

ESG DATA



(Last Updated: Jun.25, 2026)

*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	
Procurement Policy	Yes	
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.)
	[ISO14001] Certification rate*1	75%
	[Green Management]	14 sites (Chokuhan Haisou Co., Ltd.)
	[Third-Party Verification of CO2 Emissions I (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 I (Scope3)]	Megmilk Snow Brand Co., Ltd.

《Preventing Global Warming》	Unit	2021	2022	2023	2024	2025
Electricity Used*2	Millions of kWh	230	259	255	257	251
Total Fuel Used (Crude Oil Equivalent)*2	Thousands of kl	110.8	128.7	118.2	119.6	117.5
Fuel Used (Crude Oil Equivalent)*2	Thousands of kl	53.2	63.7	61.5	62.7	62.0
Electricity Used(Crude Oil Equivalent)*2	Thousands of kl	57.6	64.9	56.8	56.9	55.5
Recyclable Energy Used*3	kWh	26,668	31,733	230,920	2,679,175	3,363,487
Recyclable Energy Used*3	%	0.01	0.01	0.10	1.04	1.34
CO2 Emissions*4	Ten thousands of tons	27.2	25.5	24.4	24.4	23.6
Scope 1*4	Ten thousands of tons	14.6	14.0	12.9	12.9	12.4
Scope 2 (Location-based Method)*4	Ten thousands of tons	12.6	11.5	11.5	11.5	11.3
Scope 2 (Market-based Method)*4	Ten thousands of tons					10.3
CO2 Emission Offsets (such as J-Credit)	t-CO2	-	-	-	300	330
Adjusted CO2 Emissions*4	Ten thousands of tons	-	-	-	24.4	23.6
Reduction in CO2 Emissions*4 (Compared to Fiscal 2013)	%	18.4	23.5	26.9	26.7	29.1
Scope 3	Ten thousands of tons	224.7	231.6	225.1	223.8	Under Calculation
(Category 1) Purchased Goods and Services	Ten thousands of tons	200.8	206.6	201.7	199.8	Under Calculation
(Category 2) Capital Goods	Ten thousands of tons	4.5	5.5	4.5	4.7	Under Calculation
(Category 3) Fuel- and Energy-Related Activities (Not Included in Scope 1 or 2)	Ten thousands of tons	3.8	3.8	3.7	4.1	Under Calculation
(Category 4) Upstream Transportaion and Distribution	Ten thousands of tons	10.2	10.3	10.2	10.4	Under Calculation
(Category 5) Waste Generated in Operations	Ten thousands of tons	0.1	0.1	0.0	0.1	Under Calculation
(Category 6) Business Travel	Ten thousands of tons	0.1	0.1	0.1	0.0	Under Calculation
(Category 7) Employee Commuting	Ten thousands of tons	0.3	0.3	0.3	0.2	Under Calculation
(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	4.9	4.9	4.7	4.5	Under Calculation
(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-CO2	3,147	2,486	5,410	2,013	Under Calculation

*1 Production sites in Japan. (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., Yoshida Corporation Co., Ltd.) Figure of fiscal 2021 is non-consolidated.

*2 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 2021 is non-consolidated.

*3 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.

*4 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.)

《Sustainably Using Resources》	Unit	2021	2022	2023	2024	2025
% of Paper Made of Eco-Friendly Materials Used (Scope of Data Collection: Paper Packaging and Cardboard)*1	%	87.1	97.7	99.0	99.7	Under Calculation
% of Certified Palm Oil Used*2	%	20.4	14.5	54.4	73.5	73.9
* Refined palm oil only						
Petroleum-derived plastic usage*1	Thousands of t	13.9	14.2	13.8	14.5	Under Calculation
Petroleum-derived plastic usage per unit of sales revenue*1	t/Hundred million yen	4.2	4.1	3.8	3.9	Under Calculation
Reduction in petroleum-derived plastic usage per unit of sales revenue (Compared to Fiscal 2018)*1	%	2.5	5.3	12.2	10.5	Under Calculation
% of Biomass Plastic Used*3	%	-	-	-	0.2	Under Calculation

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

*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.) Figure of fiscal 2021 is non-consolidated.

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

《Recycling-Based Society》	Unit	2021	2022	2023	2024	2025
Raw Materials Used	Thousands of t	1,164.6	1,148.7	1,080.6	1101.8	Under Calculation
Raw Milk	Thousands of t	1,027.0	999.1	960.1	963.8	Under Calculation
Oils and Fats	Thousands of t	15.8	14.2	14.1	15.1	Under Calculation
Milk-Derived Raw Materials	Thousands of t	16.8	28.9	15.5	26.0	Under Calculation
Other Raw Materials	Thousands of t	46.1	48.0	44.6	45.0	Under Calculation
Resources for Packaging Used(Paper, Plastic, Glass, Alminum, etc.)	Thousands of t	58.9	58.5	48.8	51.9	Under Calculation

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

*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.)

*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.)

《Water Resources》	Unit	2021	2022	2023	2024	2025
Water Used*1	Thousands of m ³	10,755	12,089	11,705	11,596	11,129
Ground Water	Thousands of m ³	-	-	11,316	11,214	10,705
Tap Water	Thousands of m ³	-	-	130	125	172
Water for Industrial Use	Thousands of m ³	-	-	40	40	370
Rivers	Thousands of m ³	-	-	218	217	215
Water usage in food production plants*2	Thousands of m ³					Under Calculation
Water usage per unit*2	Thousands of m ³ /t					Under Calculation
Reduction in Water Used(Compared to Fiscal 2013)*1	%	8.2	7.6	10.5	11.3	14.9
Wastewater*1	Thousands of m ³	10,408	11,485	11,234	10,595	10,001
Rivers	Thousands of m ³	-	9,452	9,173	8,482	8,002
Public Sewer	Thousands of m ³	-	2,033	2,061	2,112	1,999

*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 2021 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.)

《Environmental Management》	Unit	2021	2022	2023	2024	2025
Number of Fines for Violations of Environmental Laws	Violations	0	0	0	0	0
Total Fines of Violations of Environmental Laws	Yen	0	0	0	0	0
Number of Fines for Violations of Water Quality and Quantity Laws	Violations	0	0	0	0	0

《Environmental Audit and Education》	Unit	2021	2022	2023	2024	2025
Internal Environmental Audit*	Sites	51	51	52	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	52	69	59	85	49
Number of Participants in Internal ISO14001 Environmental Auditor Development Training	People	87	100	47	48	49
Number of Participants in Environmental e-learning Course for Group Companies	People	448	592	647	656	621

* 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」	24 Plants (97% 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	

《Dairy Farming》	Unit	2021	2022	2023	2024	2025
Number of Participants in the Japan Dairy Farmer's Research Association Conference	People	208	261	313	330	463
Number of Dairy Farming Advisory Committee Meetings	Times	2	2	2	2	2
Area of land planted with Snow Brand Seed Feedstuff Seeds by Compared to Fiscal 2019 Levels	%	100.2	103.7	96.3	96.4	97.4

《Workstyle Reform》	Unit	2021	2022	2023	2024	2025
Total Working Hour (Non-Managerial Employees. Annual)	Hours	1,946.6	1,938.5	1,924.5	1,944.5	1,940.4
Men	Hours	1,976.8	1,967.3	1,950.9	1,960.5	1,956.6
Women	Hours	1,817.6	1,817.0	1,814.7	1,879.0	1,879.2
Hours of Overtime Work (Non-Managerial Employees. Average per Month. Compared to Normal Working Hours)	Hours	17.4	17.6	16.7	17.5	17.2
Men	Hours	18.4	18.6	17.5	18.1	17.8
Women	Hours	13.0	13.6	13.4	14.7	14.5

% of Annual Paid Leave Taken (All Employees)	%	73.2	80.1	83.3	80.5	80.8
Men	%	70.7	76.8	80.6	78.9	78.9
Women	%	81.2	90.6	91.8	85.7	86.5

(Diversity and Inclusion)		Unit	2021	2022	2023	2024	2025
Number of Consolidated Regular Employees	People		5,665	5,715	5,731	5,751	5,844
Number of Consolidated Temporary Employees	People		3,383	3,328	3,185	3,096	3,149
Number of Regular Employees	People		3,134	3,118	3,129	3,127	3,172
Men	People		2,635	2,606	2,601	2,581	2,576
Women	People		499	512	528	546	596
Female Share of Total Regular Employees	%		15.9	16.4	16.9	17.5	18.8
Number of Regular Employees with non-Japanese nationality *1	People		-	-	-	7	7
Number of Temporary Employees	People		1,103	1,083	1,029	1,047	1,089
Men	People		554	560	540	550	584
Women	People		549	523	489	498	505
Average Age of Employees	Age		40.8	41.2	41.7	41.8	41.6
Men	Age		41.5	41.9	42.4	42.6	42.6
Women	Age		37.1	37.7	38.0	38.2	37.5
Average Years of Employment	Years		14.8	15.4	15.8	16.1	16.0
Men	Years		15.2	15.7	16.3	16.5	16.7
Women	Years		12.8	13.4	13.6	13.8	13.2
Number of Newly Hired Employees(New Graduates)	People		72	43	74	155	155
Men	People		47	27	42	91	91
Women	People		25	16	32	64	64
Number of Newly Hired Employees(Mid-Career)	People		14	40	49	27	12
Men	People		10	34	38	23	8
Women	People		4	6	11	4	4
% of Female Recruits among Regular Employees	%		33.7	26.5	35.0	37.4	40.7
% of Mid-Career Regular Employees	%		16.3	48.2	39.8	14.8	7.2
Number of Retirees	People		113	107	121	124	146
Retired	People		50	41	46	67	71
The Others	People		63	66	75	57	75
Total turnover rate	%		3.2	3.0	3.4	3.5	4.0
Men	%		3.0	3.2	3.4	3.6	4.1
Women	%		4.1	2.2	3.3	2.9	3.7
Voluntary resignation rate	%		1.4	1.5	1.8	1.2	1.4
Men	%		1.1	1.5	1.7	1.0	1.3
Women	%		2.8	1.7	2.2	2.3	2.1
Personnel Turnover Rate of Newly Hired Graduates within 3 Years	%		14.3	10.7	12.5	4.7	25.7
% of Rehired Staff After Retirement	%		84.0	82.9	84.8	88.1	88.7
Number of managers	People		694	711	704	698	680
*As of April of the next fiscal year							
Men	People		652	660	649	638	610
Women	People		42	51	55	60	70
Mid-Career	People		-	25	25	31	37
% of Female managers	%		6.1	7.2	7.8	8.6	10.3
*As of April of the next fiscal year							
% of Women in upper management positions (General Manager Level)	%		3.1	3.4	4.5	7.0	7.6
% of Women in lower management positions (Manager Level)	%		7.2	8.7	9.1	9.3	11.3
% of new managers who were internally promoted	%		97.8	98.1	100.0	97.4	94.1
Employees Taking Childcare Leave	People		107	114	128	112	92
Men	People		77	88	94	81	65
Women	People		30	26	34	31	27
Average Days of Childcare Leave Taken (Men) *2	Days		13.5	21.4	29.4	44.6	51.8
% of Employees Taking Childcare Leave *3	%		78.7	91.9	105.8	96.6	96.8
Men	%		71.3	89.8	106.8	94.2	97.0
Women	%		107.1	100.0	103.0	103.3	96.4
Gender Pay Gap (Average Female Salary / Average Male Salary)	%		-	60.5	62.3	65.9	67.7
Regular Employees (incl. Full-Time Employees Changed to Permanent Employment)	%		-	64.0	65.4	68.3	69.9
Temporary Employees	%		-	75.0	73.8	74.5	76.7
% of Six Months Tenure after Taking Maternity and Childcare Leave	%		98.9	100.0	100.0	98.3	96.6
Shortened Working Hours	People		59	55	61	49	54
Care Leave	People		36	45	55	71	83
Number of Care Leaves	People		80	83	89	88	89
% of Disabled in Workforce	%		2.25	2.39	2.59	2.56	2.62
% of Employees Unionized	%		99.6	99.5	99.6	99.5	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》	Unit	2021	2022	2023	2024	2025
Amount Cost of Training(Regular Employee)	Ten thousand yen/ People/Year	1.9	2.0	4.2	5.2	5.0
Number of Participants in Female Leader Training	People	38	25	25	23	19
Number of Participants in the Training for Heads of Departments	People	-	-	18	14	15
Number of Participants in Public Offering Business Skills Training	People	351	347	268	378	212
Number of Participants in Career Development Training (Workshop Style)	People	518	363	553	601	611
Number of Participants in Self-Development Correspondence Education	People	364	374	368	417	356
% of Participation in Group Activities for Sustainability	%	98.0	98.0	98.0	98.2	98.5

《Work Engagement》	Unit	2021	2022	2023	2024	2025
Engagement Score	Points	-	-	63.3	65.2	66.0
Number of Participants in Engagement survey	People	-	-	4,272	4,415	4,448
% of Participants in Engagement survey	%	-	-	92.3	97.2	95.7
% of Employees That Have Undergone Routine Health Checkup	%	100.0	100.0	99.9	100.0	99.9
% of Employees That Have Undergone Stress Check	%	91.8	90.2	88.4	92.4	92.0
% of Obesity (Over 40years Old)	%	44.8	44.6	43.4	45.7	46.2
% of Smoking	%	24.6	23.8	23.3	25.7	22.4
% of Specific Health Guidance	%	21.4	20.0	19.5	19.2	18.9
Number of Participants in Health Management Online Education	People	-	4,226	4,135	4,505	4,376
% of Participants in Health Management Online Education	%	-	91.5	90.4	99.3	94.0
Absenteeism* ¹	Days	-	1.6	1.8	2.0	1.7
Presenteeism score* ²	%	-	91.6	91.5	91.4	91.3
Number of Participants in Presenteeism test	People	-	4,125	4,089	4,064	4,161
% of Participants in Presenteeism test	%	-	89.0	88.0	91.4	90.9
Frequency Rate (Number of work-related injuries resulting in time off or death ÷ Total working hours × 1,000,000)* ³	%	1.69	1.72	0.92	1.52	1.46
Manufacturing Average* ⁴	%	1.31	1.25	1.29	1.30	Under Calculation
Severity Rate (Total Number of Days Lost due to Work-Related Accidents ÷ Total Working Hours × 1,000)* ³	%	0.01	0.02	0.01	0.02	0.01
Manufacturing Average* ⁴	%	0.06	0.08	0.08	0.06	Under Calculation
TRIR (Total Recordable Incident Rate)* ^{3*5}	%	3.50	3.80	2.54	3.28	2.71
Number of deaths from workplace accidents* ³	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 Aggregation of 2 group companies from fiscal 2025. (Megmilk Snow Brand Co., Ltd., Bean Stalk Snow Co., Ltd.)

*4 Source: Ministry of Health, Labour and Welfare, 'Labor Accident Trend Survey'

*5 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》	Unit	2021	2022	2023	2024	2025
% of Certification under an International Food Safety Scheme(such as FSSC or SQF) Recognized by GFSI.*	%	93	96	96	96	96
Certified Sensory Evaluation Technicians with the Ability to Evaluate Flavor *As of April of the next fiscal year	People	1,601	1,573	1,574	1,644	1,723
Number of Quality Assurance Basic Understanding Check	People	4,860	4,740	4,680	4,651	4,711
Number of Certified Inspectors	People	579	530	567	574	590
Number of Participants in Food Safety Training	People	3,455	3,500	3,586	3,701	3,780
Number of Corporate Ethics Committee Quality Subcommittee(incl. Plant Audits)	Times	9	15	9	10	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》	Unit	2021	2022	2023	2024	2025
Priority Functional Foods Sales* ¹	Hundred million yen	-	-	-	641	651
Food Education Activities Participants	People	44,376	64,150	62,764	50,785	53,101
Number of Research Presentations That Contribute to Extending Healthy Life Expectancy	Papers	10	4	11	19	17
Number of Research Papers Published That Contribute to Extending Healthy Life Expectancy	Papers	6	6	5	6	5

*1 Group consolidation.

《Communication》	Unit	2021	2022	2023	2024	2025
Social Contribution Activities Expenses* ¹	million yen	-	-	-	827	Under Calculation
Plant Tours Participants	People	9,198	12,570	43,205	50,939	58,093
Human Rights Impact Assessment	Times	-	4	4	4	8

*1 18group companies.

《Complaints》	Unit	2021	2022	2023	2024	2025
Number of Comments Received from Customers	Comments	51,016	46,988	42,759	40,221	35,863
Of These, Number of Complaints	Complaints	4,421	3,912	3,825	3,766	3,376

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》	Unit	As of June 24, 2026
Number of Directors (incl. Audit and Supervisory Committee Members)	People	11
External Directors	People	4
Female Director	People	2
Number of Executive Officers	People	18 * Of them, 4people 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》	Unit	2025
Number of Board Meetings	Times	17
Board Meetings Attendance	%	98.4
Number of Audit and Supervisory Committee Meetings	Times	18
Audit and Supervisory Committee Meetings Attendance	%	96.3
Number of Nomination Advisory Committee Meetings	Times	6
Nomination Advisory Committee Meetings Attendance	%	97.6
Number of Remuneration Advisory Committee Meetings	Times	5
Remuneration Advisory Committee Meetings Attendance	%	100.0

《IR Activities》	Unit	2021	2022	2023	2024	2025
Financial Results Briefing	Times	4	4	4	4	4
Small Meetings	Times	7	5	5	5	9
Meetings with outside directors hosted by securities companies	Times	0	0	0	1	1
IR day (Business Presentations, Facility Tours, etc.)	Times	0	0	2	2	2
Briefings for Personal Investors	Times	0	0	4	4	4
Dialogues on ESG and Integrated Reporting	Times	0	4	5	6	2
Individual Meetings	Times	55	51	65	73	86

《Compliance》	Unit	2021	2022	2023	2024	2025
% of Employees That Have Information Security e-learning Course *1	%	99.3	99.2	97.0	97.6	98.1
Product Recovery with Announcement	Incidents	0	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	115	93	117	178	193
% of Employees That Have Compliance e-learning Course *2	%	-	99.7	96.5	96.5	99.0
Amount Spent on Political Contributions, Lobbying	Hundred million yen	0	0	0	0	0

*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》	Unit	2021	2022	2023	2024	2025
Number of Whistleblowing (Boundary: Megmilk Snow Brand Group Total (Japan))	Matters	42	61	67	51	75
Human Relations	Matters	24	30	36	24	39
Quality Control	Matters	2	1	0	0	0
Compliance	Matters	1	4	2	3	10
Problem Behavior in the Workplace	Matters	5	7	10	10	7
Questions about Internal Systems and Structures	Matters	8	17	10	10	10
Others	Matters	2	2	9	4	9