

ESG DATA



(Last Updated:Sep.30, 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 | https://www.meg-snow.com/english/sustainability/reducing-environmental-load/ |
| Procurement Policy | Yes | https://www.meg-snow.com/english/sustainability/procurementpolicy/ |
| 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 CO2 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 CO2 Emissions」(Scope3) | |
| | Megmilk Snow Brand Co., Ltd. | |

| 《Preventing Global Warming》 | Unit | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|-----------------------|----------------|----------------|----------------|----------------|----------------|
| Electricity Used ^{*1} | Millions of kWh | 229 | 230 | 259 | 255 | 257 |
| Total Fuel Used (Crude Oil Equivalent) ^{*1} | Thousands of kl | 109.4 | 110.8 | 128.7 | 118.2 | 119.6 |
| Fuel Used (Crude Oil Equivalent) ^{*1} | Thousands of kl | 52.3 | 53.2 | 63.7 | 61.5 | 62.7 |
| Electricity Used(Crude Oil Equivalent) ^{*1} | Thousands of kl | 57.0 | 57.6 | 64.9 | 56.8 | 56.9 |
| Recyclable Energy Used ^{*2} | kWh | 24,500 | 26,668 | 31,733 | 230,920 | 2,679,175 |
| Recyclable Energy Used ^{*2} | % | 0.01 | 0.01 | 0.01 | 0.10 | 1.04 |
| CO ₂ Emissions ^{*3} | Ten thousands of tons | 22.4 | 27.2 | 25.5 | 24.4 | 24.4 |
| Scope 1 ^{*3} | Ten thousands of tons | 11.5 | 14.6 | 14.0 | 12.9 | 12.9 |
| Scope 2 ^{*3} | Ten thousands of tons | 10.9 | 12.6 | 11.5 | 11.5 | 11.5 |
| CO ₂ Emission Offsets (such as J-Credit) | t-CO ₂ | - | - | - | - | 300 |
| Adjusted CO ₂ Emissions ^{※3} | Ten thousands of tons | - | - | - | - | 24.4 |
| Reduction in CO ₂ Emissions ^{*3} (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 ₂ | 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) ^{*1} | % | 83.6 | 87.1 | 97.7 | 99.0 | 99.7 |
| % of Certified Palm Oil Used ^{*2} * Refined palm oil only | % | 20.0 | 20.4 | 14.5 | 54.4 | 73.5 |
| Petroleum-derived plastic usage ^{*1} | Thousands of t | 13.7 | 13.9 | 14.2 | 13.8 | 14.5 |
| Petroleum-derived plastic usage per unit of sales revenue ^{*1} | 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) ^{*1} | % | 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 ³ | 10,800 | 10,800 | 12,100 | 11,700 | 11,596 |
| Ground Water | Thousands of m ³ | - | - | - | 11,310 | 11,214 |
| Tap Water | Thousands of m ³ | - | - | - | 130 | 125 |
| Water for Industrial Use | Thousands of m ³ | - | - | - | 40 | 40 |
| Rivers | Thousands of m ³ | - | - | - | 220 | 217 |
| Reduction in Water Used(Compared to Fiscal 2013) [*] | % | - | 8.2 | 7.6 | 10.5 | 11.3 |
| Wastewater [*] | Thousands of m ³ | 10,400 | 10,400 | 11,400 | 11,230 | 10,595 |
| Rivers | Thousands of m ³ | - | - | 9,400 | 9,170 | 8,482 |
| Public Sewer | Thousands of m ³ | - | - | 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-Managerial 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-Managerial 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 * 1 | Days | - | - | 1.6 | 1.8 | 2.0 |
| Presenteeism score * 2 | % | - | - | 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 |
| Manufacturing Average *3 | % | 1.21 | 1.31 | 1.25 | 1.29 | 1.30 |
| 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 |
| Manufacturing Average *3 | % | 0.07 | 0.06 | 0.08 | 0.08 | 0.06 |
| TRIR (Total Recordable Incident Rate) *4 | % | 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 Source: Ministry of Health, Labour and Welfare, 'Labor Accident Trend Survey'

* 4 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 Saftey 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 |
|--|---------------------|-------|--------|--------|--------|--------|
| Priority Functional Foods Sales*1 | Hundred million yen | - | - | - | - | 641 |
| Food Education Activities Participants * 2 | 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 Group consolidation.

* 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*1 | million yen | - | - | - | - | 827 |
| Plant Tours Participants*2 | 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 |

* 1 18group companies.

* 2 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

Accounting Auditor

Anti-Takeover Measures

Whistleblowing System

Company with Audit and Supervisory Committee

Deloitte Touche Tohmatsu LLC

No

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 Exective 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 |