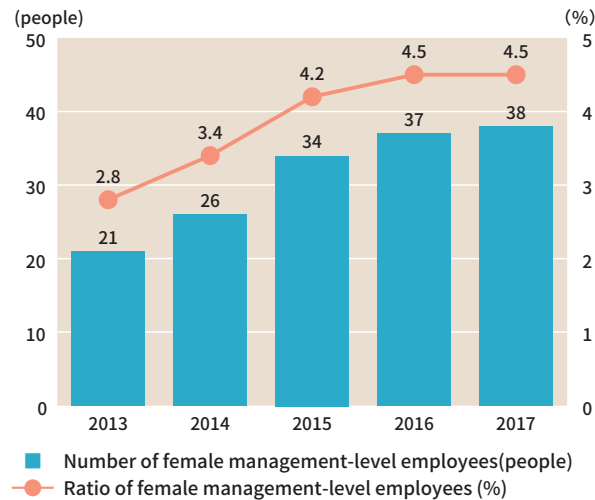


# Personnel data

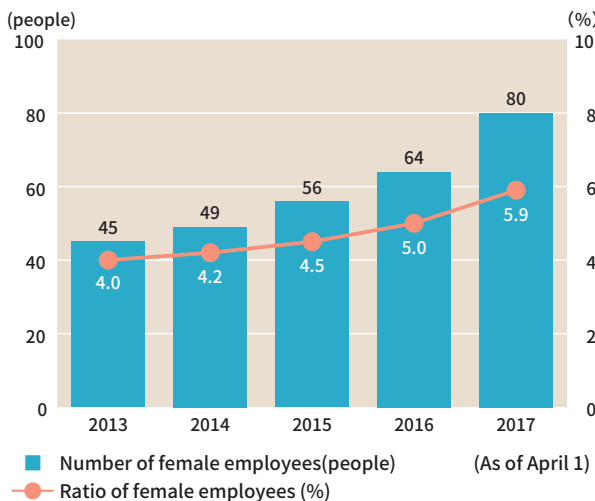
## ● Promotion of diversity

### Number of female management-level employees



(As of April 1)

### Number of female management-level employees / female section heads



(As of April 1)

We have prepared a mechanism that enables people with diverse values and backgrounds to work actively. And as an added support for female workers, we are working to foster female section heads who will be promoted to the management level in the future, along with female managers.

### Usage of the childcare support system

		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Female employees	Number of female employees who gave birth	30	40	45	32	37
	Number of female employees who took childcare leave	30	40	44	32	37
	Ratio of female employees who took childcare leave (%)	100	100	98	100	100
Male employees	Number of male employees whose spouses gave birth	153	150	176	156	150
	Number of male employees who took maternity leave for spouses*	—	—	—	87	102
	Ratio of male employees who took maternity leave for spouses (%)*	—	—	—	55.8	68.0
	Number of male employees who took childcare leave	0	2	4	9	14
	Ratio of male employees who took childcare leave (%)	0	1.3	2.3	5.8	9.3

\*The maternity leave system for spouses was introduced in July 2015, so the data for FY 2015 shows the numbers from July 2015 to March 2016.

### Re-hire ratio of age-limit retirees

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Number of age-limit retirees	62	79	31	36	49	52
Number of re-hired workers	53	62	28	32	45	50
Ratio of re-hire (%)	85.5	78.5	90.3	88.9	91.8	96.2

### Ratio of employment of people with disabilities

	FY 2014	FY 2015	FY 2016
Number of employees with disabilities	84	84	84
Ratio of employment (%)	2.12	2.18	2.14

# Personnel data

## ● Promotion of diversity

### List of childcare support systems

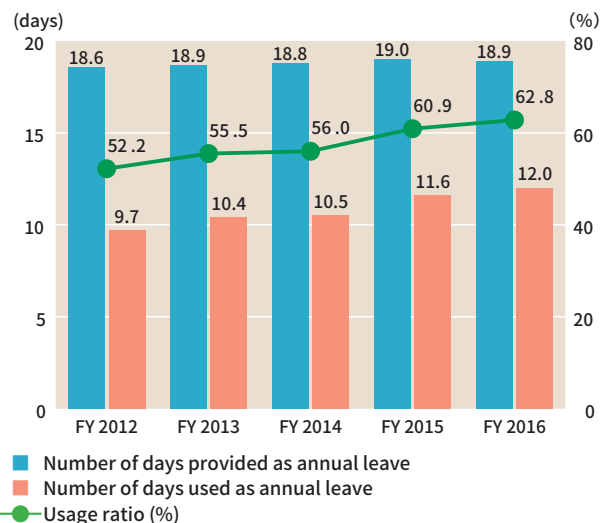
		System for female employees	System for male employees	System for both male and female employees					
Before pregnancy	Pregnancy	Birth	0-years old	1-year old	2-year old	3-year old	Elementary school first-grader	Elementary school fourth-grader	Junior high school third-grader
<p>■ Accumulated annual leave for infertility treatment The accumulated annual leave (*) is available for infertility treatment. Allowance: Paid leave Period: 5 working days in a fiscal year</p>	<p>■ Leave due to nausea in pregnancy The leave is available to pregnant employees who are prevented from working effectively by morning sickness. Allowance: Paid leave Period: Up to 7 days during pregnancy</p> <p>■ Leave for hospital visit The time-off required to visit a hospital for a medical examination, treatment, or the like is available. Allowance: Paid leave Period: During pregnancy and for 1 year after childbirth</p> <p>■ Short-time work hours due to pregnancy The working hours can be shortened in half-hour periods for up to 2 hours a day. Allowance: Unpaid for hours not worked Period: During pregnancy</p> <p>■ Exemption of pregnant employees from overtime, midnight work, and holiday duty Employees who are pregnant or care for a newborn infant are excused from overtime, midnight work, and holiday work. Period: During pregnancy and for 1 year after childbirth</p>	<p>■ Maternity leave Leave before and after childbirth Allowance: Paid leave Period: From the 6th week before the expected date of birth to the 8th week after the birth</p>	<p>■ Childcare leave Childcare leave is available. Allowance: Childcare leave allowance (20,000 yen per month for up to 6 months) Period: Until the end of the first April after your child reaches the age of 2</p> <p>■ Short-time work hours for childcare The working hours can be shortened by half-hour periods for up to 2 hours a day. Allowance: Unpaid for hours not worked Period: Until the end of April of the child's fourth-grade year in elementary school</p> <p>■ Staggered hours for childcare The working hours can be adjusted by beginning work by as much as one hour before or after the specified beginning of the workday. Period: Until the end of April of the child's fourth-grade year in elementary school</p> <p>■ Restriction on overtime and exemption from late-night work for childcare Restriction on overtime: Overtime can be limited to no more than 24 hours per month and no more than 150 hours per year. Exemption from late-night work: No work is assigned from 22 o'clock to 5 o'clock. Period: Until the child reaches the age of elementary school enrollment</p> <p>■ Exemption from overtime for childcare No overtime work is assigned. Period: Until the child reaches the age of 3</p> <p>■ Leave for medical care of a child A leave of absence is available for the nursing, medical checkups, and immunization of a child. Up to 5 days of work-off per year for one child or up to 10 days per year in total (for employees with two or more children) are given. Time-off in half-day periods is also available. Allowance: Paid leave Period: Until the end of April of the child's fourth-grade year in elementary school</p>	<p>■ Maternity leave for spouses A leave of absence of up to 5 days is available to employees whose spouses give birth. Allowance: Paid leave Period: 8 weeks after the birth from the beginning of your spouse's hospitalization</p> <p>■ Childcare leave Childcare leave based on the accumulated annual leave system (*) is available. Allowance: Paid leave Period: 8 weeks, beginning from the day after your spouse gives birth</p> <p>■ Accumulated annual leave for childcare When caring for a child younger than 1 year of age, you can take childcare leave using the accumulated annual leave system. (*) (You can take the leave even if you have fewer than 10 days of holiday leave in the current year.) Allowance: Paid leave</p> <p>■ Childcare hours Employees who care for a child younger than 1 year of age can take childcare breaks twice a day for up to 30 minutes each time, in addition to the normally scheduled breaks. Allowance: Paid leave</p>	<p>■ Leave for school event The accumulated annual leave system (*) is available for the following five events held at elementary and junior high schools. Allowance: Paid leave ① Admission ceremony ② Graduation ceremony ③ Athletic meeting ④ Cultural festival ⑤ Class visit Period: When your child is enrolled in elementary school or junior high school</p>				

\*Accumulated annual leave: Up to 20 days of annual leave expired in previous years can be used for specific reasons.

# Personnel data

## ● Work-life balance

Number of days used as annual leave / Usage ratio



We continue to support flexible ways of working and have prepared various leave systems. We are also working to develop an environment where our employees feel free to take their annual leaves without constraints.

### System to support flexible working styles

Teleworking system	Allows employees to work at home.
Satellite work system	Allows employees to work in business offices nationwide.
Time-difference work system	Allows employees to set their starting and ending times themselves without changing their working hours per day.
Flextime system	We individually manage the office hours of each employee according to predetermined monthly working hours.
Short-time work system	Allows employees to shorten their working hours by half-hour periods for up to 2 hours a day.

### Leave system

Annual leave	We grant our employees up to 20 days of paid leave, setting number based on their careers.
Accumulated annual leave	Up to 20 days of annual leave can be carried over from previous years, for use for certain reasons.
Leave due to a personal sickness or injury	A paid leave of absence is granted for long-term medical treatment, treatment after a hospital discharge, or other forms of care for a personal sickness or injury (counted as accumulated annual leave).
Volunteer leave	A paid leave of absence is granted for participation in a volunteer activity (counted as accumulated annual leave).
Childcare leave	A paid leave of absence is granted for the caretaking of a baby younger than 1 year of age (counted as accumulated annual leave).
Leave for self-development	A paid leave of absence is granted to employees over 45 years of age for self-development and preparation for retirement (counted as accumulated annual leave).
Leave for infertility treatment	A paid leave of absence is granted for infertility treatment (counted as accumulated annual leave).
Leave for school event	A paid leave of absence is granted for school events (counted as accumulated annual leave).
Leave for civil service	A paid leave of absence is granted for participation in an election, the exercise of a citizen's rights, or work as a citizen judge.
Special leave for weddings and funerals	A paid leave of absence is granted for a marriage ceremony, another happy event, or religious ceremony for a relative.
Leave for job transfer	A paid leave of absence is granted for preparation for a job transfer.
Leave due to a disaster	A paid leave of absence is granted to employees suffering from natural disasters or other disasters.
Leave due to a shutdown of traffic	A paid leave of absence is granted when traffic is blocked due to an epidemic disease or work is prohibited to prevent the spread of an infectious disease.
Leave due to a work-related sickness or injury	A paid leave of absence is granted for medical injuries or sicknesses related to work.
Maternity leave	A paid leave of absence is granted to pregnant female employees for childbirth.
Maternity leave for spouses	A paid leave of absence is granted for the support of a spouse being admitted to or discharged from a maternity hospital or for the attendance of a childbirth by a spouse.
Menstrual leave	A paid leave is granted to female employees who can hardly work due to menstrual cramps.
Leave due to nausea in pregnancy	A paid leave of absence is granted to female employees who can hardly work due to nausea in pregnancy.
Leave for medical care for child	A paid leave of absence is granted for the nursing, medical checkups, and immunization of a child.
Leave for refreshment	A paid leave of absence is granted to employees when they reach their 20th and 30th year of service for the company.
Leave for family-care	A paid leave of absence is granted for the care of sick, injured, or handicapped family members.

# Environmental management data

## ● Environmental management system

### Scope of EMS

● Head Office and Research/Information Center	
Head Office (Morinaga Plaza Building)	Shiba 5-33-1, Minato-ku, Tokyo 108-8384
Head Office (Meguro Building)	Meguro 4-4-22, Meguro-ku, Tokyo 153-8657
Head Office (Shibaura DF Building)	Shibaura 3-13-8, Minato-ku, Tokyo 108-0023
Research/Information Center	Higashihara 5-1-83, Zama City, Kanagawa 252-8583
● Saroma Plant	Nishitomi 123, Saroma-cho-aza, Tokoro-gun, Hokkaido 093-0504
● Betsukai Plant	Nishishunbetsukiyokawa-cho 18, Betsukai-cho, Notsuke-gun, Hokkaido 088-2572
● Morioka Plant	Aoyama 2-3-14, Morioka City, Iwate 020-0133
● Fukushima Plant	Shimizuuchi 5, Fushigami-aza, Fukushima City, Fukushima 960-8154
● Tone Plant	Uchimoriya-machi 4013-1, Joso City, Ibaraki 303-0043
● Tokyo Plant	Okudo 1-29-1, Katsushika-ku, Tokyo 124-8577
● Tama Site	
Tokyo Tama Plant	Tateno 4-515, Higashiyamato City, Tokyo 207-0021
Yamato Plant	Tateno 4-601, Higashiyamato City, Tokyo 207-0021
Chilled Products Coordination Center -- East Japan	Tateno 4-540, Higashiyamato City, Tokyo 207-0021
Engineering Research Center	Tateno 4-515, Higashiyamato City, Tokyo 207-0021
● Matsumoto Plant	Kamada 2-1-4, Matsumoto City, Nagano 390-0837
● Fuji Plant	Nakazatohigashi-cho 639, Fujinomiya City, Shizuoka 418-0046
● Chukyo Plant	Nakanara-cho Hitotsume 1, Konan City, Aichi 483-8256
● Kinki Plant	Tsutoiden-cho 2-95, Nishinomiya City, Hyogo 663-8242
● Kobe Site	
Kobe Plant	Mayafuto No.3, Nada-ku, Kobe City, Hyogo 657-0854
Chilled Products Coordination Center -- West Japan	Mayafuto No.3, Nada-ku, Kobe City, Hyogo 657-0854
● Yokohama Milk Industry Co., Ltd.	Yoshiokahigashi 3-6-1, Ayase City, Kanagawa 252-1125
● MK CHEESE CO., LTD.	Ochiaikita 1-1-1, Ayase City, Kanagawa 252-1116
● Fuji Nyugyo	Nameri 18, Nagaizumi-cho, Sunto-gun, Shizuoka 411-0933
● Kumamoto Milk Corporation	Kakizemachi 431-1, Higashi-ku, Kumamoto City, Kumamoto 861-8011
● NIHON SEINYU	Takanoichi 694-1, Nukanome-aza, Takahata-machi-ozasa, Higashiokitama-gun, Yamagata 999-2176
● TOYONYUGYO	Miiri 1-19-7, Asakita-ku, Hiroshima City, Hiroshima 731-0211
● OKINAWA MORINAGA MILK Co., Ltd.	Agarizaki 4-15, Nishihara-cho-aza, Nakagami-gun, Okinawa 903-0105
● URAHORO MILK INDUSTRY CO., LTD.	Zaimoku-cho 1, Urahoro-cho-aza, Tokachi-gun, Hokkaido 089-5607
● HOKKAIDO HOSHO MILK PLANT Co., Ltd.	Okehazama-shinmei 1518, Midori-ku, Nagoya City, Aichi 458-0919
● TOYO FERMENTED MILK CO., LTD.	Minato 1-1-9, Miyagino-ku, Sendai City, Miyagi 983-0001
● TOHOKU MORINAGA MILK CO., LTD., Sendai Plant	Kamikaruishino 38-1, Iwase-aza, Odate City, Akita 018-3596
● TOHOKU MORINAGA MILK CO., LTD., Akita Plant	Mukaishinjo-machi 8-3-45, Toyama City, Toyama 930-0916
● Morinaga-Hokuriku Milk Industry Co., Ltd., Toyama Plant	Takagi 2-601, Fukui City, Fukui 910-0805
● Morinaga-Hokuriku Milk Industry Co., Ltd., Fukui Plant	Morikita-nitahata 1812-24, Kikuchi City, Kumamoto 861-1312
● FURUIPORT CO., LTD., Kumamoto Plant	Kamikoya 1355-31, Yachiyo City, Chiba 276-0022
● Chez Foret Co., Ltd.	

## ● Environmental accounting

(Period: April 1, 2016 - March 31, 2017)  
Target area: Direct 13 plants, consolidated 16 plants, head office, Research/Information Center, branch offices, regional offices, centers

### Environmental protection cost

Item		Unit	FY 2016	
Classification	Breakdown		Investment amount	Cost amount
Within business area				
1 Pollution prevention cost	Typical 7 pollution prevention cost	000-yen	178,961	1,171,812
2 Cost of global environment conservation	Costs for the prevention of CO2 emission, HCFC, HFC, leakage, etc.	000-yen	758,986	430,017
3 Resource circulation cost	Costs for recycling waste and other resources	000-yen	230,011	300,018
Area total		000-yen	1,167,958	1,901,847
Outside business area				
4 Upstream/downstream cost	Costs for raw materials, distribution, and post-disposal	000-yen	0	581,613
5 Environmental management cost	Costs for environmental management, preparing lectures, etc.	000-yen	0	263,097
6 Social activity cost	Costs for greening, clean-up activity promotion, and river cleaning	000-yen	0	24,447
7 Cost for handling environmental damage	Costs for handling contamination loads	000-yen	0	16,106
Area total		000-yen	0	885,262

### Environmental conservation effect

Classification	Effect	Unit	FY 2015	FY 2016	
1 Effect on pollution-Prevention costs	Air pollution prevention	Reduction of SOx emissions	Ton-SOx	122	-50
	Reduction of NOx emissions	Ton-NOx	66	12	
2 Effect on cost of global environment conservation	Prevention of global warming	Reduction of CO2 emissions from production	Tons	6,252	11,750
		Reduction of CO2 emissions from office work	Tons	900	472
		Reduction of CO2 emissions from transport	Tons	3,254	1,238
3 Effect on resource circulation cost	Effective resource utilization	Reduction of water consumption	000-tons	239	713
		Reduction of waste discharge	Tons	968	1,748
4 Effect on cost of upstream/downstream cost-reduction	Reduction of environmental burden related to containers and packages	Reduction of the amount of paper containers and packages	Tons	122	778
		Reduction of the amount of plastic containers and packages	Tons	-75	906

\*The effect is indicated by the difference between the relevant year and the previous year (a positive number indicates a decrease; a negative number, an increase).

### Environmental economic effect

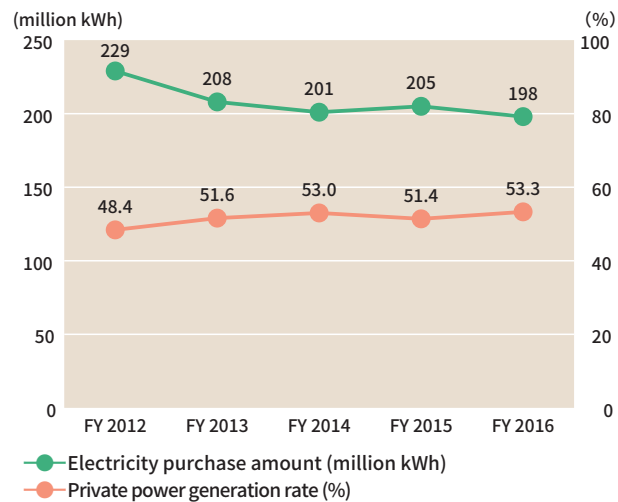
Classification	Effect	Unit	FY 2015	FY 2016
2 Effect on cost of global environment conservation	Cost reduction through energy saving	000-yen	8,380	256,860
	Revenue of resource recycling	000-yen	88,039	68,640
3 Effect on resource circulation cost	Reduction of waste disposal cost	000-yen	-62,274	24,806
	Cost reduction through logistics reduction	000-yen	21,750	26,300

\*Each serial number identifying an environmental economic effect corresponds to an environmental conservation cost (table above).

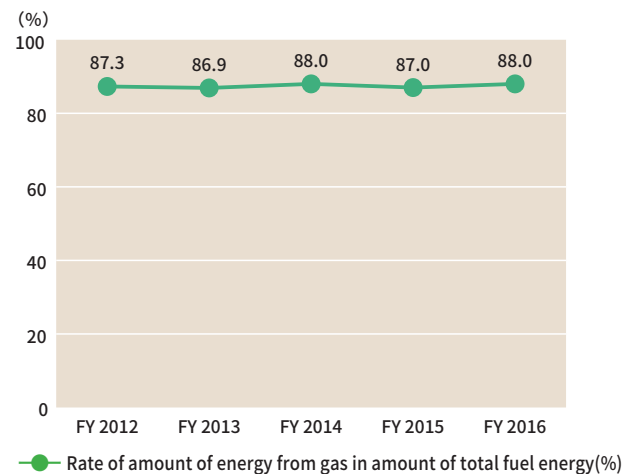
# Environmental performance data

## ● Energy and CO2

Electricity purchase amount and private power generation rate



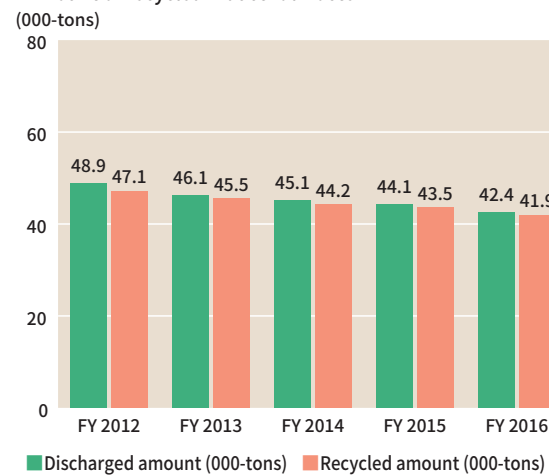
Rate of amount of energy from gas in amount of total fuel energy



Replacement from oil to gas:  
The plants of the Morinaga Milk Group are actively switching from oil to city gas as fuel, as the former generates more CO2 when combusted than the latter.

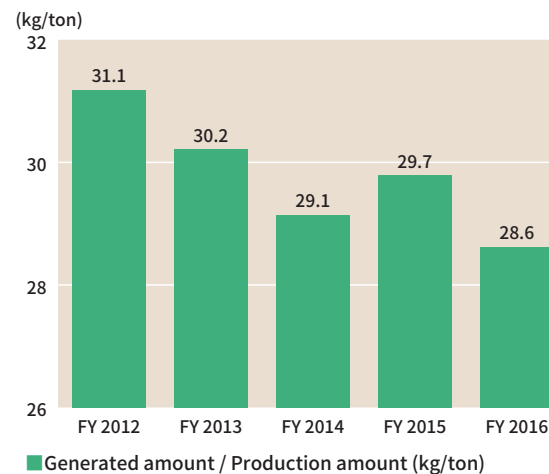
## ● Resource circulation

Amount of discharged industrial waste / Amount of recycled industrial waste



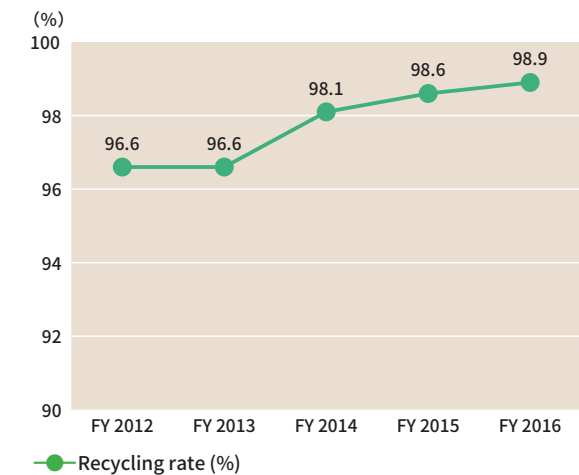
Amount of discharged industrial waste:  
The amount of discharged waste processed by contractors out of the amount of industrial waste generated during business activities, including waste processed for value

Basic unit of discharged industrial waste

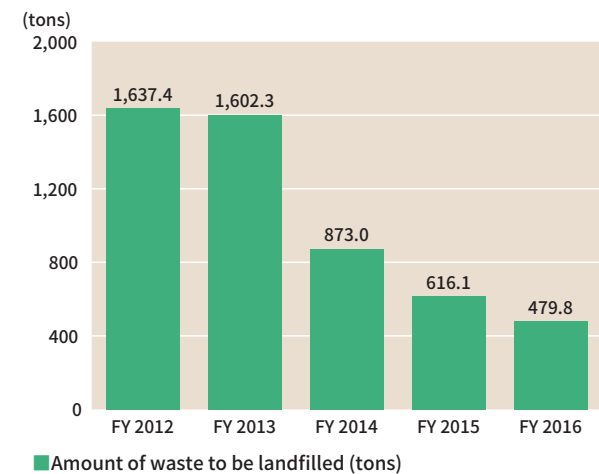


Basic unit of discharged industrial waste:  
Numerical value calculated by dividing the weight (tons) of industrial waste generated annually by the annual production amount (tons)

Recycling rate



Amount of waste to be landfilled

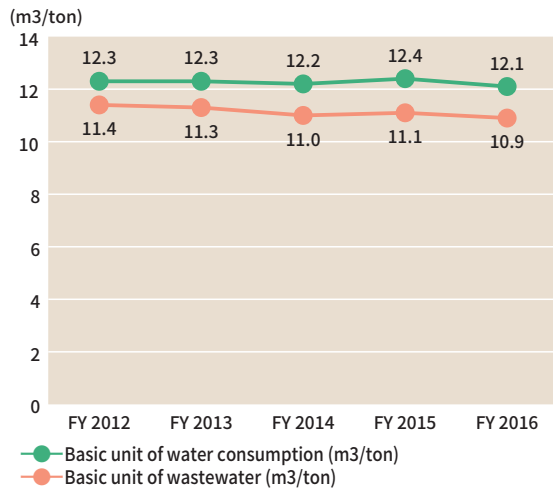


Amount of waste to be landfilled:  
Weight of waste to be landfilled

# Environmental performance data

## ● Conservation of water resources

Basic unit of water consumption / Basic unit of wastewater



Basic unit of water consumption:

Numeric value calculated by dividing the amount of water (m3) such as tap water, well water, etc. used at the plants by the annual production volume (tons)

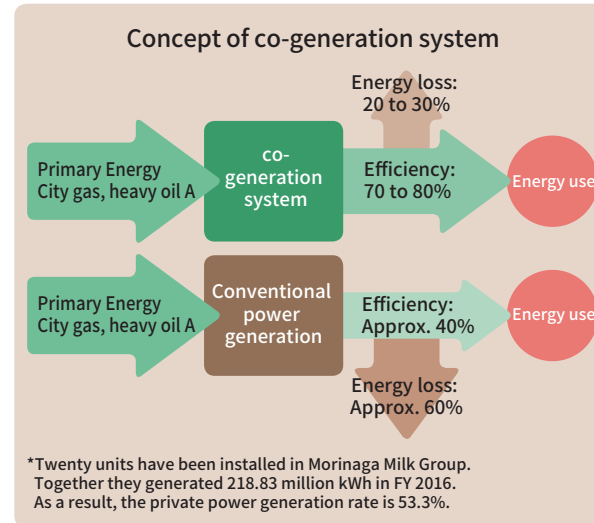
Basic unit of wastewater:

Numeric value calculated by dividing the amount of wastewater (m3) flowing into the plants' wastewater treatment facilities and drain, or discharged from the wastewater treatment facilities, by the annual production volume (tons)

## ● Energy-saving strategy

Morinaga Milk has installed co-generation systems and ice banks at the plants to improve energy efficiency. At the Tokyo Tama plant, we have also installed photovoltaic panels and use the generated electricity for production activities.

Co-generation system



Actual amount of photovoltaic power generated by the Tokyo Tama Plant (kWh)

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
38,034	32,043	31,131	32,619	29,507

Ice bank

