consolidated subsidiaries)

	unit	2019	2020	2021	2022	2023	2024	2030
		result	result	result	result	result	target	target
Acquisition and maintenance rate of Certifications Under ISO 14001	%	94%	93%	93%	96%	96%* ¹	100%	100%

*¹ Above figures are based on end of the fiscal year level.

*² Percentage of sites that have acquired and maintain ISO14001 certification out of 11 business sites that manufacture food products for Morinaga Milk and 16 business sites that manufacture food products for consolidated subsidiaries in JAPAN.

Fines Related to Environmental Laws (Morinaga Milk Industry Co., Ltd. and consolidated subsidiaries in JAPAN)

	unit	2020	2021	2022	2023
		result	result	result	result
Number of fines	No.	0	0	0	0

Violations Involving Fines Related to Water Quality/Quantity (Morinaga Milk Industry Co., Ltd. and consolidated subsidiaries)

	unit	2020	2021	2022	2023
		result	result	result	result
Number of violations	No.	0	0	0	0

Climate Change (GHG emissions)

Scope 1 and 2 Emissions** *1

	unit	2019	2020	2021	2022	2023
Total	1,000t-CO ₂	334	319	303	294	277
Scope 1* ²	1,000t-CO ₂	196	186	211	205	188* ⁴
Scope 2* ³	1,000t-CO ₂	138	134	93	89	89* ⁴
Sales intensity	t-CO ₂ /million yen	0.565	0.547	0.602	0.559* ⁵	0.506* ⁵

*1 Basis for calculation: The emission factor is based on Act on Rationalizing Energy Use (Energy Saving Act) and Act on Promotion of Global Warming Countermeasures.

*2 Emissions from fuel consumption

*3 Emissions from purchased electricity and heat

*4 The figures assured by a third party are 188,177 tons-CO₂ (Scope 1) and 88,781 tons-CO₂ (Scope 2).

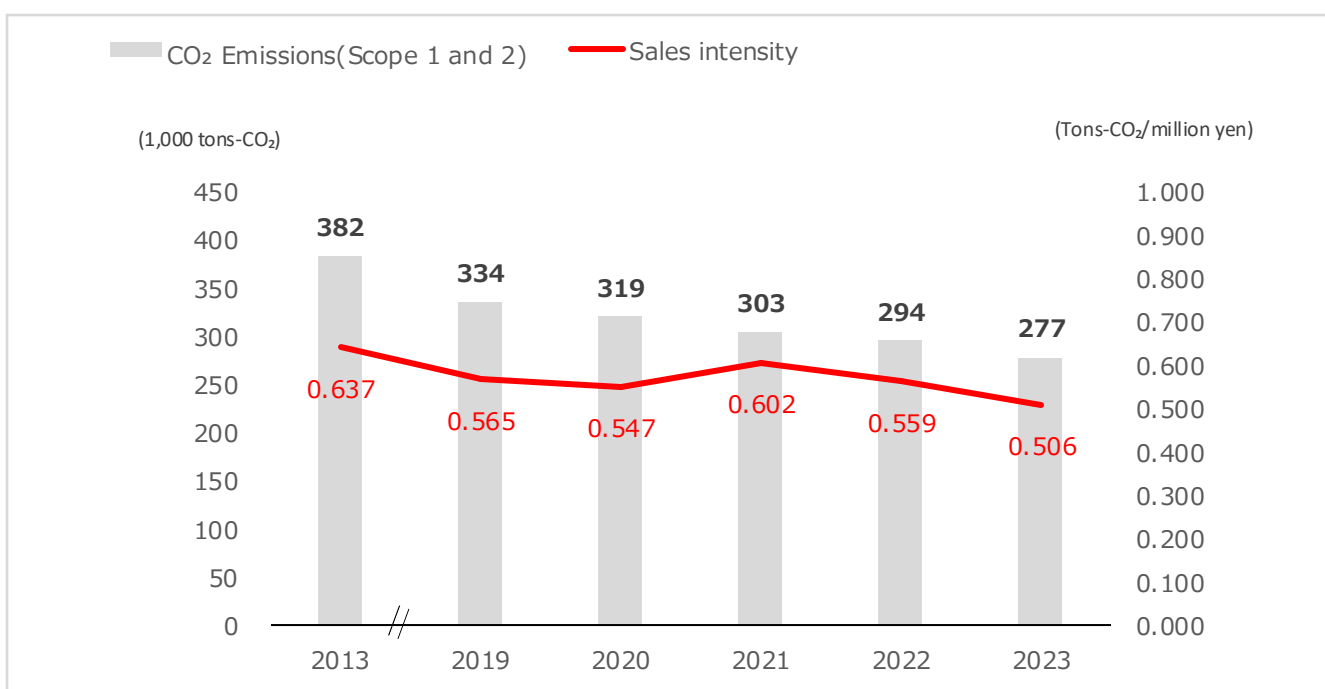
*5 Sales from FY2021 onward are the figures obtained by dividing the total of Scope 1 and 2 (ton-CO₂) emissions by sales after applying the "Accounting Standards for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020)"

Reduction rate of Scope 1 and 2 Emissions

	unit	2019	2020	2021	2022	2023	2024	2030
		result	result	result	result	result	target	target
Reduction rate of Scope 1 and 2 Emissions (on FY2013 basis)	%	12.6%	16.3%	20.5%	23.0%	27.5%	23%	38%

CO₂ Reduction Initiatives** (Accumulated value of CO₂ reduction effects achieved with capital investments and manufacturing efficiency improvements)

	unit	2019	2020	2021	2022	2023
CO ₂ Reduction Initiatives	1,000t-CO ₂	14.6	5.3	8.1	22.8	9.8

Scope 1+2 CO₂ Emissions and Intensity**

* Sales for FY2021 and FY2022 are sales after applying the "Accounting Standards for revenue Recognition(ASBJ Statement No.29, March 31, 2020)"

Climate Change (GHG emissions)

Scope 3 Emissions (domestic)

	unit	2019	2020	2021	2022	2023
Total	1,000t-CO ₂ e	2,357.0	2,319.3	2,153.1	2,088.1	2,090.4
1.Purchased goods and services	1,000t-CO ₂ e	1,176.0	1,193.0	1,183.2	1,132.5	1048.8*
2.Capital Goods	1,000t-CO ₂ e	105.9	74.1	56.5	57.5	120.8
3.Fuel and energy-related activities not included in Scope 1 or 2	1,000t-CO ₂ e	63.1	58.5	55.2	53.3	53.7
4.Upstream transportation and delivery	1,000t-CO ₂ e	40.4	41.1	41.1	39.2	38.5
5.Waste generated in operations	1,000t-CO ₂ e	1.3	1.3	1.2	1.2	1.1
6.Business travel	1,000t-CO ₂ e	0.8	0.9	0.9	0.9	1.0
7.Employee commuting	1,000t-CO ₂ e	1.9	2.1	2.0	2.0	1.9
8.Upstream leased assets	1,000t-CO ₂ e	Calculated within scope 1 and 2				
9.Downstream transportation and delivery	1,000t-CO ₂ e	949.6	929.4	794.1	784.1	807.7
10.Processing of sold products	1,000t-CO ₂ e	Excluded from the calculation due to little relevance to business activities				
11.Use of sold products	1,000t-CO ₂ e	1.3	1.3	1.1	1.2	1.2
12.End-of-life treatment of sold products	1,000t-CO ₂ e	16.7	17.6	17.8	16.4	15.7
13.Downstream leased assets	1,000t-CO ₂ e	Excluded from the calculation due to little relevance to business activities				
14.Franchises	1,000t-CO ₂ e					
15.Investments	1,000t-CO ₂ e					

Scope3 GHG emissions reduction rate

	unit	2021	2022	2023	2024	2030
		result	result	result	target	target
Scope3 GHG emissions reduction rate(on FY2020 basis)	%	7.2%	10.0%	9.9%	3%	10%

Fluorocarbon Leakage (CO₂ Equivalent)** *1

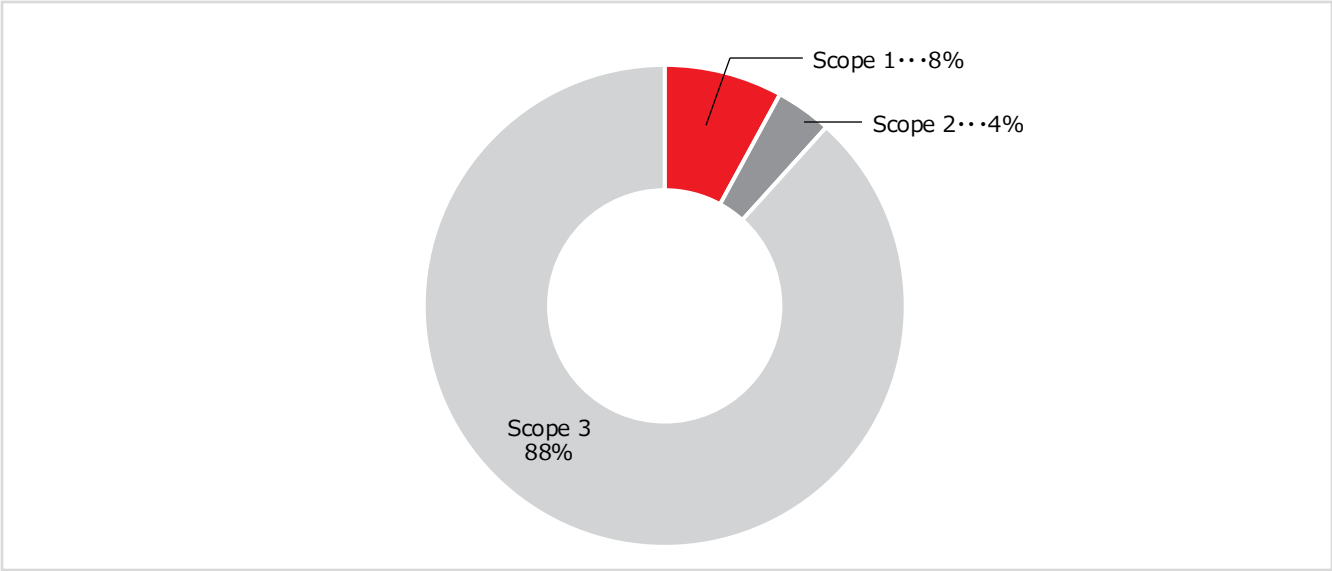
	unit	2019	2020	2021	2022	2022
Leaked amount	1,000t-CO ₂	11.0	7.6	5.8	5.9	6.4

*1 Calculated based on the Fluorocarbons Emission Control Law.

For GWP (Global Warming Potential), the values designated in the Fluorocarbons Emission Control Law are used.

Climate Change (GHG emissions)

Ratio of CO₂ Emissions in the Value Chain (FY 2023)



Climate Change (Energy Consumption)

Energy Consumption** *1

	unit	2019	2020	2021	2022	2023
Total	MWh	1,343,231	1,291,134	1,332,157	1,291,109	1,230,425 ^{*4}
Fuel ^{*2}	MWh	1,031,964	994,813	1,141,372	1,109,153	1,046,301
Purchased energy ^{*3}	MWh	311,267	296,321	190,785	181,956	184,125
Sales intensity	MWh/million yen	2.273	2.213	2.647	2.456	2.249
Sales	million yen	590,892	583,550	503,354 ^{*5}	525,603 ^{*5}	547,059 ^{*5}

^{*1} Basis for calculation: The fuel conversion factor of fuel and purchased secondary energy (electricity, steam, hot water) is based on Japan's Act on Rationalizing Energy Use Boundary is based on Act on Rationalizing Energy Use up to FY 2018 and ISO14064-1 from FY 2019 onwards.

^{*2} Fuel refers to calorific value from fossil fuel and converted as 1,000 kWh = 3.6 GJ. Figures do not include renewable energy such as biomass.

^{*3} Purchased secondary energy refers to the total of electricity, steam, and hot water.

^{*4} Renewable energy consumption in FY 2023 was 6,610 MWh. Third-party verification received for 1,237,035 MWh, including renewable energy.

^{*5} Sales from FY2021 onward are sales after applying the "Accounting Standards for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020)

Energy Consumption (Crude Oil Equivalent) **

	unit	2019	2020	2021	2022	2023
Total	1,000kL	164.68	158.77	153.67	148.56	138.22
Fuel ^{*1}	1,000kL	112.49	108.65	105.95	103.02	97.18
Electricity ^{*1}	1,000kL	52.19	50.12	47.72	45.54	41.04
Sales intensity	kL/million yen	0.279	0.272	0.305 ^{*2}	0.283 ^{*2}	0.253 ^{*2}

^{*1} Calculated based on Act on the Rational Use of Energy (Energy Efficiency Act)

^{*2} Sales from FY2021 onward are the figures obtained by dividing the total energy consumption (1,000 kL) by sales after applying the "Accounting Standards for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020)

Climate Change (Other atmospheric emissions)

SOx, NOx *

	unit	2019	2020	2021	2022	2023
SOx	1,000t	0.08	0.05	0.04	0.05	0.05
NOx	1,000t	0.31	0.26	0.23	0.27	0.26

* SOx and NOx are not included in the scope of the Okinawa Uruma Plant of Furijipor Co., Ltd.

Raw Materials

Raw Materials Used (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries (excludes Furijipport Co., Ltd. (also includes former Chez Forêt Co., Ltd.))

	unit	2019	2020	2021	2022	2023
Raw Materials Used	1,000t	1,157	1,142	1,154	1,105	1,003

Packaging Materials Used*1

	unit	2019	2020	2021	2022	2023
Total	1,000t	69.8	66.3	64.9	60.1	55.6
Glass bottles (colorless)	1,000t	20.2	17.7	17.1	16.1	13.0
Glass bottles (brown)	1,000t	0.0	0.0	0.0	0.0	0.0
Glass bottles (other colors)	1,000t	0.0	0.0	0.0	0.0	0.0
PET bottles	1,000t	0.7	1.4	1.6	1.6	1.4
Plastic packaging*2	1,000t	18.2	18.4	18.5	16.8	16.1
Paper packaging	1,000t	11.5	11.6	12.0	11.8	11.2
Paper packs	1,000t	18.1	16.1	14.9	13.0	13.1
Steel cans (powdered milk)	1,000t	1.1	1.0	0.9	0.8	0.8
Aluminum cans	1,000t	0.0	0.0	0.0	0.0	0.0

*1 Scope of data: Products subject to the Containers and Packaging Recycling Law

*2 Plastic packaging : Amount commissioned to The Japan Containers And Packaging Recycling Association for recycling + Amount voluntarily collected

Petroleum-derived virgin plastic usage reduction rate

	unit	2019	2020	2021	2022	2023	2024	2030
		result	result	result	result	result	target	target
Petroleum-derived virgin plastic usage reduction rate(on FY2013 basis)	%	16.5%	15.4%	15.2%	22.9%	25.6%	10%	25%

* Scope of data: Products subject to the Containers and Packaging Recycling Law

* Amount commissioned to The Japan Containers And Packaging Recycling Association for recycling. Excludes voluntarily collected amount.

Food Product Manufactured

	unit	2019	2020	2021	2022	2023
Food Product Manufactured	1,000t	1,349*1	1,276*1	1,268*1	1,181*2	1,119*2

*1 Aggregation target to FY2021: The production volume is the scope of aggregation of ** excluding the scope of Furijipport Co., Ltd.'s Okinawa Uruma Plant.

*2 Aggregation target from FY2022: Scope of aggregation of **

Waste Materials

Waste Materials Generated **

	unit	2019	2020	2021	2022	2023
Total amount of waste generated	1,000t	46.1	41.4	41.6	39.7	36.2
Outsourced processing	Industrial waste ^{*1}	1,000t	24.3	23.2	22.6	21.6
	Specially controlled industrial waste	1,000t	0.039	0.028	0.030	0.033
	Valuables and recyclables	1,000t	10.5	8.9	9.7	9.5
	Internally processed (onsite)	1,000t	11.3	9.3	9.3	8.5

Food waste ^{*2}	1,000t	18.6	16.3	16.1	16.5	16.2
Landfilled waste ^{*3}	1,000t	0.276	0.353	0.273	0.234	0.182

	unit	2019	2020	2021	2022	2023
Waste generation intensity	t/million yen	0.078	0.071	0.083 ^{*6}	0.075 ^{*6}	0.066 ^{*6}
Industrial waste emissions intensity ^{*4}	t/million yen	0.041	0.040	0.045 ^{*6}	0.041 ^{*6}	0.037 ^{*6}
Food waste generation intensity ^{*5}	t/million yen	0.031	0.028	0.032 ^{*6}	0.031 ^{*6}	0.03 ^{*6}

Industrial waste recycling rate

	unit	2021	2022	2023	2024	2030
		result	result	result	target	target
Industrial waste recycling rate ^{*7}	%	99.2%	99.3%	99.4%	99%	zero emissions (99.5%)

* The scope of aggregate waste total before FY2021 is the scope of aggregation of ** excluding Furijiport Co., Ltd.'s Okinawa Uruma Plant.

^{*1} Industrial waste emissions: The amount of waste generated from business activities that has been processed by an outside contractor.
Does not include valuables collection.

^{*2} Food Waste Generated: The amount of industrial waste, general waste, valuable resources, and animal and vegetable residues processed onsite

^{*3} Landfilled waste: Of waste generated (industrial waste, general waste, valuable resources, and animal and vegetable residues processed onsite), the amount that was processed by landfilling.

^{*4} Industrial waste emissions intensity: The weight of industrial waste -discharged annually (tons) divided by annual sales (million yen).

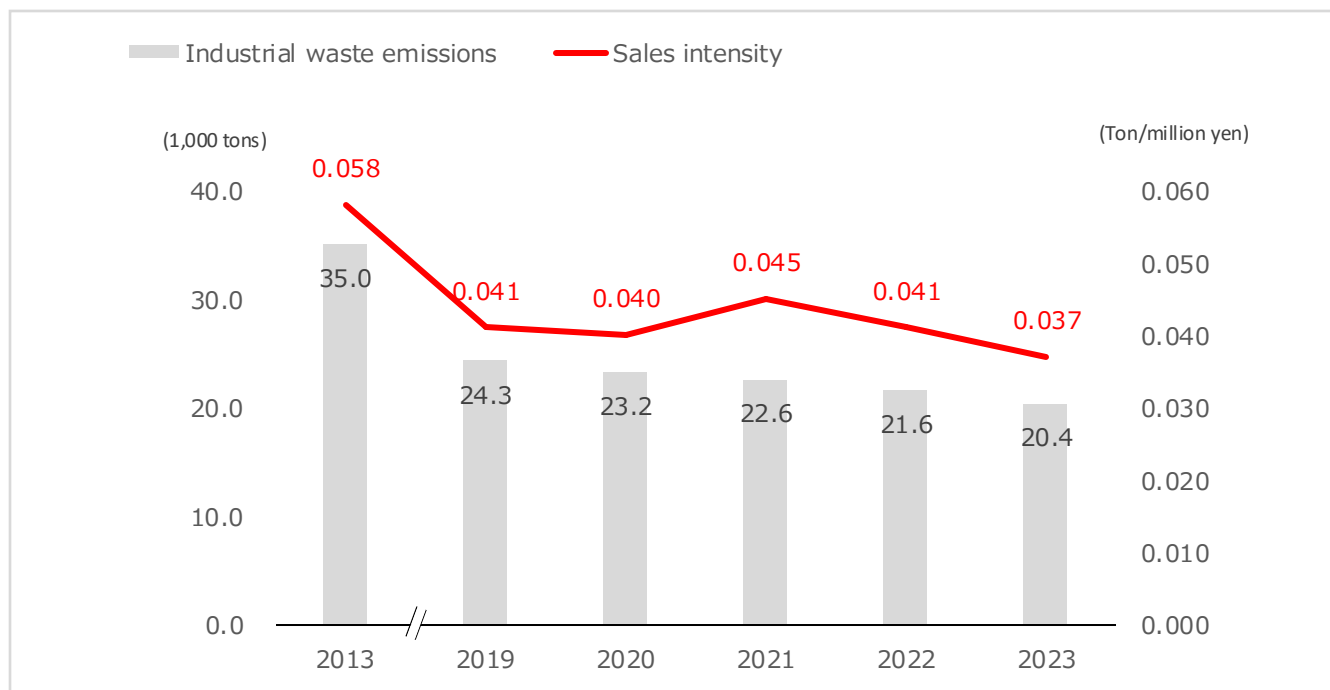
^{*5} Food waste generation intensity: The weight of food waste annually (tons) divided by annual sales (million yen).

^{*6} Sales from FY2021 onward are sales after applying the Accounting Standards for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020)

^{*7} Industrial waste recycling rate: The amount of industrial waste and specially controlled industrial waste that has been recycled (22.4 thousand tons in FY 2021) divided by the amount of industrial waste discharged.

Waste Materials

Industrial Waste Emissions and Intensity

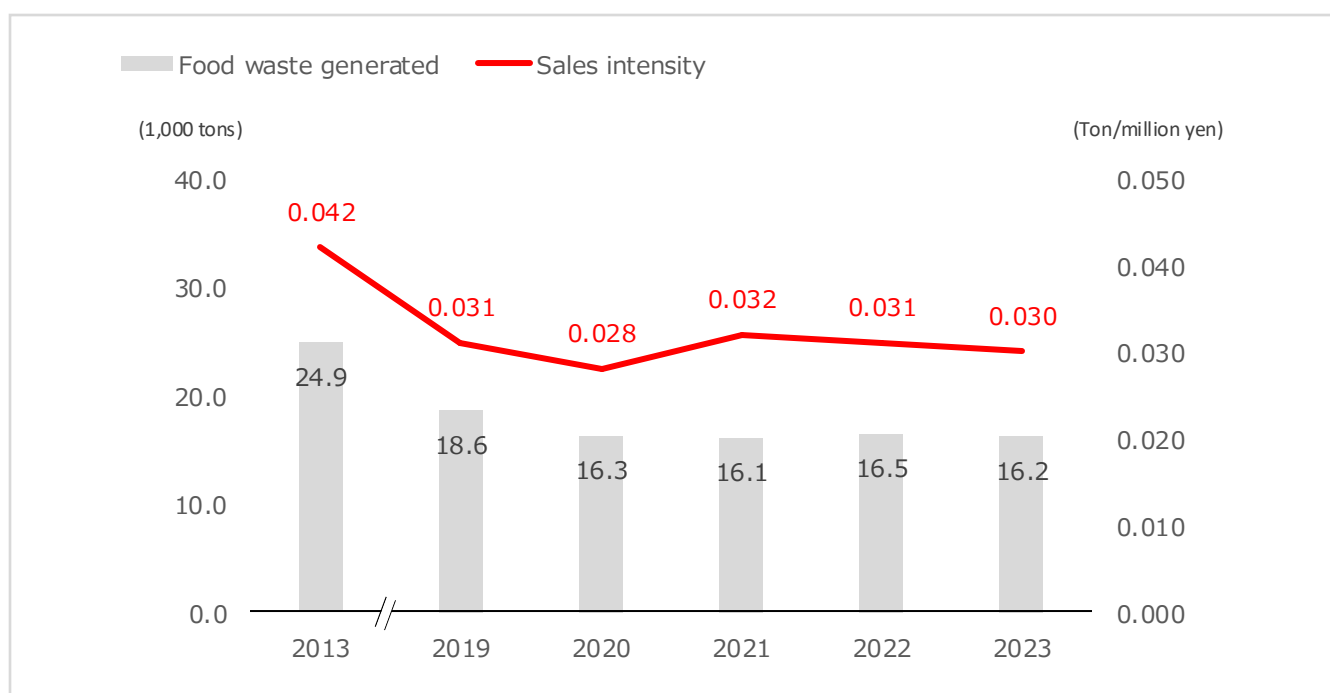


* Figures are for directly managed/Group company plants with ISO 14001 certification.

* Industrial waste emissions: The amount of waste generated from business activities that has been processed by an outside contractor. Does not include valuables collection.

* Industrial waste emissions intensity: The weight of industrial waste generated annually (tons) divided by annual sales (million yen).

Food Waste Generated and Intensity



* Figures are for directly managed/Group company plants with ISO 14001 certification.

* Food Waste Generated : The amount of industrial waste, valuable resources, and animal and vegetable residues processed onsite

* Food waste generation intensity: The weight of food waste (tons) discharged over 1 year divided by annual sales (million yen).

Water Resources

Water Withdrawal **

	unit	2019	2020	2021	2022	2023
Total amount of Water withdrawal	1,000m ³	17,399	17,668	17,179	16,169	15,697
Surface water (river water)	1,000m ³	-	476	484	482	466
Groundwater (well water, spring water)	1,000m ³	-	11,631	11,916	11,356	10,869
Purchases from local governments (city water, tap water, industrial water, public raw water)	1,000m ³	-	5,561	4,779	4,331	4,362
Sales intensity	m ³ /million yen	29.4	30.3	34.1 * ¹	30.8 * ¹	28.7 * ¹
Water amount per unit of production*2	m ³ /ton	12.9	13.8	13.5	13.7	14.0

*¹ The sales intensities for FY2021 and onward are the figures obtained by dividing the total amount of water resources consumption (m³) by sales (million yen) after applying the "Accounting Standards for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020)

*² Water amount per unit of production is calculated by dividing the total water consumption (m³) by product production volume (tons).

Reduction rate of Amount of Water Used (on FY2013 basis)

	unit	2019	2020	2021	2022	2023	2024	2030
		result	result	result	result	result	target	target
Reduction rate of Amount of Water Used (on FY2013 basis)	%	7.6%	6.1%	8.7%	14.1%	16.6%	11%	15%

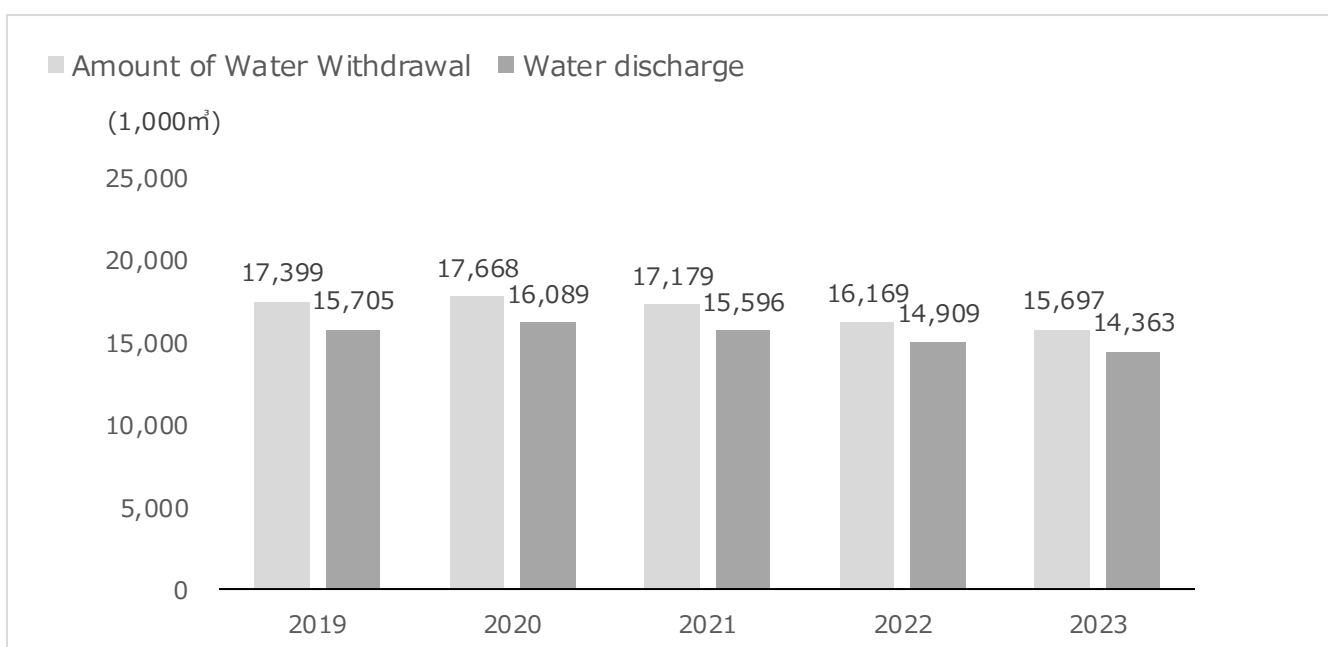
Amount of Wastewater **

	unit	2019	2020	2021	2022	2023
Total Amount of Waste water	1,000m ³	15,705	16,089	15,596	14,909	14,363
Ocean discharge	1,000m ³	2,096	2,566	2,360	2,282	2,180
River discharge	1,000m ³	12,351	12,391	12,046	11,477	11,030
Sewage discharge	1,000m ³	1,258	1,132	1,190	1,150	1,152

Prevention of water pollution**

	unit	2023
Total BOD emissions	ton	45.5

Amount of Water Withdrawal and Amount of Wastewater **



Diversity, equity & inclusion

Employment Situation (As of the end of each fiscal year)

	unit	2019	2020	2021	2022	2023
Employees – consolidated *	Persons	6,303	6,871	6,839	7,040	7,415
Men	Persons	4,834	5,152	5,091	5,286	5,528
Women	Persons	1,469	1,719	1,748	1,754	1,887
Number of regular employees (Morinaga Milk Industry Co.)	Persons	3,340	3,377	3,349	3,325	3,302
Men	Persons	2,697	2,711	2,681	2,659	2,620
Women	Persons	643	666	668	666	682
Number of new graduates hired as regular employees, by gender (Morinaga Milk Industry Co.)	Persons	127	83	73	101	107
Men	Persons	85	55	48	66	73
Women	Persons	42	28	25	35	34

* Morinaga Milk Industry Co., Ltd., Morinaga Milk Industry Sales Co., Ltd., Tohoku Morinaga Milk Industry Co., Ltd., Furiijipor Co., Ltd., Hiroshima Morinaga Milk Industry Co., Ltd., MK Cheese Co., Ltd., Clinico Co., Ltd., Morinaga Milk Business Service Co., Ltd., Morinaga-Hokuriku Milk Industry Co., Ltd., Towa Techno Co., Ltd., Morinyu Sunworld Co., Ltd., Morinaga Dairy Service Co., Ltd., Morinaga Milk Industry Hokkaido Co., Ltd., Morinaga Milk Industry Kyushu Co., Ltd., Napoli Ice Cream Co., Ltd., Tokachi Urahoro Milk Industry Co., Ltd., Milei GmbH, Nihon Seinyu, Fuji Morinaga Milk Industry Co., Ltd., Okinawa Morinaga Milk Industry Co., Ltd., Kumamoto Morinaga Milk Industry Co., Ltd., Yokohama Morinaga Milk Industry Co., Ltd., Morinaga Engineering Co., Ltd., Hokkaido Hoshio Milk Plant Co., Ltd., Sunfco Ltd., MM Property Funding Corp. MILEI GmbH, MILEI Plus GmbH, MILEI Protein GmbH & Co. KG, Morinaga Nutritional Foods, Inc., Morinaga Nutritional Foods (Asia Pacific) Ptd. Ltd., Pacific Nutritional Foods, Inc. Turtle Island Foods, Morinaga Nutritional Foods Vietnam Joint Stock Company, Morinaga Le May Vietnam Joint Stock Company, NutriCo Morinaga (Private) Limited

No. of female managers (Morinaga Milk Industry Co., Ltd.) *As of March 31 each year, excludes seconded staff

	unit	2020	2021	2022	2023
No. of female managers	Persons	40	43	46	51

Ratio of female managers (Morinaga Milk Industry Co., Ltd.) *As of March 31 each year, excludes seconded staff

	unit	2020	2021	2022	2023	2024	2030
		result	result	result	result	target	target
Ratio of female managers	%	5.2%	5.5%	5.8%	6.3%	10.0%	20.0%

Number of Employees Taking Childcare Leave by Gender (Morinaga Milk Industry Co., Ltd.) *Excludes seconded staff

	unit	2020	2021	2022	2023
Number of regular employees Total	Persons	89	96	109	119
Men	Persons	52	58	86	90
Women	Persons	37	38	23	29
Number of temporary employees Total	Persons	4	4	2	3
Men	Persons	0	0	0	1
Women	Persons	4	4	2	2

Diversity, equity & inclusion

Rate of Returning to Work from Childcare Leave by Gender (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
Men	%	100.0%	100.0%	100.0%	100.0%	100.0%
Women	%	98.2%	100.0%	95.1%	95.0%	97.4%

Ratio of male employees taking childcare leave (Morinaga Milk Industry Co., Ltd.)

	unit	2020	2021	2022	2023	2030
		result	result	result	result	target
Regular employees Usage ratio	%	47.3%	58.6%	90.5%	95.7%	100.0%
Temporary employees Usage ratio	%	No targets available	0.0%	No targets available	100.0%	100.0%

Ratio of Total Compensation Per Employee by Gender (Morinaga Milk Industry Co., Ltd.)

	unit	2021	2022	2023
		Women : Men	Women : Men	Women : Men
Total compensation (managers)	:	1:1.12	1:1.12	1:1.10
Total compensation (general employees)	:	1:1.20	1:1.19	1:1.17

- Men and women are treated the same in terms of compensation. Differences are due to differences in age and grade structure by gender.
- Total compensation includes basic salary, various allowances, bonuses, etc., and excludes retirement allowances.

Diversity, equity & inclusion

Employee Turnover Due to Nursing Care (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023	2024
		result	result	result	result	result	target
Employee turnover	Persons	2	1	1	1	3	0

Turnover rate (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries.)

	unit	2022	2023
Total Turnover Rate	%	3.40%	3.60%
Turnover rate (voluntary employee turnover rate)	%	2.2%	2.8%
Turnover rate (university graduates within three years after entering the Company)*	%	5.8%	4.7%

*Number of new graduates who left the company within 3 years divided by the total number of people who entered the company in the past 3 years.

*As an error was found in the total turnover rate for 2022, it has been corrected from 2.39% to 3.40%.

Number of Employees with Disabilities and Employment Rate (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries)

	unit	2020	2021	2022	2023
Employees with disabilities	Persons	157	150	167	161

Rate of Employees with Disabilities (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries.)

	unit	2023
Rate of Employees with Disabilities	%	2.1%

Number of re-hires and re-hire rate of persons aged 60 and older (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
Number re-hired	Persons	24	34	36	56	48
Re-hire rate	%	88.9%	94.4%	90.0%	87.5%	92.3%

Work-Life Balance, Workstyle

Annual Number of Working Hours and Average Hours of Overtime (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
Annual Number of Working Hours	Hours	1,967	1,969	1,975	1,974	1,962
Average Hours of Overtime	Hours/Person/ Month	15.3	15.0	16.1	16.1	16.1

*All employees except managers are members of the union

Number of days of annual paid leave taken and annual paid leave usage ratio (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
Number of days of annual paid leave taken	Days	14.1	13.0	13.5	14.5	14.9
Ratio of annual paid leave usage	%	76.7%	70.2%	73.1%	77.3%	79.2%

Number of employees using teleworking/satellite work system (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
Number of employees using teleworking/satellite work system	Persons	932	1,980	2,097	2,225	2,355

Number of Persons Hired under the Returnees Program (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
Number hired	Persons	0	0	1	2	10

Health Management

Health-related Performance(Morinaga Milk Industry Co., Ltd.)

Direction for Solving Management Issues	Initiatives	FY2025 Target		2023	2022	2021
Improvement of lifestyle habits	Health questionnaires	Percentage of members who are aware of proper eating habits	80% or higher	67.9%	69.3%	67.0%
		Percentage of members who exercise*1	50% or higher	39.4%	37.9%	39.4%
		Percentage of members that sleep properly	50% or higher	32.6%	34.6%	37.3%
		Percentage of members with poor drinking habits*2	Less than 5%	8.8%	8.6%	8.9%
		Percentage of people at risk of high blood pressure age 40 or above	Less than 1%	1.0%	0.7%	1.3%
		Percentage of people at risk of blood sugar issues age 40 or above	Less than 1%	0.3%	0.4%	0.4%
		Percentage of people 40 years of age or older with poor management of diabetes	Less than 1%	1.0%	1.0%	1.3%
		Rate of people of normal weight 40 years of age or older	70% or higher	63.7%	63.1%	61.5%
	Habit activities, athletic events, etc.	Habit*3 participation rate	80% or higher	51.6%	53.3%	57.7%
	Free dental check-ups	Percentage of members who had dental check-ups	70% or higher	45.7%	37.8%	39.9%
Effective utilization of health check-ups	Support for smoking cessation (smoking cessation week and subsidy for medical expenses)	Percentage of smokers	Less than 10%	19.9%	20.0%	20.3%
	Percentage of employees taking regular medical checkups	Percentage of employees taking regular medical checkups	100.00%	100.0%	100.0%	100.0%
	Percentage of employees receiving full medical examinations after regular medical checkups	Percentage of employees receiving full medical examinations after regular medical checkups	50% or higher	8.5%	—	—
	Recommendations for specific health guidance	Specific health guidance utilization rate	50% or higher	37.1%	38.1%	38.3%
	Follow-ups with persons at risk of a medical condition	Percentage of follow-ups completed with persons at risk of a medical condition	100.0%	100.0%	100.0%	100.0%
Productivity improvement	Efforts for early detection of cancer	Full medical checkup rate	70% or higher	54.6%	54.6%	62.5%
	Absenteeism	Average number of days of absence and leave of absence per employee per year*4	No more than 1.5 days	2.0 days	2.0 days	1.8 days
	Presenteeism	A state in which the person is present at work but performance is reduced due to issues related to unhealthy mind or body (performance loss rate)*5	15% or less	22.3%	20.3%	20.4%
	Status of employees on leave due to injury or illness	Percentage of employees taking a leave of absence	Less than 1%	0.4%	0.4%	0.3%
Improvement of health-related knowledge	Employee engagement	Employee engagement ratings	A B	B	—	—
	Health seminar	Seminar participants (per year)	1,600 or higher	1,571	1,388	1,350
	Line care training*6	Training coverage for targets	50% or higher	36.0%	21.2%	12.0%
	Percentage of female employees who have watched videos on women's health issues	Percentage of female employees who have watched videos on women's health issues	50% or higher	6.8%	—	—
	Level of satisfaction with each measure	Self-care training	80% or higher	86.3%	85.6%	93.9%
Improving the environment of the organization and workplace		Line care training	80% or higher	98.1%	96.0%	98.7%
	Health management of members who work long hours (including working hours management)	Number of long working hours	Less than 180	211	238	223
	Stress checks	Stress check completion rate	90% or higher	87.0%	88.0%	86.6%
		Overall health risk score*7	Less than 80	88	86	86
		Rate of members with high stress	Less than 10%	11.0%	10.9%	10.4%
	Establishment of an external consultation desk for mental health	Number of users of the consultation desk per year	100 or higher	Total 85	40	---

*1 Light exercise twice a week for about 30 minutes each time

*2 More than three 180ml servings more than three times a week

*3 A special name for a lifestyle improvement and health promotion campaign sponsored by the Morinaga Health Insurance Society

*4 Total number of days off from work due to personal injury / (average number of employees at the beginning and end of the fiscal year)

*5 SPQ: Single-Item Presenteeism Question created by the University of Tokyo

*6 Training for managers to learn how to care for the mental health of their subordinates

*7 An index indicating the risk of health problems arising from the workplace environment (national average is 100 (the lower the number, the better the condition))

Human Resource Development

Participants in Global Human Resources Development Programs (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
Total	Persons	20	51	113	69	119
Global Business Skills Enhancement Program	Persons	8	16	11	13	10
Overseas Intercultural Learning Challenge Training*	Persons	12	—	—	—	—
e-learning for writing business e-mails in English	Persons	—	18	61	24	9
Beginner training	Persons	—	17	31	23	23
Intermediate training	Persons	—	—	10	9	77

* In FY 2020,2021,the program contact was adjusted for an online format in order to prevent the spread of COVID-19.

Number of Participants in Female Leader Training (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
No. of participants	Persons	23	17	21	15	25

Morinaga Milk College (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries)

	unit	2019	2020	2021	2022	2023
Number of Trainees Total	Persons	445	540	498	401	364
Follow-up course	Persons	151	206	118	123	126
Hop-up course	Persons	155	166	196	94	105
Level-up course	Persons	96	159	153	156	93
Step-up course	Persons	27	9	15	14	15
Jump-up course	Persons	16	—	16	14	19
Advanced course	Persons	16	—	16	14	6

Human Resource Development

Investment in Employees (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023	2030
		result	result	result	result	result	target
Amount spent on training	Person/Year (Unit: Ten thousand yen)	3.9	2.6	2.6	3.1	3.4	4.0
Hours of training	Hours/Person/Year	6.5	3.8	5.0	4.8	5.1	—

*Only training programs led by the Human Resource Department. This excludes training at Morinaga Milk College.

Occupational Health and Safety

Industrial Accident Frequency Rate (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
Industrial Accident Frequency Rate	%	0.00%	0.48%	0.25%	0.16%	0.79%

*Excludes Group companies

Number of Major Work-related Accidents* (Morinaga Milk Industry Co., Ltd.)

	unit	2020	2021	2022	2023	2030
		result	result	result	result	target
Number of major work-related accidents	No.	0	0	0	0	0 (continued)

*Accidents in which three or more workers were killed, injured, or became ill in the course of work at one time, including non-holidays.

*Death and subsequent disability levels 1 to 7

Workplace Accidents (by Type, FY 2023) (Morinaga Milk Industry Co., Ltd.)

Type	%
Fall (tripping)	40%
Cuts and abrasions	10%
Pinching, entanglement	20%
Burns from high/low temperatures	10%
Contact injuries from hazardous materia	0%
Collision (from self)	0%
Recoil, forceful movement	0%
Fall/tumble from heights	20%
Falling/flying objects	0%

Number of Participants in Occupational Health and Safety Education (Morinaga Milk Industry Co. and domestic consolidated subsidiaries)*

Program name	unit	Designed for	2020	2021	2022	2023
4R-KYT Training	Persons	Employees involved in manufacturing	698	1387	1615	1827
Traffic Safety Training	Persons	Employees involved in manufacturing	199	421	755	423
Hazard Simulator Training	Persons	Employees involved in manufacturing	1259	937	1127	1356
Mental Health Training	Persons	Employees involved in manufacturing	226	1211	1325	835

* Facilities and domestic consolidated subsidiaries that manufacture Morinaga Milk products

Support for the Growth of the Next Generation

Visiting Classes at Elementary Schools (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
No. of times held	Times	7	3	10	23	26
No. of participants	Persons	422	299	804	1,358	2423

Business Interns (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
No. of schools	Schools	23	25	27	38	42
No. of participants	Persons	1,142	980	983	1,407	1389

* An increase in the number of participating companies and an increase in the number of available programs has resulted in a reduction in the number of participating students for each company.

Exploratory Career Study Visits (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
No. of schools	Schools	53	1	26	18	10
No. of participants	Persons	588	270	2,129	1,098	357

* Suspended in FY 2020 to prevent the spread of COVID-19. Created an online-based Exploratory Career Study Visit program and held one online-based "visit."

Tour of Volleyball (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
No. of times held	Times	21	—	—	9	12
No. of participants	Persons	2,196	7,773	10,376	8,999	4930

* 2020 figures are counted as the total number of recipients of virtual volleyball notebooks and persons who participated in online remote classes or roundtable discussions.

* 2021 figures are counted as the total number of recipients of virtual volleyball notebooks and persons who participated in manager seminars or parent-and-child seminars.

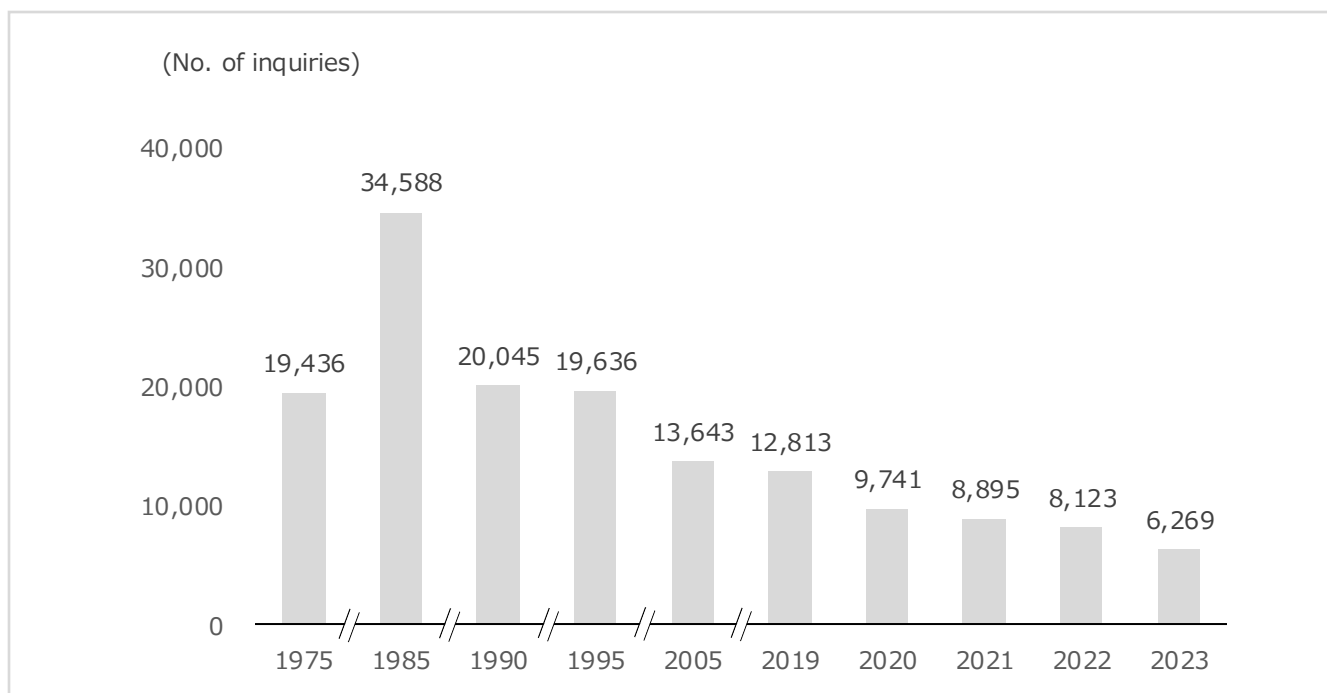
* 2022 figures are counted as the total number of participants in Tour of Volleyball and recipients of volleyball training notebooks

Support for the Growth of the Next Generation

Angel 110 Hotline Inquiries (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
No. of inquiries	Inquiries	12,813	9,741	8,895	8,123	6,269

* The hotline system was partially reduced in FY 2020 to ensure the safety of the counselors in light of the COVID-19 pandemic.



Plant Tours

	unit	2021	2022	2023
No. of times held	Times	42	143	402
No. of participants	Persons	520	3,411	7,970

* Kobe Plant has conducted plant tours via online since February 2022.

Tone Plant resumed in-person plant tours in September 2023, and Kobe Plant in March 2024.

Community initiatives

Investment in Communities

	unit	2020	2021	2022	2023
Amount	1,000 yen	105,000	70,000	89,000	93,000

Ratio of Group Business Sites Carrying Out Community Activities

	unit	2021	2022	2023	2030
		result	result	result	target
Percentage of business sites	%	90%	100%	100%	100%

* Ratio of Group companies in Japan

Health promotion program

Health Seminar Program Conducted by Dietitians for Health and Well-Being

	unit	2021	2022	2023
No. of times held	Times	80	100	80
No. of participants	Persons	8,600	7,000	7,300

Customer Satisfaction

Results of Customer Satisfaction Training (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries and non-consolidated subsidiaries.)

	unit	2019	2020	2021	2022	2023
No. of participants	Persons	1,052	6,185	5,051	4,090	2,682

Customer Satisfaction Questionnaire Survey (FY 2023)

	%
Extremely satisfied	54%
Satisfied	35.4%
Neither satisfied nor dissatisfied	6.4%
Dissatisfied	2.7%
Extremely dissatisfied	1.5%

Quality Control

GFSI Certification Standard (FSSC22000, etc.) Acquisition Rate (Morinaga Milk Industry Co., Ltd. and domestic and overseas consolidated subsidiaries)

	unit	2019	2020	2021	2022	2023	2030
		result	result	result	result	result	target
Acquisition and maintenance rate of Certifications Under GFSI	%	32	85	100	93	100	100%

* Figures for FY2022 have decreased compared to FY2021 due to the increase in the number of overseas business sites, but the certification ratio at domestic production sites is 100%

Quality Improvement Seminar (Morinaga Milk Industry Co., Ltd.)

	unit	2019	2020	2021	2022	2023
No. of participating companies	companies	24	—	90	89	97

* The FY 2020 seminar was postponed to prevent the spread of COVID-19.
Conducted remotely in 2021 and 2022.

Quality Audits at Suppliers' Plants

	unit	2021	2022	2023
Significant Risk Incidents	Number	0	0	0

Corporate Governance

Number of board members (Morinaga Milk Industry Co., Ltd.)

	unit	2020	2021	2022	2023
Board Members	Persons	9	9	11	12
External Directors	Persons	3	3	4	4
Female Directors	Persons	1	1	1	1

Ratio of women on the board of directors (Morinaga Milk Industry Co., Ltd.)

	unit	2020	2021	2022	2023
Ratio of women on the board of directors	%	15.4%	15.4%	13.3%	12.5%

FY 2023 Attendance at the Board of Directors Meetings, Auditor & Supervisory Board Meetings, and Other Committee Meetings (Morinaga Milk Industry Co., Ltd.)

		Board of Directors	Audit & Supervisory Board	Internal Control System Committee	Personnel Remuneration Committee
Michio Miyahara	Managing Director	100%(12/12) *3	-	100%(2/2)	-
Yohichi Ohnuki	Managing Director	100%(12/12)	-	100%(2/2)	100%(8/8)
Teichiro Okawa	Managing Director	100%(12/12)	-	100%(2/2)	100%(8/8)
Tsuyoshi Minato	Managing Director	100%(12/12)	-	100%(2/2)	-
Yasuhiko Yanagida	Managing Director	100%(12/12)	-	100%(2/2)	-
Hitoshi Hyodo	Managing Director	100%(12/12)	-	100%(2/2)	-
Akihiro Nozaki	Managing Director	100%(12/12)	-	100%(2/2)	-
Takahiro Yanagida	Managing Director	100%(9/9) *1*3	-	100%(1/1) *1	-
Yasuyuki Yoshinaga	External Director	100%(9/9) *1*3	-	-	100%(8/8)
Yukari Tominaga	External Director	100%(12/12)	-	-	100%(7/7) *2
Hiroshi Nakamura	External Director	100%(12/12)	-	-	100%(8/8)
Takayuki Ikeda	External Director	100%(12/12)	-	-	100%(8/8)
Keiki Hirota	Full-time Audit & Supervisory Board Member	100%(12/12)	100%(15/15)	-	-
Mitsumasa Saito	Full-time Audit & Supervisory Board Member	100%(12/12)	100%(15/15)	100%(2/2)	-
Masahiko Ikaga	External Audit & Supervisory Board Member	100%(12/12)	100%(15/15)	-	-
Mayumi Yamamoto	External Audit & Supervisory Board Member	100%(12/12)	100%(15/15)	-	-

*1 Attended since assuming the position of Director on June 29, 2023

*2 Attended since becoming a committee member on June 29, 2023

*3 In addition to the number of Board of Directors meetings held mentioned above, there was one written resolution adopted by the Board of Directors.

Compliance/Anti-corruption

Status of Compliance Training (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries)

	unit	2019	2020	2021	2022	2023
Number of participants	Persons	4,777	7,801	8,188	8,051	7,187

* Target: Employees working at our Group (workers in the same workplaces, including employees, temporary employees, parttime workers, and employees of partner companies), etc.

Implementation of e-Learning for All Group Employees (FY 2023) (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries)

	unit	May	August	November	February
Number of participants	Persons	7,559	7,561	7,496	7,458
Completion rate	%	98.6%	99.2%	98.8%	98.9%

Consultations Received by the Morinaga Milk Helpline (Morinaga Milk Industry Co., Ltd. and domestic consolidated subsidiaries)

	unit	2019	2020	2021	2022	2023
Total number of consultations	No.	41	47	52	58	55

Health and Nutrition

We offer health and nutrition by developing and selling products that combine functionality and good taste to realize “Ever Brighter Smiles.”

Direction of Activities	KPIs	Results of KPIs (FY 2021)
Contribute to the extension of healthy lifespans	Launch of products incorporating nutritious functional ingredients	<ul style="list-style-type: none"> Released Memory Bifidus Memory Protection Yogurt, inPROTEIN, Bifidus Yogurt KF, and other products that are Foods with Function Claims as well as products that contribute to health.
	Share information on nutritious and functional ingredients that help to maintain health	<ul style="list-style-type: none"> Shared information and raised awareness about large intestine and nutritious and functional ingredients that help to maintain health. Further promoted health seminar business with Dietitians for Health and Well-Being, “Kenko Support Eiyoushi.” (Expanded program to provide health seminar for seniors, females, etc.) Over FY 2020 and FY 2021, total of approximately 18,000 people participated in the health seminars provided by Dietitians for Health and Well-Being *Dietitians for Health and Well-Being Seminar: Health seminar by special Dietitians for Health and Well-Being who explains the finds in research on health in an easy-to-understand manner.
Contribute to the healthy growth of babies and infants	Provide Bifidobacterium breve M-16V; continue to provide to over 120 facilities in Japan and overseas	<ul style="list-style-type: none"> Continued to provide Bifidobacterium breve M-16V to over 150 facilities in Japan and overseas, including newborn intensive care units (NICUs).

The Environment

We will manufacture safe and reliable products while striving to reduce energy use and cut waste and helping to create a sustainable society.

Direction of Activities	KPIs	Results of KPIs (FY 2021)
Expand environmental activities, which had been centered on production divisions, to all consolidated companies and all divisions	Business sites with ISO 14001 certification: ensure that all consolidated company sites have earned this certification by FY 2030	●Number of certified sites: 34 (as of March 31, 2022)
	Understand Scope 1 and Scope 2 emissions for the entire Group by FY 2021	●For domestic production sites, obtained a third-party assurance for Scope 1 and 2
Reduce environmental impacts from manufacturing processes	Reduction of CO2 emissions intensity: 8% reduction by FY 2021 compared with the level in FY 2013 20% reduction by FY 2030 compared with the level in FY 2013 80% reduction by FY 2050 compared with the level in FY 2013	●20.0% reduction compared to FY 2013
	Reduction of food waste generation intensity: 30% reduction by FY 2021 compared with the level in FY 2013	●35.0% reduction compared to FY 2013
	Reduction of industrial waste emissions intensity: 33% reduction by FY 2021 compared with the level in FY 2013	●35.1% reduction compared to FY 2013
	Reduction of landfill waste: Reduction of annual emissions to less than 300t by FY 2021 Complete elimination of landfill waste by FY 2030	●273t reduction in annual emissions
	Reduction of amount of water used: 9% reduction by FY 2021 compared with the level in FY 2013	●8.7% reduction compared to FY 2013
Reduce environmental impacts in the overall supply chain	Calculate 6 of 15 categories of Scope 3 emissions by FY 2021	<ul style="list-style-type: none"> ●Examined calculation method of all 15 categories and decided on the calculation rules for 10 categories. ●Evaluation was conducted for other five categories (one category under Scopes 1 and 2, and four categories that have low relevance to our main business activities).
Promote use of environment-friendly packaging	Weight of plastic packaging covered by the Containers and Packaging Recycling Law: 10% reduction compared to FY 2013	●15.2% reduction compared to FY 2013

Human Rights

Our business activities will be guided by consideration for human rights and respect for diversity. We will create environments in which all people can realize their full potential.

Direction of Activities	KPIs	Results of KPIs (FY 2021)
Identify human rights issues and devise countermeasures in dialogue with stakeholders	Hold dialogue with stakeholders	<ul style="list-style-type: none"> Three employees participated in the Stakeholder Engagement Program run by Caux Round Table (CRT) Japan in FY 2021
Identify cases of human rights infringement at suppliers	Understand current situation through CSR procurement questionnaires	<ul style="list-style-type: none"> Prepared for conducting FY 2022 CSR Procurement Questionnaires.
Identify ingredients and suppliers that affect company management	Create a list of important suppliers	<ul style="list-style-type: none"> Completed summarizing as a list. Investigation and confirmation schemes are under discussion.
Respond to the Group's foreign employees (including those working for cooperating companies)	Set up working environments for the Group's foreign employees	<ul style="list-style-type: none"> Formulated guidelines for employing foreign nationals. Conducted survey on employment of foreign nationals in the Group. Began study in preparation for implementing human rights due diligence.
Promotion of Diversity and Inclusion	[Target for FY 2027] Number of persons teleworking/satellite work systems, rate of taking paid leave, rate of hiring female employees, number of female managers, rate of taking paternity leave, rate of male employees taking childcare leave, and number of employees quitting for family care	(1) Number of employees doing teleworking/satellite work (persons): 2,097 (2) Ratio of annual leave taken: 73.1% (3) Percentage of new graduate hires who are female (sales management, R&D total): 48.6% (4) No. of female managers: 52 persons (5) Ratio of paternity leave: 70.2% (6) Ratio of male employees taking childcare leave: 57.7% (7) Employee turnover: 1 person (As of March 31, 2022, excluding (3) and (4) that are as of April 1, 2022)

Supply Chains

We procure raw materials and manufacture products with an emphasis on safety and reliability, and consistently provide high-quality products.

Direction of Activities	KPIs	Results of KPIs (FY 2021)
Efficient supplier management corresponding to raw material risks	Strengthen mechanism for evaluating supplier management level depending on each raw material's risk	<ul style="list-style-type: none"> Conducted audit in 12 plants of raw material suppliers in and outside Japan. (On-site audit could not be held due to COVID-19 and not all are complete) Conducted overall supplier management review.
Creating a system for providing safe and high-quality products	Acquire FSSC 22000 certification at all of the Group's 29 plants* by FY 2020 * The number of factories certified changed from 29 to 23 in October 2020 due to production shutdowns and other factors.	<ul style="list-style-type: none"> Number of factories certified in Japan: 24 (*) (as of March 31, 2022) Target achieved in end of March 2021. (*) Final results were changed to include 24 plants due to a plant acquiring the FSSC after October 2020.
Respond to supply chain risks for main raw materials	Purchase main raw materials from multiple companies and geographically diverse purchasing	<ul style="list-style-type: none"> Promoted regional decentralized purchasing initiatives (in progress).
	Expand use of RSPO-certified palm oil	<ul style="list-style-type: none"> Completed a full switchover to Book and Claim (as of March 31, 2021). Currently working on a switchover to mass balance.

Nurturing the Next Generation

We support the healthy growth of children as future contributors to the creation of a sustainable society.

Direction of Activities	KPIs	Results of KPIs (FY 2021)
Provide a place to learn about food culture and nutrition to live healthy and enjoyable lifestyles (food education classes, KidZania)	Total participants over three-year period starting in 2019: 300,000	<ul style="list-style-type: none"> ● 189,000 total participants by FY 2021. * Plant tours, Expedition Team Exploring Forest and Food, and other programs were not held in FY 2020 due to the COVID-19. ● Online program for plant tours and career education were developed and offered.
Provide a place to learn about the gifts of nature and the techniques and research that utilize them (plant tours, Forest and Food Expedition Team, career education)		
Establish an environment in which the next generation can be raised	Provide ongoing consultation on infants through the Angel 110 hotline; handle calls from a total of 1 million people by FY 2020	<ul style="list-style-type: none"> ● Advice provided to over 990,000 callers (as of March 31, 2022)

Human Resource Development

We will focus on developing human resources who can realize the slogan "For Ever Brighter Smiles."

Direction of Activities	KPIs	Results of KPIs (FY 2021)
Promote the Corporate Slogan	Hold annual forum open to all employees	<ul style="list-style-type: none"> ● Conducted Energy Survey (employee satisfaction survey) and shared its results to each department to raise awareness about the Corporate Slogan.
Encourage the independent growth of each individual employee by pursuing diversity and inclusion	Provide ongoing training for female leaders, training to encourage balance between work and childcare, and pre-management training; HR department will carry out interviews of young employees	<ul style="list-style-type: none"> ● Continued to implement training and interviews in an online environment
Develop employees who can perform in a global business environment	Implement programs for training global human resources	<ul style="list-style-type: none"> ● Global human resource program participants: 113 persons ● Overseas Trainee Program participants: 1 person
Develop human resources via health management	Improve uptake rate of follow-up exams and re-assessments for those who test results are of serious concern: 80% (2023) Rate of attending mental health education: 100% (2023)	<ul style="list-style-type: none"> ● Employees with health examination results showing serious concerns were fully tracked by the human resources department and necessary follow-ups were conducted to prevent employees from contracting a disease or their symptoms becoming severe. ● As target rate of attending mental health education is achieved, expanded offering for employee health education, which include mental healthcare and prevention of harassment, in light of the COVID-19 pandemic.

Corporate Governance

We will continue to work on establishing and augmenting a highly effective governance system to sustainable growth and improve corporate value.

Direction of Activities	KPIs	Results of KPIs (FY 2021)
Transparent, equitable, prompt, and bold decision-making based on diverse values in Board of Directors' Meetings	Evaluation scores and comments in evaluation of the Board of Directors (diversity of the Board of Directors and substance of discussions)	<ul style="list-style-type: none"> ● Proportion of independent external directors: 1/3 (six internal directors, three external, including one female external director)
Strengthen the management system	Augment regular committees (Personnel Remuneration Committee, Internal Control Committee, Sustainability Committee*)	<ul style="list-style-type: none"> ● Each regular committee meetings were held as schedule and constructive discussions were made. • Personnel Remuneration Committee: Selected external directors to represent majority of the committee (two internal directors, three external, including one female external director). • Sustainability Committee: Established Climate Change Subcommittee, Plastics Subcommittee, and Human Rights Subcommittee and prepared a place to conduct thorough discussion about individual issues.