

# ESG DATA



(Last Updated: Aug. 28, 2025 )

\*The scope of data collection is Megmilk Snow Brand Co., Ltd. only, unless otherwise mentioned.

\*The data may be adjusted retroactively.

## Environment

### 《Policy and Certification》

Environmental Policy	Yes	<a href="https://www.meg-snow.com/english/sustainability/reducing-environmental-load/">https://www.meg-snow.com/english/sustainability/reducing-environmental-load/</a>
Procurement Policy	Yes	<a href="https://www.meg-snow.com/english/sustainability/procurementpolicy/">https://www.meg-snow.com/english/sustainability/procurementpolicy/</a>
Third-Party Certification	[ISO14001]	52 sites (Megmilk Snow Brand Co., Ltd., Yatsugatake Milk Co., Ltd., Ibaraku Co., Ltd., Michinoku Milk Co., Ltd., Bean Stalk Snow Co.,Ltd.)
	[Green Management]	14 sites (Chokuhan Haisou Co., Ltd.)

### [\[Third-Party Verification of CO<sub>2</sub> Emissions\]\(Scope1 and 2\)](#)

8 companies ( Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Chokuhan Haisou Co., Ltd., Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Snow Brand Seed Co., Ltd., Bean Stalk Snow Co., Ltd. )

### [\[Third-Party Verification of CO<sub>2</sub> Emissions\]\(Scope3\)](#)

Megmilk Snow Brand Co., Ltd.

《Preventing Global Warming》	Unit	2020	2021	2022	2023	2024
Electricity Used <sup>*1</sup>	Millions of kWh	229	230	259	255	257
Total Fuel Used (Crude Oil Equivalent) <sup>*1</sup>	Thousands of kl	109.4	110.8	128.7	118.2	119.6
Fuel Used (Crude Oil Equivalent) <sup>*1</sup>	Thousands of kl	52.3	53.2	63.7	61.5	62.7
Electricity Used(Crude Oil Equivalent) <sup>*1</sup>	Thousands of kl	57.0	57.6	64.9	56.8	56.9
Recyclable Energy Used <sup>*2</sup>	kWh	24,500	26,668	31,733	230,920	2,679,175
Recyclable Energy Used <sup>*2</sup>	%	0.01	0.01	0.01	0.10	1.04
CO <sub>2</sub> Emissions <sup>*3</sup>	Ten thousands of tons	22.4	27.2	25.5	24.4	24.4
Scope 1 <sup>*3</sup>	Ten thousands of tons	11.5	14.6	14.0	12.9	12.9
Scope 2 <sup>*3</sup>	Ten thousands of tons	10.9	12.6	11.5	11.5	11.5
CO <sub>2</sub> Emission Offsets (such as J-Credit)	t-CO <sub>2</sub>	-	-	-	-	300
Adjusted CO <sub>2</sub> Emissions <sup>*3</sup>	Ten thousands of tons	-	-	-	-	24.4
Reduction in CO <sub>2</sub> Emissions <sup>*3</sup> (Compared to Fiscal 2013)	%	21.1	18.4	23.5	26.9	26.7
Scope 3	Ten thousands of tons	236.4	224.7	231.6	225.1	223.8
(Category 1 ) Purchased Goods and Services	Ten thousands of tons	211.2	200.8	206.6	201.7	199.8
(Category 2 ) Capital Goods	Ten thousands of tons	7.5	4.5	5.5	4.5	4.7
(Category 3 ) Fuel- and Energy-Related Activities (Not Included in Scope 1 or 2)	Ten thousands of tons	3.8	3.8	3.8	3.7	4.1
(Category 4 ) Upstream Transportaion and Distribution	Ten thousands of tons	10.4	10.2	10.3	10.2	10.4
(Category 5 ) Waste Generated in Operations	Ten thousands of tons	0.1	0.1	0.1	0.0	0.1
(Category 6 ) Business Travel	Ten thousands of tons	0.1	0.1	0.1	0.1	0.0
(Category 7 ) Employee Commuting	Ten thousands of tons	0.3	0.3	0.3	0.3	0.2
(Category 8 ) Upstream Leased Assets	Ten thousands of tons	Not calculated	Not calculated	Not calculated	Not calculated	Not calculated
(Category 9 ) Downstream Transportaion and Distribution	Ten thousands of tons	Not calculated	Not calculated	Not calculated	Not calculated	Not calculated
(Category10) Processing of Sold Products	Ten thousands of tons	Not calculated	Not calculated	Not calculated	Not calculated	Not calculated
(Category11) Use of Sold Products	Ten thousands of tons	Not calculated	Not calculated	Not calculated	Not calculated	Not calculated
(Category12) End-of-Life Treatment of Sold Products	Ten thousands of tons	3.0	4.9	4.9	4.7	4.5
(Category13) Downstream Leased Assets	Ten thousands of tons	Not calculated	Not calculated	Not calculated	Not calculated	Not calculated
(Category14) Franchises	Ten thousands of tons	Not calculated	Not calculated	Not calculated	Not calculated	Not calculated
(Category15) Investments	Ten thousands of tons	Not calculated	Not calculated	Not calculated	Not calculated	Not calculated
Fluorocarbon Leakage	t-CO <sub>2</sub>	2,484	3,147	2,486	5,410	2,013

\*1 Aggregation of 8group companies. ( Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Chokuhan Haisou Co., Ltd.,

Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Snow Brand Seed Co., Ltd., Bean Stalk Snow Co., Ltd. ) Figures before fiscal 2021 are non-consolidated.

\*2 Aggregation of 3group companies. ( Megmilk Snow Brand Co., Ltd., Michinoku Milk Co., Ltd., Snow Brand Seed Co., Ltd.) Figures before fiscal 2023 are non-consolidated.

\*3 Aggregation of 8group companies. ( Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Chokuhan Haisou Co., Ltd.,

Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Snow Brand Seed Co., Ltd., Bean Stalk Snow Co., Ltd. ) Figure of fiscal 2020 is non-consolidated.

《Sustainably Using Resources》		2020	2021	2022	2023	2024
% of Paper Made of Eco-Friendly Materials Used (Scope of Data Collection: Paper Packaging and Cardboard) <sup>*1</sup>	%	83.6	87.1	97.7	99.0	99.7
% of Certified Palm Oil Used <sup>*2</sup>	%	20.0	20.4	14.5	54.4	73.5
* Refined palm oil only						
Petroleum-derived plastic usage <sup>*1</sup>	Thousands of t	13.7	13.9	14.2	13.8	14.5
Petroleum-derived plastic usage per unit of sales revenue <sup>*1</sup>	t/Hundred million yen	4.0	4.2	4.1	3.8	3.9
Reduction in petroleum-derived plastic usage per unit of sales revenue (Compared to Fiscal 2018) <sup>*1</sup>	%	1.5	2.5	5.3	12.2	10.5

\*1 Aggregation of 4group companies. ( Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Bean Stalk Snow Co., Ltd. )

Figure of fiscal 2020 is non-consolidated.

\*2 Aggregation of 4group companies. ( Megmilk Snow Brand Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Snow Brand Seed Co., Ltd., Bean Stalk Snow Co., Ltd. )

Figures before fiscal 2021 are non-consolidated.

《Recycling-Based Society》		2020	2021	2022	2023	2024
Raw Materials Used	Thousands of t	1,162.0	1,164.6	1,148.7	1,080.6	1101.8
Raw Milk	Thousands of t	1,005.0	1,027.0	999.1	960.1	963.8
Oils and Fats	Thousands of t	17.3	15.8	14.2	14.1	15.1
Milk-Derived Raw Materials	Thousands of t	33.5	16.8	28.9	15.5	26.0
Other Raw Materials	Thousands of t	48.5	46.1	48.0	44.6	45.0
Resources for Packaging Used(Paper, Plastic, Glass, Alminum, etc.)	Thousands of t	57.7	58.9	58.5	48.8	51.9

Waste (incl. General Waste from Business Activities) *1	Thousands of t	16.2	19.1	20.0	16.3	16.5
Waste *1	Thousands of t	15.6	18.3	19.2	15.6	15.7
Reduction in Waste (Compared to Fiscal 2013) *1	%	23.9	23.1	19.6	34.4	33.4
Amount of Recycled Waste *1	Thousands of t	14.9	17.4	18.9	15.4	15.5
% of Recycled Waste *1	%	95.4	95.2	98.8	98.8	98.2
Food Waste *2	Thousands of t	3.7	4.2	5.8	3.0	3.2
Amount of Recycled Food Waste *2	Thousands of t	3.1	3.6	5.5	2.9	3.1
% of Recycled Food Waste *2	%	83.6	86.2	94.8	96.3	96.0
Amount of Industrial Plastic Waste	Thousands of t	1.38	1.30	1.25	1.16	1.19
Reduction in Industrial Plastic Waste (compared to Fiscal 2018)	%	4.1	9.4	12.8	19.3	17.4
% of Recycled Plastic Waste	%	93.7	97.5	98.0	98.3	98.9
Specially controlled Industrial Waste *1	t	5.7	7.9	13.8	8.6	6.9
Final Disposal of Waste	Thousands of t	0.72	0.67	0.15	0.13	0.17

\*1 Aggregation of 7group companies. (Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Snow Brand Seed Co., Ltd., Bean Stalk Snow Co., Ltd. ) Figure of fiscal 2020 is non-consolidated.

\*2 Aggregation of 6group companies. (Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Bean Stalk Snow Co., Ltd. ) Figure of fiscal 2020 is non-consolidated.

《Water Resources》		2020	2021	2022	2023	2024
Water Used *	Thousands of m <sup>3</sup>	10,800	10,800	12,100	11,700	11,596
Ground Water	Thousands of m <sup>3</sup>	-	-	-	11,310	11,214
Tap Water	Thousands of m <sup>3</sup>	-	-	-	130	125
Water for Industrial Use	Thousands of m <sup>3</sup>	-	-	-	40	40
Rivers	Thousands of m <sup>3</sup>	-	-	-	220	217
Reduction in Water Used(Compared to Fiscal 2013) *	%	-	8.2	7.6	10.5	11.3
Wastewater *	Thousands of m <sup>3</sup>	10,400	10,400	11,400	11,230	10,595
Rivers	Thousands of m <sup>3</sup>	-	-	9,400	9,170	8,482
Public Sewer	Thousands of m <sup>3</sup>	-	-	2,000	2,060	2,112

\* Aggregation of 7group companies. (Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Snow Brand Seed Co., Ltd., Bean Stalk Snow Co., Ltd. ) Figures before fiscal 2021 are non-consolidated.

《Environmental Management》		2020	2021	2022	2023	2024
Number of Incidents of Environmental Non-Compliance	Violations	0	0	0	0	0
Total Cost of Incidents of Environmental Non-Compliance	Yen	0	0	0	0	0

《Environmental Audit and Education》		2020	2021	2022	2023	2024
Internal Environmental Audit *	Sites	53	51	51	52	52
% of Participants in Environmental e-learning Course	%	100.0	100.0	100.0	100.0	100.0
Number of Participants in ISO14001 Environmental Basic Fundamental Training for Marketing and Administration Section	People	5	52	69	59	85
Number of Participants in Internal ISO14001 Environmental Auditor Development Training	People	95	87	100	47	48
Number of Participants in Environmental e-learning Course for Group Companies	People	-	448	592	647	656

\* Aggregation of 5 group companies. (Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Bean Stalk Snow Co., Ltd. )  
Figures before fiscal 2022 are aggregation of 4 group companies. (Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd. )

## Society

### 《Policy and Certification》

Third-Party Certification of Food Safety 「FSSC22000」 25 Plants (96% of the food facilities in and outside Japan that manufacture Megmilk Snow Brand products )

METI Recognition under the Certified Health & Productivity Management Outstanding Organizations Recognition Program Yes

Third-Party Certification of Animal Experiment Yes <https://www.meg-snow.com/corporate/rd/contribution/index.html#ani>

《Dairy Farming》		2020	2021	2022	2023	2024
Number of Participants in the Japan Dairy Farmer's Research Association Conference	People	218	208	261	313	330
Number of Dairy Farming Advisory Committee Meetings	Times	1	2	2	2	2
Area of land planted with Snow Brand Seed Feedstuff Seeds by Compared to Fiscal 2019 Levels	%	99.8	100.2	103.7	96.3	96.4

《Workstyle Reform》		2020	2021	2022	2023	2024
Total Working Hour (Non-Manual Employees, Annual )	Hours	1,972.7	1,946.6	1,938.5	1,924.5	1,944.5
Men	Hours	2,001.7	1,976.8	1,967.3	1,950.9	1,960.5
Women	Hours	1,843.5	1,817.6	1,817.0	1,814.7	1,879.0
Hours of Overtime Work (Non-Manual Employees, Average per Month, Compared to Normal Working Hours)	Hours	17.5	17.4	17.6	16.7	17.5
Men	Hours	18.6	18.4	18.6	17.5	18.1
Women	Hours	12.4	13.0	13.6	13.4	14.7
% of Annual Paid Leave Taken (All Employees)	%	73.8	73.2	80.1	83.3	80.5
Men	%	72.0	70.7	76.8	80.6	78.9
Women	%	79.4	81.2	90.6	91.8	85.7

《Diversity and Inclusion》		2020	2021	2022	2023	2024
Number of Consolidated Regular Employees	People	5,669	5,665	5,715	5,731	5,751
Number of Consolidated Temporary Employees	People	3,438	3,383	3,328	3,185	3,096
Number of Regular Employees	People	3,161	3,134	3,118	3,129	3,127
Men	People	2,670	2,635	2,606	2,601	2,581
Women	People	491	499	512	528	546
Female Share of Total Regular Employees	%	15.5	15.9	16.4	16.9	17.5
Number of Regular Employees with non-Japanese nationality *1	People	-	-	-	-	7
Number of Temporary Employees	People	1,123	1,103	1,083	1,029	1,047
Men	People	558	554	560	540	550
Women	People	565	549	523	489	498
Average Age of Employees	Age	40.4	40.8	41.2	41.7	41.8
Men	Age	41.0	41.5	41.9	42.4	42.6
Women	Age	36.9	37.1	37.7	38.0	38.2
Average Years of Employment	Years	14.3	14.8	15.4	15.8	16.1
Men	Years	14.7	15.2	15.7	16.3	16.5
Women	Years	12.5	12.8	13.4	13.6	13.8
Number of Newly Hired Employees(New Graduates)	People	75	72	43	74	155
Men	People	49	47	27	42	91
Women	People	26	25	16	32	64
Number of Newly Hired Employees(Mid-Career)	People	21	14	40	49	27
Men	People	21	10	34	38	23
Women	People	0	4	6	11	4
% of Female Recruits among Regular Employees	%	27.1	33.7	26.5	35.0	37.4
% of Mid-Career Regular Employees	%	21.9	16.3	48.2	39.8	14.8
Number of Retirees	People	72	113	107	121	124
Retired	People	30	50	41	46	67
The Others	People	42	63	66	75	57
Total turnover rate	%	2.0	3.2	3.0	3.4	3.5
Men	%	2.1	3.0	3.2	3.4	3.6
Women	%	1.7	4.1	2.2	3.3	2.9
Voluntary resignation rate	%	1.0	1.4	1.5	1.8	1.2
Men	%	1.0	1.1	1.5	1.7	1.0
Women	%	1.2	2.8	1.7	2.2	2.3
Personnel Turnover Rate of Newly Hired Graduates within 3 Years	%	9.4	14.3	10.7	12.5	4.7
% of Rehired Staff After Retirement	%	86.7	84.0	82.9	84.8	88.1
Number of managers	People	686	694	711	704	698
*As of April of the next fiscal year:						
Men	People	652	652	660	649	638
Women	People	34	42	51	55	60
Mid-Career	People	-	-	25	25	31
% of Female managers	%	5.0	6.1	7.2	7.8	8.6
*As of April of the next fiscal year:						
% of Women in upper management positions (General Manager Level)	%	0.5	3.1	3.4	4.5	7.0
% of Women in lower management positions (Manager Level)	%	6.7	7.2	8.7	9.1	9.3
% of new managers who were internally promoted	%	100.0	97.8	98.1	100.0	97.4
Employees Taking Childcare Leave	People	76	107	114	128	112
Men	People	43	77	88	94	81
Women	People	33	30	26	34	31
Average Days of Childcare Leave Taken (Men) *2	Days	13.6	13.5	21.4	29.4	44.6
% of Employees Taking Childcare Leave *3	%	56.3	78.7	91.9	105.8	96.6
Men	%	45.3	71.3	89.8	106.8	94.2
Women	%	82.5	107.1	100.0	103.0	103.3
Gender Pay Gap (Average Female Salary / Average Male Salary)	%	-	-	60.5	62.3	65.9
Regular Employees (incl. Full-Time Employees Changed to Permanent Employment )	%	-	-	64.0	65.4	68.3
Temporary Employees	%	-	-	75.0	73.8	74.5
% of Six Months Tenure after Taking Maternity and Childcare Leave	%	100.0	98.9	100.0	100.0	98.3
Shortened Working Hours	People	47	59	55	61	49
Care Leave	People	35	36	45	55	71
Number of Care Leaves	People	79	80	83	89	88
% of Disabled in Workforce	%	2.22	2.25	2.39	2.59	2.56
% of Employees Unionized	%	99.6	99.6	99.5	99.6	99.5

\*1 Currently only from the Asian region.

\*2 The average number of days taken by male regular employees.

\*3 This rate may exceed 100% because it includes employees who had a child in the previous fiscal year but did not take childcare leave in that same year, and instead took childcare leave in the following fiscal year.

《Securing and Training Human Resources》		2020	2021	2022	2023	2024
Amount Cost of Training(Regular Employee)	Ten thousand yen/ People/Year	1.5	1.9	2.0	4.2	5.2
Number of Participants in Female Leader Training	People	22	38	25	25	23
Number of Participants in the Training for Heads of Departments	People	-	-	-	18	14
Number of Participants in Public Offering Business Skills Training	People	0	351	347	268	378
Number of Participants in Career Development Training (Workshop Style)	People	201	518	363	553	601
Number of Participants in Self-Development Correspondence Education	People	374	364	374	368	417
% of Participation in Group Activities for Sustainability	%	98.0	98.0	98.0	98.0	98.2

《Work Engagement》		2020	2021	2022	2023	2024
Engagement Score	Points	-	-	-	63.3	65.2
Number of Participants in Engagement survey	People	-	-	-	4,272	4,415
% of Participants in Engagement survey	%	-	-	-	92.3	97.2
% of Employees That Have Undergone Routine Health Checkup	%	100.0	100.0	100.0	99.9	100.0
% of Employees That Have Undergone Stress Check	%	91.9	91.8	90.2	88.4	92.4
% of Obesity (Over 40years Old )	%	-	44.8	44.6	43.4	45.7
% of Smoking	%	-	24.6	23.8	23.3	25.7
% of Specific Health Guidance	%	22.5	21.4	20.0	19.5	19.2
Number of Participants in Health Management Online Education	People	-	-	4,226	4,135	4,505
% of Participants in Health Management Online Education	%	-	-	91.5	90.4	99.3
Absenteeism * <sup>1</sup>	Days	-	-	1.6	1.8	2.0
Presenteeism score * <sup>2</sup>	%	-	-	91.6	91.5	91.4
Number of Participants in Presenteeism test	People	-	-	4,125	4,089	4,064
% of Participants in Presenteeism test	%	-	-	89.0	88.0	91.4
Frequency Rate (Number of work-related injuries resulting in time off or death ÷ Total working hours × 1,000,000)	%	1.91	1.69	1.72	0.92	1.52
Severity Rate (Total Number of Days Lost due to Work-Related Accidents ÷ Total Working Hours × 1,000)	%	0.04	0.01	0.02	0.01	0.02
TRIR (Total Recordable Incident Rate) * <sup>3</sup>	%	3.23	3.50	3.80	2.54	3.28
Number of deaths from workplace accidents	People	0	0	0	0	0

\* 1 Sick and absent from work.Average number of days of sick leave taken.

\* 2 Working with poor physical condition, reducing productivity.Ratio of labor impairment due to health issues, assessed to quantify the organization's labor function.

\* 3 Number of casualties due to work-related accidents (injuries without absence from work + accidents resulting in absence from work or death) ÷ total working hours × 1,000,000

《Quality Control》		2020	2021	2022	2023	2024
% of Certification under an International Food Safety Scheme(such as FSSC or SQF) Recognized by GFSI. *	%	93	93	96	96	96
Certified Sensory Evaluation Technicians with the Ability to Evaluate Flavor *As of April of the next fiscal year	People	1,522	1,601	1,573	1,574	1,644
Number of Quality Assurance Basic Understanding Check	People	4,877	4,860	4,740	4,680	4,651
Number of Certified Inspectors	People	537	579	530	567	574
Number of Participants in Food Safety Training	People	3,460	3,455	3,500	3,586	3,701
Number of Corporate Ethics Committee Quality Subcommittee(incl. Plant Audits)	Times	5	9	15	9	10

\* Food facilities in and outside Japan that manufacture Megmilk Snow Brand products. (Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Michinoku Milk Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Bean Stalk Snow Co., Ltd., PT. Megmilk Snow Brand Indonesia,YOSHIDA CORPORATION, Luna Bussan Co., Ltd., Miruku no Sato Co., Ltd.)

《Food for Contributions to Health》		2020	2021	2022	2023	2024
Number of Functional Products * <sup>1</sup> *As of April of the next fiscal year	Items	-	-	168	159	149
The Nutrition Business Products	Items	-	-	137	124	117
Food for Health Uses	Items	-	-	31	35	32
Food Education Activities Participants * <sup>2</sup>	People	9,715	44,376	64,150	62,764	50,785
Number of Research Presentations That Contribute to Extending Healthy Life Expectancy	Papers	6	10	4	11	19
Number of Research Papers Published That Contribute to Extending Healthy Life Expectancy	Papers	5	6	6	5	6

\* 1 Aggregation of 6group companies.(Megmilk Snow Brand Co., Ltd., Bean Stalk Snow Co., Ltd., Belle Neige Direct Co., LTD., Snow Brand Taiwan Co., Ltd., Snow Brand Australia Pty. Ltd., Megmilk Snow Brand Singapore Pte. Ltd. )

\* 2 Due to the COVID-19 pandemic, we shelved these activities from February 2020, resumed food education activities in a limited way on June 2020, and started online on October 2020.

《Communication》		2020	2021	2022	2023	2024
Social Contribution Activities Expenses	million yen	-	-	-	-	827
Plant Tours Participants*	People	213	9,198	12,570	43,205	50,939
Human Rights Impact Assessment	Times	-	-	4	4	4
Dialogue with Human Rights Experts	Times	-	-	2	0	0

\* Due to the COVID-19 pandemic, we shelved these activities from February 2020, started online on June 2021.

《Complaints》		2020	2021	2022	2023	2024
Number of Comments Received from Customers	Comments	53,722	51,016	46,988	42,759	40,221
Of These, Number of Complaints	Complaints	5,259	4,421	3,912	3,825	3,766

## Governance

Form of Organization	Company with Audit and Supervisory Committee
Accounting Auditor	Deloitte Touche Tohmatsu LLC
Anti-Takeover Measures	No
Whistleblowing System	Yes(Internal Whistleblowing Hotline "the Megmilk Snow Brand Hotline", and an External Hotline (Attorney))

《Board of Directors and Audit and Supervisory Committee》		As of June 25, 2025
Number of Directors (incl. Audit and Supervisory Committee Members)	People	11
External Directors	People	4
Female Director	People	1
Number of Executive Officers	People	17 * Of them, 3people concurrently serve as directors.
Number of Directors who Concurrently Serve as Audit and Supervisory Committee Members	People	3
Independent External Directors	People	2

《Number of Meetings》		2024
Number of Board Meetings	Times	17
Board Meetings Attendance	%	98.4
Number of Audit and Supervisory Committee Meetings	Times	16
Audit and Supervisory Committee Meetings Attendance	%	100.0
Number of Nomination Advisory Committee Meetings	Times	5
Nomination Advisory Committee Meetings Attendance	%	100.0
Number of Remuneration Advisory Committee Meetings	Times	6
Remuneration Advisory Committee Meetings Attendance	%	100.0

《IR Activities》		2020	2021	2022	2023	2024
Financial Results Briefing	Times	4	4	4	4	4
Small Meetings	Times	8	7	5	5	5
Meetings with outside directors hosted by securities companies	Times	0	0	0	0	1
IR day (Business Presentations, Facility Tours, etc.)	Times	0	0	0	2	2
Briefings for Personal Investors	Times	0	0	0	4	4
Small meetings with Overseas Investors	Times	1	1	1	5	3
Dialogues on ESG and Integrated Reporting	Times	0	0	4	5	6
Dialogues with the Institutional Investor Collaborative Dialogue Forum	Times	0	0	0	1	0
Individual Meetings	Times	62	55	51	65	73

《Compliance》		2020	2021	2022	2023	2024
% of Employees That Have Information Security e-learning Course *1	%	98.4	99.3	99.2	97.0	97.6
Product Recovery with Announcement	Incidents	1	0	0	0	0
Number of Corporate Ethics Committee	Times	6	6	6	6	6
Number of Corporate Ethics Committee Product Information Subcommittee	Times	6	6	6	6	6
Number of Participants in Compliance Training	People	123	115	93	117	178
% of Employees That Have Compliance e-learning Course *2	%	-	-	99.7	96.5	96.5

\*1 Aggregation of 17group companies until fiscal 2021, aggregation of 18group companies since fiscal 2022.

\*2 Aggregation of 13group companies in fiscal 2022, aggregation of 18group companies since fiscal 2023.

《Whistleblowing》		2020	2021	2022	2023	2024
Number of Whistleblowing (Boundary: Megmilk Snow Brand Group Total (Japan) )	Matters	52	42	61	67	51
Human Relations	Matters	26	24	30	36	24
Quality Control	Matters	0	2	1	0	0
Compliance	Matters	4	1	4	2	3
Problem Behavior in the Workplace	Matters	11	5	7	10	10
Questions about Internal Systems and Structures	Matters	10	8	17	10	10
Others	Matters	1	2	2	9	4