## **ESG DATA**

MEGMILK SNOW BRAND

\*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 J (Scope 1 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 J(Scope3)

Megmilk Snow Brand Co., Ltd.

《Preventing Global Warming》	Unit	2019	2020	2021	2022	2023
Electricity Used*1	Millions of kWh	234	229	230	259	255
Total Fuel Used (Crude Oil Equivalent)*1	Thousands of kl	109.9	109.4	110.8	128.7	118.3
Fuel Used (Crude Oil Equivalent)*1	Thousands of kl	52.4	52.3	53.2	63.7	61.5
Electricity Used(Crude Oil Equivalent)*1	Thousands of kl	57.5	57.0	57.6	64.9	56.8
Recyclable Energy Used	kWh	-	24,500	26,668	31,733	230,920
Recyclable Energy Used	%	-	0.01	0.01	0.01	0.10
CO <sub>2</sub> Emissions*2	Ten thousands of tons	23.0	22.4	27.2	25.5	24.4
Scope 1 *2	Ten thousands of tons	11.5	11.5	14.6	14.0	12.9
Scope 2 *2	Ten thousands of tons	11.4	10.9	12.6	11.5	11.5
Reduction in CO <sub>2</sub> Emissions <sup>*2</sup> (Compared to	%	18.8	21.1	18.4	23.5	26.9
Fiscal 2013)						
Scope 3	Ten thousands of tons	192.1	236.4	224.7	231.6	225.1
(Category 1) Purchased Goods and Services	Ten thousands of tons	167.3	211.2	200.8	206.6	201.7
(Category 2 ) Capital Goods	Ten thousands of tons	6.9	7.5	4.5	5.5	4.5
(Category 3) Fuel- and Energy-Related Activities (Not Included in Scope 1 or 2)	Ten thousands of tons	3.5	3.8	3.8	3.8	3.7
(Category 4) Upstream Transportaion and Distribution	Ten thousands of tons	10.8	10.4	10.2	10.3	10.2
(Category 5) Waste Generated in Operations	Ten thousands of tons	0.07	0.1	0.1	0.1	0.0
(Category 6) Business Travel	Ten thousands of tons	0.1	0.1	0.1	0.1	0.1
(Category 7) Employee Commuting	Ten thousands of tons	0.3	0.3	0.3	0.3	0.3
(Category 8) Upstream Leased Assets	Ten thousands of tons	Not calculated				
(Category 9) Downstream Transportaion and Distribution	Ten thousands of tons	Not calculated				
(Category10) Processing of Sold Products	Ten thousands of tons	Not calculated				
(Category11) Use of Sold Products	Ten thousands of tons	Not calculated				
(Category12) End-of-Life Treatment of Sold Products	Ten thousands of tons	3.1	3.0	4.9	4.9	4.7
(Category13) Downstream Leased Assets	Ten thousands of tons	Not calculated				
(Category14) Franchises	Ten thousands of tons	Not calculated				
(Category15) Investments	Ten thousands of tons	Not calculated				
Fluorocarbon Leakage	t-CO <sub>2</sub>	3,588	2,484	3,147	2,486	5,410

<sup>\*1</sup> Aggregation of 8group companies since fiscal 2022. (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.)

<sup>\*2</sup> Aggregation of 8group companies since fiscal 2021. ( 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.)

《Sustainably Using Resources》		2019	2020	2021	2022	2023
% of Paper Made of Eco-Friendly Materials						
Used (Scope of Data Collection: Paper	%	63.1	83.6	87.1	97.7	99.0
Packaging and Cardboard)*1						
% of Certified Palm Oil Used*2	%	10.0	20.0	20.4	14.5	54.4
* Refined palm oil only	70	10.0	20.0	20.7	14.5	51.1
Petroleum-derived plastic usage per unit of	t/Hundred million yen	3.9	4.0	4.2	4.1	3.8
sales revenue*1	t/nunarea million yen	3.9	4.0	4.2	4.1	3.0
Reduction in petroleum-derived plastic						
usage per unit of sales revenue (Compared	%	-	1.5	2.5	5.3	12.2
to Fiscal 2018)*1						

<sup>\*1</sup> Aggregation of 4group companies since fiscal 2021. ( Megmilk Snow Brand Co., Ltd., Ibaraku Co., Ltd., Yatsugatake Milk Industry Co., Ltd., Bean Stalk Snow Co., Ltd. )

<sup>\*2</sup> Aggregation of 4group companies since fiscal 2022. ( Megmilk Snow Brand Co., Ltd., Kohnan Oils and Fats Mfg. Co., Ltd., Snow Brand Seed Co., Ltd., Bean Stalk Snow Co., Ltd.)

《Recycling-Based Society》		2019	2020	2021	2022	2023
Raw Materials Used	Thousands of t	1,169.7	1,162.0	1,164.6	1,148.7	1,080.6
Raw Milk	Thousands of t	995.0	1,005.0	1,027.0	999.1	960.1
Oils and Fats	Thousands of t	17.8	17.3	15.8	14.2	11.6
Milk-Derived Raw Materials	Thousands of t	43.1	33.5	16.8	28.9	15.5
Other Raw Materials	Thousands of t	51.3	48.5	46.1	48.0	44.6
Resources for Packaging Used(Paper,	Thousands of t	62.5	57.7	58.9	58.5	48.8
Plastic, Glass, Alminum, etc.)	THOUSANUS OF C	02.5	57.7			
Waste (incl. General Waste from Business	Thousands of t	17.3	16.2	19.1	20.0	16.3
Activities) *1	THOUSANUS OF C	17.3	10.2	19.1	20.0	10.5
Waste*1	Thousands of t	16.8	15.6	18.3	19.2	15.6

Reduction in Waste	0/	10.4	22.0	22.1	10.6	34.4
(Compared to Fiscal 2013)*1	%	18.4	23.9	23.1	19.6	34.4
Amount of Recycled Waste*1	Thousands of t	16.4	14.9	17.4	18.9	15.4
% of Recycled Waste*1	%	97.5	95.4	95.2	98.8	98.8
Food Waste*2	Thousands of t	3.9	3.7	4.2	5.8	3.0
Amount of Recycled Food Waste*2	Thousands of t	3.4	3.1	3.6	5.5	2.9
% of Recycled Food Waste*2	%	88.2	83.6	86.2	94.8	96.3
Amount of Industrial Plastic Waste	Thousands of t	1.33	1.38	1.30	1.25	1.16
Reduction in Industrial Plastic Waste	%	7.0	4.1	9.4	12.8	19.3
(compared to Fiscal 2018)	70	7.0	7.1	J.T	12.0	19.5
% of Recycled Plastic Waste	%	94.3	93.7	97.5	98.0	98.3
Final Disposal of Waste	Thousands of t	0.42	0.72	0.67	0.15	0.13

<sup>\*1</sup> Aggregation of 7group companies since fiscal 2021. (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 2020 are non-consolidated. Headquarters and sales offices are excluded before fiscal 2019.

<sup>\*2</sup> Aggregation of 6group companies since fiscal 2021. (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.) Figures before fiscal 2020 are non-consolidated headquarters and sales offices are excluded before fiscal 2019.

<b>《Water Resources》</b>		2019	2020	2021	2022	2023
Water Used*	Thousands of m <sup>3</sup>	10,900	10,800	10,800	12,100	11,700
Ground Water	Thousands of m <sup>3</sup>	-	-	-	-	11,310
Tap Water	Thousands of m <sup>3</sup>	-	-	-	-	130
Water for Industrial Use	Thousands of m <sup>3</sup>	-	-	-	-	40
Rivers	Thousands of m <sup>3</sup>	-	-	-	-	220
Reduction in Water Used(Compared to	%			8.2	7.6	10.5
Fiscal 2013)*	70	-	-	0.2	7.0	10.5
Wastewater*	Thousands of m <sup>3</sup>	10,300	10,400	10,400	11,400	11,230
Rivers	Thousands of m <sup>3</sup>	-	-	-	9,400	9,170
Public Sewer	Thousands of m <sup>3</sup>	-	-	-	2,000	2,060

<sup>\*</sup> Aggregation of 7group companies since fiscal 2022. (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.)

<b>《Environmental Management》</b>		2019	2020	2021	2022	2023
Number of Incidents of Environmental	Violations	0	0	0	0	0
Non-Compliance	Violations	U	U	U	U	·
Total Cost of Incidents of Environmental	Von	0	0	0	0	0
Non-Compliance	Yen	0	U	l o	U	0

《Environmental Audit and Education》		2019	2020	2021	2022	2023
Environmental Audit*	Sites	55	53	63	67	65
% 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	38	5	52	69	59
Number of Participants in Internal ISO14001 Environmental Auditor Development Training	People	60	95	87	100	47
Number of Participants in Environmental e-learning Course for Group Companies	People	-	-	448	592	647

<sup>\*</sup> 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 Yes Organizations Recognition Program

Third-Party Certification of Animal Experiment

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https://www.meg-snow.com/corporate/rd/contribution/index.html#ani

《Dairy Farming》		2019	2020	2021	2022	2023
Number of Participants in the Japan Dairy Farmer's Research Association Conference	People	260	218	208	261	313
Number of Dairy Farming Advisory Committee Meetings	Times	2	1	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

《Workstyle Reform》		2019	2020	2021	2022	2023
Total Working Hour (Non-Managerial	Hours	1,952.1	1,972.7	1,946.6	1,938.5	1,924.5
Employees, Annual )	nouis	1,952.1	1,972.7	1,940.0	1,930.5	1,924.5
Men	Hours	1,983.9	2,001.7	1,976.8	1,967.3	1,950.9
Women	Hours	1,810.8	1,843.5	1,817.6	1,817.0	1,814.7
Hours of Overtime Work (Non-Managerial						
Employees, Average per Month, Compared	Hours	17.2	17.5	17.4	17.6	16.7
to Normal Working Hours)						
Men	Hours	18.3	18.6	18.4	18.6	17.5
Women	Hours	12.1	12.4	13.0	13.6	13.4
% of Annual Paid Leave Taken (All Employees)	%	80.7	73.8	73.2	80.1	83.3
Men	%	76.6	72.0	70.7	76.8	80.6
Women	%	95.2	79.4	81.2	90.6	91.8

《Diversity and Inclusion》		2019	2020	2021	2022	2023
Number of Consolidated Regular Employees	People	5,367	5,669	5,665	5,715	5,731
Number of Consolidated Temporary Employees	People	3,746	3,438	3,383	3,328	3,185

People	3,144	3,161	3,134	3,118	3,129
People	,		2,635		2,601
<u> </u>	· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·	499	,	528
<u> </u>	15.3	15.5	15.9	16.4	16.9
People					1,029
•			554		540
<u> </u>	550		549		489
•	40.0		40.8		41.7
	40.6				42.4
	36.6	36.9	37.1	37.7	38.0
	14.5		14.8	15.4	15.8
Years					16.3
Years	12.7	12.5	12.8	13.4	13.6
People	112	/5	/2	43	74
People	78	49	47	27	42
People	34	26	25	16	32
People	33	21	14	40	49
People	29	21	10	34	38
•	4	0	4	6	11
<u>.</u> %	22.8	21.9	16.3	48.2	39.8
People	134	72	113	107	121
<u> </u>	61	30	50	41	46
•	73			66	75
·	6.0			10.7	
%	6.8	9.4	14.3	10.7	12.5
%	78.7	86.7	84.0	82.9	84.8
Pooplo	600	696	604	711	704
<u> </u>					
People					649
People	31	34	42		55
People	-	-	-	25	25
%	4.6	5.0	6.1	7.2	7.8
					132
•					98 34
People	32	33	30	26	34
Days	8.9	13.6	14.8	21.0	25.2
0/2	62.0	56.3	70.3	05 Q	111.9
					112.6
					109.7
70	114.3	02.5	107.1	110.2	109.7
%	-	-	-	60.5	62.3
0/2	_	_	_	64.0	65.4
70				04.0	03.4
0/2	_	_	_	75.0	73.8
%	97.4	100.0	98.9	100.0	100.0
Pennla	53	47	50	55	61
People	57	35	36	45	55
ECULIC	J 7/	J5	30		
•	7/	70	RU	83	QQ
People %	74 1.96	79 2.22	2.25	2.39	2.59
	People People People % People People People Age Age Age Age Years Years Years People	People         2,664           People         480           %         15.3           People         588           People         550           Age         40.0           Age         40.6           Age         36.6           Years         14.5           Years         14.8           Years         12.7           People         78           People         34           People         33           People         33           People         29           People         4           %         22.8           People         61           People         73           %         6.8           %         78.7           People         640           People         640           People         31           People         46           People         32           Days         8.9           %         46.2           %         46.2           %         46.2           %         46.2           %         46.2 <td>People         2,664         2,670           People         480         491           %         15.3         15.5           People         588         558           People         588         558           People         550         565           Age         40.0         40.4           Age         36.6         36.9           Years         14.5         14.3           Years         14.8         14.7           Years         12.7         12.5           People         78         49           People         34         26           People         33         21           People         22.8         21.9           People         4         0           %         22.8         21.9           People         30         2           People         61         30           People         73         42           %         6.8         9.4           %         6.8         9.4           %         6.8         9.4           %         6.8         9.4           %</td> <td>People         2,664         2,670         2,635           People         480         491         499           %         15.3         15.5         15.9           People         1,138         1,123         1,103           People         588         558         554           People         550         565         549           Age         40.0         40.4         40.8           Age         36.6         36.9         37.1           Years         14.5         14.3         14.8           Years         14.5         14.3         14.8           Years         14.8         14.7         15.2           Years         12.7         12.5         12.8           People         112         75         72           People         78         49         47           People         34         26         25           People         33         21         14           People         4         0         4           %         22.8         21.9         16.3           People         134         72         113           People</td> <td>  People</td>	People         2,664         2,670           People         480         491           %         15.3         15.5           People         588         558           People         588         558           People         550         565           Age         40.0         40.4           Age         36.6         36.9           Years         14.5         14.3           Years         14.8         14.7           Years         12.7         12.5           People         78         49           People         34         26           People         33         21           People         22.8         21.9           People         4         0           %         22.8         21.9           People         30         2           People         61         30           People         73         42           %         6.8         9.4           %         6.8         9.4           %         6.8         9.4           %         6.8         9.4           %	People         2,664         2,670         2,635           People         480         491         499           %         15.3         15.5         15.9           People         1,138         1,123         1,103           People         588         558         554           People         550         565         549           Age         40.0         40.4         40.8           Age         36.6         36.9         37.1           Years         14.5         14.3         14.8           Years         14.5         14.3         14.8           Years         14.8         14.7         15.2           Years         12.7         12.5         12.8           People         112         75         72           People         78         49         47           People         34         26         25           People         33         21         14           People         4         0         4           %         22.8         21.9         16.3           People         134         72         113           People	People

<sup>\*1</sup> The average number of days taken by male regular employees who took childcare leave.

<sup>\*2</sup> 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.

<b>«Securing and Training Human Resources</b>	<b>)</b>	2019	2020	2021	2022	2023
Amount Cost of Training(Regular Employee)	Ten thousand yen/ People/Year	2.3	1.5	1.9	2.0	4.2
Number of Participants in Female Leader Training	People	39	22	38	25	25
Number of Participants in the Training for Heads of Departments	People	-	-	-	-	18
Number of Participants in Public Offering Business Skills Training	People	190	0	351	347	268
Number of Participants in Career Development Training (Workshop Style)	People	310	201	518	363	553
Number of Participants in Self-Development Correspondence Education	People	290	374	364	374	368
% of Participation in Group Activities for Sustainability (Actual Participation)	%	83.2	93.6	95.7	93.8	91.1

《Work Engagement》		2019	2020	2021	2022	2023
Engagement Score	Points	-	-	-	-	63.3
% of Employees That Have Undergone	%	100.0	100.0	100.0	100.0	99.9
Routine Health Checkup	90	100.0	100.0	100.0	100.0	99.9
% of Employees That Have Undergone	0/	01.0	91.9	91.8	90.2	88.4
Stress Check	%	91.0	91.9	91.0	90.2	00.4
% of Obesity (Over 40years Old )	%	-	-	44.8	44.6	43.4
% of Smoking	%	-	-	24.6	23.8	23.3
% of Specific Health Guidance	%	-	22.5	21.4	20.0	19.5
% of Employees That Have Health	%		_		91.5	90.4
Management e-learning Course	%	-	-	-	91.5	90.4
Absenteeism* 1	Days	-	-	-	1.6	1.8
Presenteeism* 2	%	-	-	-	91.6	91.5

Frequency Rate (Total Number of Work-						
Related Injury Accidents ÷ Total Working	%	1.12	1.91	1.69	1.72	0.92
Hours × 1,000,000)						
Severity Rate (Total Number of Days Lost						
due to Work-Related Accidents ÷ Total	%	0.02	0.04	0.01	0.02	0.01
Working Hours $\times$ 1,000)						

- $\ast\,1\,$  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.

《Quality Control》		2019	2020	2021	2022	2023
% of Certification under an International						
Food Safety Scheme(such as FSSC or SQF)	%	-	93	93	96	96
Recognized by GFSI.*						
Certified Sensory Evaluation Technicians						
with the Ability to Evaluate Flavor	People	1,479	1,522	1,601	1,573	1,574
* As of April of the next fiscal year						
Number of Quality Assurance Basic	Poonlo	People -	4,877	4,860	4,740	4,800
Understanding Check	Реоріе					
Number of Certified Inspectors	People	-	537	579	530	567
Number of Participants in Food Saftey	Doonlo		2 460	2 455	2 500	2 506
Training	People	-	3,460	3,455	3,500	3,586
Number of Corporate Ethics Committee	<b>T</b> :	10	_			
Quality Subcommittee(incl. Plant Audits)	Times	13	5	9	15	9

\* 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., Snow Brand Australia Pty. Ltd., PT. Megmilk Snow Brand Indonesia, Luna Bussan Co., Ltd., Miruku no Sato Co., Ltd.)

<b>《Food for Contributions to Health》</b>		2019	2020	2021	2022	2023
Number of Functional Products*1	Items	-	-	-	168	159
*As of April of the next fiscal year						
The Nutrition Business Products	Items	-	-	-	137	124
Food for Health Uses	Items	-	-	-	31	35
Food Education Activities Participants* 2	People	38,618	9,715	44,376	64,150	62,764
Number of Research Presentations That						
Contribute to Extending Healthy Life	Papers	13	6	10	4	11
Expectancy						
Number of Research Papers Published That						
Contribute to Extending Healthy Life	Papers	11	5	6	6	5
Expectancy						

- \*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.

<b>《Communication》</b>		2019	2020	2021	2022	2023
Plant Tours Participants*	People	65,608	213	9,198	12,570	43,205
Human Rights Impact Assessment	Times	-	-	-	4	4
Dialogue with Human Rights Experts	Times	-	-	-	2	0

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

<b>《Complaints》</b>		2019	2020	2021	2022	2023
Number of Comments Received from	Comments	55,042	53,722	51,016	46,988	42,759
Customers		,	,	, , , , , , , , , , , , , , , , , , ,	,	,
Of These, Number of Complaints	Complaints	5,258	5,259	4,421	3,912	3,825

## Governance

Company with Audit and Supervisory Committee Form of Organization

Deloitte Touche Tohmatsu LLC Accounting Auditor

Anti-Takeover Measures

Whistleblowing System Yes(Internal Whistleblowing Hotline "the Megmilk Snow Brand Hotline", and an

External Hotline (Attorney))

<b>《Board of Directors and Audit and Supe</b>	rvisory Committee》	As of June 26, 2024
Number of Directors (incl. Audit and	Doonlo	11
Supervisory Committee Members)	People	11
External Directors	People	4
Female Director	People	1
Number of Exective Officers	People	* 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》		2023
Number of Board Meetings	Times	17
Board Meetings Attendance	%	99.5
Number of Audit and Supervisory	Times	19
Committee Meetings	Times	19
Audit and Supervisory Committee Meetings	%	100.0
Attendance	70	100.0
Number of Nomination Advisory Committee	Times	6
Meetings	1111165	U
Nomination Advisory Committee Meetings	%	97.6
Attendance	70	97.0
Number of Remuneration Advisory	Times	4
Committee Meetings	111105	7
Remuneration Advisory Committee Meetings	%	96.4
Attendance	-70	90.4

《IR Activities》		2019	2020	2021	2022	2023
Results Briefings for Investors and Analysts	Times	2	4	4	4	4
Small Meetings	Times	11	8	7	5	5
Of these, with Attendance of the President	Times	2	2	1	2	2
One-on-One Meetings	Times	96	62	55	51	74
One-on-One Meetings in the Conference Held by Securities Company	Times	1	1	1	1	1
IR Briefings (Business Presentations, Facility Tours, etc.)	Times	0	0	0	0	2
Briefings for Personal Investors	Times	6	0	0	0	3

<b>《Compliance》</b>		2019	2020	2021	2022	2023
% of Employees That Have Information	%	97.4	98.4	99.3	00.3	97.0
Security e-learning Course*1	70	97.4	90.4	99.3	99.2	97.0
Product Recovery with Announcement	Incidents	2	1	0	0	0
Number of Corporate Ethics Committee	Times	12	6	6	6	6
Number of Corporate Ethics Committee	Times	6	6	6	6	6
Product Information Subcommittee	Tilles	0	0	U	U	0
Number of Participants in Compliance Training	People	151	123	115	93	117
% of Employees That Have Compliance	%				99.7	96.5
e-learning Course*2	70	-	-	_	99.7	90.5

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

<sup>\*2</sup> Aggregation of 13group companies in fiscal 2022, aggregation of 18group companies in fiscal 2023.

《Whistleblowing》		2019	2020	2021	2022	2023
Number of Whistleblowing (Boundary: Megmilk Snow Brand Group Total (Japan))	Matters	68	52	42	61	67
Human Relations	Matters	6	26	24	30	36
Quality Control	Matters	0	0	2	1	0
Compliance	Matters	5	4	1	4	2
Problem Behavior in the Workplace	Matters	30	11	5	7	10
Questions about Internal Systems and Structures	Matters	8	10	8	17	10
Others	Matters	19	1	2	2	9