Now ideas for wellness

meiji

Sustainability Report 2025

Contents

1 **Sustainability**

9 **CEO Message**

11 **CSO Message**

13 **Sustainability 2026 Vision**
- 13 The Meiji Group's Mission in Sustainability Activities
- 13 The Meiji Group Sustainability 2026 Vision
- 16 Meiji Group 2026 Medium-Term Management Plan
- 22 Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List

26 **Sustainability Management**
- 26 Group Sustainability System
- 29 Informing Employees

30 **Stakeholder Dialogue Sessions**
- 32 9th ESG Advisory Board (2025)
- 36 8th ESG Advisory Board (2025)
- 40 7th ESG Advisory Board (2024)
- 44 6th ESG Advisory Board (2024)
- 47 5th ESG Advisory Board (2023)
- 50 4th ESG Advisory Board (2023)
- 55 3rd ESG Advisory Board (2022)
- 60 2nd ESG Advisory Board (2022)
- 64 1st ESG Advisory Board (2021)

71 **Healthier Lives**
- 72 **Health & Nutrition**
  - 72 Health- and Nutrition-Related Targets
  - 75 Contribute to Healthy Diets
  - 84 Preparing for Emerging Infectious Diseases
  - 88 Stable Supply of Pharmaceuticals by Building a Robust Supply Chain
- 92 **Quality & Safety**
  - 92 Quality and Safety-Related Targets
  - 93 Food Safety and Quality Assurance
  - 98 Pharmaceutical Reliability Assurance

103 **Caring for the Earth**
- 105 **Long-Term Environmental Vision/Environmental Management**
  - 105 The Meiji Group Long-Term Environmental Vision
  - 109 Environmental Management
- 116 **Climate Change**
  - 116 Our Climate Change Targets
  - 117 Position on Climate Change
  - 119 Reduce CO_2 Emissions
  - 127 Promotion of Renewable Energy
  - 128 Eliminate Specific CFCs
- 130 **Circular Economy**
  - 130 Circular Society Targets
  - 132 Waste/Recycled Amount
  - 133 Container and Packaging Life Cycle Management
  - 138 Reduction of Food Loss
  - 143 Reduce Final Disposal Volume

144 **Water**
144 Water Resources-Related Targets
145 Position on Water Resources
145 Water Risk Survey Results
147 Water Usage Volume Results
149 Secure Water Resources
155 **Biodiversity**
155 Targets for Biodiversity Conservation Activities
156 Approach to Biodiversity
158 Protect Local Biodiversity
167 Avoid Forest Depletion and Deforestation
172 **Pollution Prevention**
172 Position on Pollution Prevention
172 Establishing of Pollution Prevention Guideline
172 Chemical Substance Management
173 Preventing Water Pollution
174 Preventing Air Pollution
174 Preventing Soil Contamination

175 **Thriving Communities**
176 **Human Resources**
176 Diversity-Related Targets
178 Promotion of Human Capital Strategy
182 Human Capital Development
188 Diversity, Equity, and Inclusion
194 Employee-Friendly Workplaces
207 **Human Rights**
207 Goals for Respecting Human Rights
208 Respect and Promote Human Rights
217 **Society**
217 Society-Oriented Goals
217 Stakeholder Engagement
224 Promote Social Contribution
231 Paralym Artwork

234 **Sustainable Sourcing**
234 Targets for Our Sustainable Sourcing Initiatives
236 Supply Chain Management
240 Sustainable Raw Material Procurement

247 **Meiji Cocoa Support**
251 Support for Cocoa Producing Area
305 Efforts to Establish Traceability
309 Efforts to Eliminate Child Labor
312 Efforts to Stop Deforestation
322 Values
326 Interview

359 **Make Sustainable Dairy Industry**
363 Issue
368 Meiji Dairy Advisory
409 Human Rights of Workers
411 Promotion of Circular Dairy Farming
424 Promoting Reduction of Environmental Impact
430 Collaboration with External Partners

435 **Collaboration**

445 **Sustainable Finance**

452 **External Recognition**

461 **ESG Index**
461 GRI Content Index
495 SASB
500 UN Global Compact
501 SDGs
504 ESG Data
524 ISO Certification

527 **Reports**

530 **Sustainability Video**

531 **Governance**
533 **Business Management System**
546 **Members of the Board, Audit & Supervisory Board Members**
555 **Compensation of Officers**
560 **Compliance**
566 **Risk Management**
582 **Tax Compliance**

As of January 2026

Sustainability

Wellness Stories

Beauty in Every Bite: Meet the World's First Cacao Ceramide Products

The Garden Within: How Meiji Is Personalizing Gut Health

Growing Together with Dairy Farmers—Toward True Partnership

Changing Protein Images: SAVAS Journey to Become a Global Brand

Tackling Methane Emissions from Dairy Farming, One Cow Burp at a Time

Connecting Pharmaceuticals and Nutrition with Doctor-Recommended Dietary Supplements

Driving Sustainable Dairy Farming: Meiji Group Partners with Dairy Tech Startup

Cross-team Creativity Breeds a New Dairy Brand

Newborn Screening Raises Quality of Life: Early Detection of Congenital Disease in Babies

Visionary Upcycling Unlocks Cacao's Rich Potential

Fortify your health—Empower your gut barrier with lactic acid bacteria

Innovative Feeding Strategies for Cows—A Joint Initiative for Dairy Industry Sustainability

Making Japan's Dairy Industry More Sustainable. Meiji Group Calculates Greenhouse Gas Emissions from Milk Production

Awards Honor Employees Exemplifying Meiji's Pursuit of Unique Ideas for Wellness

Revolutionizing Nama Chocolate for Convenient Delight

Reviving Traditional Yogurt with Modern Fermentation Technology

New Extract Adds Color to the Cocoa Experience

Simulation Technology for the Joy of Eating at Any Age

Bridging the Gap: Going Overseas to Ensure a Stable Supply of Generic Drugs in Japan

Vaccine Basics (Part 1): What Are Vaccines?

Visualizing the Mind: To Prevent and Treat Depression in a New Way

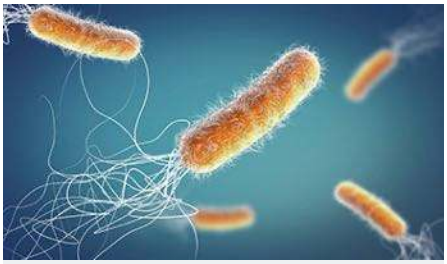
Towards a Society Free of Period Stigma

Hope for Patients with Dravet Syndrome

Decoding the Human Microbiome

COVID-19: Hope for an Inactivated Vaccine

Sustainable Cocoa Means Knowing Your Growers



The Hidden Health Crisis of AMR

The Right Formula for Effective Care

Sustainability Vision

CEO Message

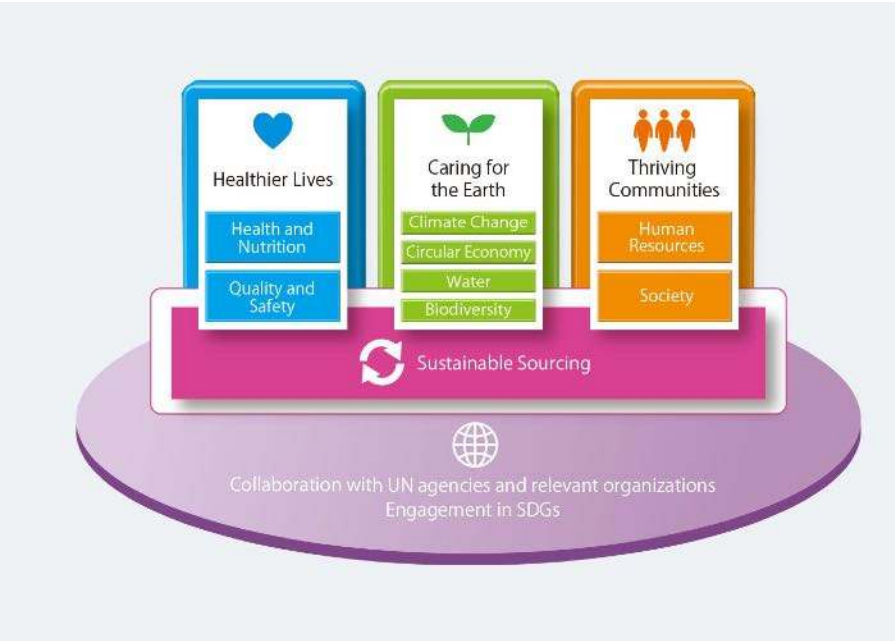
Leader in the Co-Creation of a Future Society, Using Sustainability as a Driving Force for Growth.

LEARN MORE

Sustainability 2026 Vision

A vision is nothing without action. Our management structure puts our sustainability vision into practice on a day-to-day basis.

LEARN MORE



Actions for Sustainability

Healthier Lives

A healthy society starts with healthy minds and bodies.

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Caring for the Earth

In everything we do, we aim for harmony with the environment.

LEARN MORE

Thriving Communities

Looking after everyone, from employees to society's most vulnerable.

LEARN MORE

Sustainable Sourcing

Considering human rights and the environment throughout our supply chain.

LEARN MORE

Collaboration

Our active support for international organizations and frameworks.

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Governance

Sustainability is central to our corporate system and policies.

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Sustainable Finance

LEARN MORE

ESG Index

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ESG Data

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Report

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Sustainability Video

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Meiji Cocoa Support

LEARN MORE

Make Sustainable Dairy Industry

LEARN MORE

Download the Meiji Group's sustainability reports and ESG data

SEARCH DOCUMENTS

News & Topics

We release Environmental Data FYE 3/2025 and Independent Practitioner's Assurance Report.

CORPORATE
Aug 8, 2025

Meiji Group's Greenhouse Gas Emissions Reduction Targets "SBT Net-Zero and FLAG" Approved by SBT Initiative (PDF 629KB)

CORPORATE
July 31, 2025

We release ESG Data FYE 3/2025.

CORPORATE
June 13, 2025

Selected to Sustainability Transformation Brandsfor Two Consecutive Years (PDF 211KB)

CORPORATE
May 14, 2025

Emergency Food Assistance for the Myanmar Earthquake (PDF 186KB)

SUSTAINABILITY
Apr 30, 2025

Meiji, YAKAW, and Hemicellulose Ltd. Conclude Agreement on Memorandum for Collaborative Development Using Cacao Husk in Mexico (PDF 591KB)

FOOD
Mar 26, 2025

A new wellness story "Tackling Methane Emissions from Dairy Farming, One Cow Burp at a Time" has been posted.

SUSTAINABILITY
Mar 26, 2025

Selected as a Health & Productivity Stock Selection Brand for the Third Consecutive year Also Recognized as a Certified Health & Productivity Management Outstanding Organization under the Large Enterprise Category (White 500) for the Ninth Consecutive Year (PDF 483KB)

CORPORATE
Mar 11, 2025

ESG Meeting

SUSTAINABILITY
Feb 28, 2025

Meiji Group receives the Silver Prize (the Minister of the Environment Award) in the Environmentally Sustainable Company Category at the 6th ESG Finance Awards Japan (PDF 242KB)

SUSTAINABILITY
Feb 20, 2025

The Meiji Group Achieved Places on 'A List' Company, the Highest Evaluation for the third consecutive year, in CDP's 2024 Climate Change (PDF 345KB)

SUSTAINABILITY
Feb 17, 2025

Meiji's First "Bottle-to-Bottle" Horizontal Recycling Initiative -Alliance Agreement with Warabi City, Toda City, the Association of Warabi Toda Sanitation Center, and Suntory Group- (PDF 434KB)

FOOD
Jan 28, 2025

You may also be interested in

Year in Review

Meiji Holdings is a TSE-listed company that delivers long-term growth and stakeholder returns. View business results and investor performance from our most recent financial year.

LEARN MORE

Innovation

The Meiji Group promotes innovation through a unique synergy between food and pharmaceutical expertise.

LEARN MORE

History

For more than a century, Meiji products have enriched people's daily lives while benefiting their health. Learn more about the Meiji Group's history on this page.

LEARN MORE

CEO Message

I am deeply honored to have been appointed as CEO, President and Representative Director. Building on our strong legacy, I am committed to accurately identifying changes in society and the environment and further advancing our future-oriented management.

The Meiji Group signed on to the United Nations Global Compact[1] in 2019, supporting the Ten Principles related to human rights, labor, environment, and anti-corruption. In accordance with international frameworks, and to fulfill our responsibilities as a global corporation, we are committed to addressing social issues through our business activities.

In 2021, we adopted the slogan Now ideas for wellness, and have since proceeded to create value that is unique to Meiji, with food and pharmaceuticals as the pillars of our business. This slogan expresses our desire to contribute to a better future for people, society, and the Earth through solutions for social issues with “wellness” as the starting point.

To embody this slogan, in FY2021, we adopted Meiji ROESG®[2] as our top management target, promoting sustainability management that aims to balance both ROE (economic value) and ESG (social value). As a result of these efforts, the awareness of individual employees has increased, and initiatives across the entire

Group are steadily taking root. Furthermore, in ESG evaluations, we have attained one of the leading evaluations among food companies in Japan. We have also received high recognition externally, as evidenced by our selection to SX Brands[3] for two consecutive years.

Under our 2026 Medium-Term Business Plan, which has “fusion of sustainability and business strategies” as its theme, we are currently deepening our business strategy with social issues as our starting point. FY2025 marks the second year of this plan and represents a crucial step toward realization of the Meiji Group Sustainability 2026 Vision. Aiming to realize a sustainable society, we will take on the challenge of solving increasingly complex and diverse social issues, such as the double burden of malnutrition and infectious disease risks, through the provision of value for wellness.

Going forward, we will continue to evolve our management approach, making sustainability a driving force for growth, in collaboration with our stakeholders in Japan and overseas and as one united Group. We will also continue to boldly take on challenges toward the co-creation of a future society where people around the world live healthy, happy lives.

June 2025

1. Click here for more
UN Global Compact Comparison Table

2. ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University.

3. A group of progressive companies that enhance their corporate value through sustainability transformation (SX) selected and awarded jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.

CSO Message

The 2026 Medium-Term Business Plan, which started in FY2024, is the final stage toward the realization of the Meiji Group Sustainability 2026 Vision and involves initiatives to further deepen sustainability. By enhancing its unique value in food and wellness, the Meiji Group will contribute to the realization of a better future in which all people, society, and the Earth are healthy, and aim to become one of the top global corporations.

Evolution of Meiji ROESG®[1]

The Meiji Group has adopted Meiji ROESG®, a unique management indicator that balances ROE (economic value) and ESG (social value), as its top management target. In the five years since its introduction, it has steadily taken root in our management executives, leading to our selection to SX Brands[2] for two consecutive years and high recognition by external evaluations such as MSCI ESG Ratings, S&P Global CSA, and ISS ESG.

In the 2026 Medium-Term Business Plan, major initiatives and targets (KPIs) are set for each of the 12 newly identified materialities, and our progress is managed on a Group-wide basis. In addition, we have begun to build a framework for global collaboration so that each of our sites in Japan and overseas can act under a common set of values and strategies.

Fusion of Sustainability and Business

The fusion of sustainability and business must be a source of competitive strength for the Meiji Group. To ensure this, the Meiji Sustainable Products internal certification system incorporates sustainability initiatives throughout the value chain into products. Through this system, we encourage each and every employee to change their mindset to “have a sense of ownership” over sustainability.
Furthermore, we will formulate a medium- to long-term strategy map for MEIJI ROESG® target brands from the perspective of sustainability and accelerate the fusion of sustainability and business. These initiatives are part of “aggressive sustainability” that will amplify positive impact and lead to sustainable corporate growth, and we will proactively develop sustainability measures that will become a strength of our business.

Realizing Nature Positive

The Meiji Group’s business is supported by the bounty of nature. Therefore, ensuring the sustainability of natural capital is an extremely important management issue for the Group. By advancing the three pillars of carbon neutrality, circular economy, and ecosystem conservation and restoration in a three-pronged manner, we aim to realize “nature positive” to halt and reverse the loss of biodiversity.
With such a future in mind, it is important to create as much positive impact on nature as possible, and we will further strengthen our initiatives to conserve and restore ecosystems.

Developing a Corporate Culture in Which Sustainability Is the Norm

To put sustainability into practice, it is essential to foster a culture in which each and every employee can “have a sense of ownership” over sustainability and take action. To achieve both resolution of social issues and business growth, we are developing a system to encourage behavioral change and an organization to support this change.
We are convinced that reflecting the opinions of those on site and our employees while embedding the values in which sustainability is considered the norm into our corporate culture will give us the strength to shape the Meiji Group of the future.

Turning sustainability into competitiveness—this is the Meiji Group’s next mission.

June 2025

1. ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University.

2. A group of progressive companies that enhance their corporate value through sustainability transformation (SX) selected and awarded jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.

Sustainability 2026 Vision

The basis of "the Meiji Group's Approach to sustainability" is to fulfill sustainability by putting the Group Philosophy into practice on a day-to-day basis in mainstay businesses and by remaining a corporate group society needs. Each Meiji Group employee will advance activities based on the Corporate Behavior Charter to meet stakeholders' expectations and continue fulfilling social responsibilities.

The Meiji Group’s Mission in Sustainability Activities

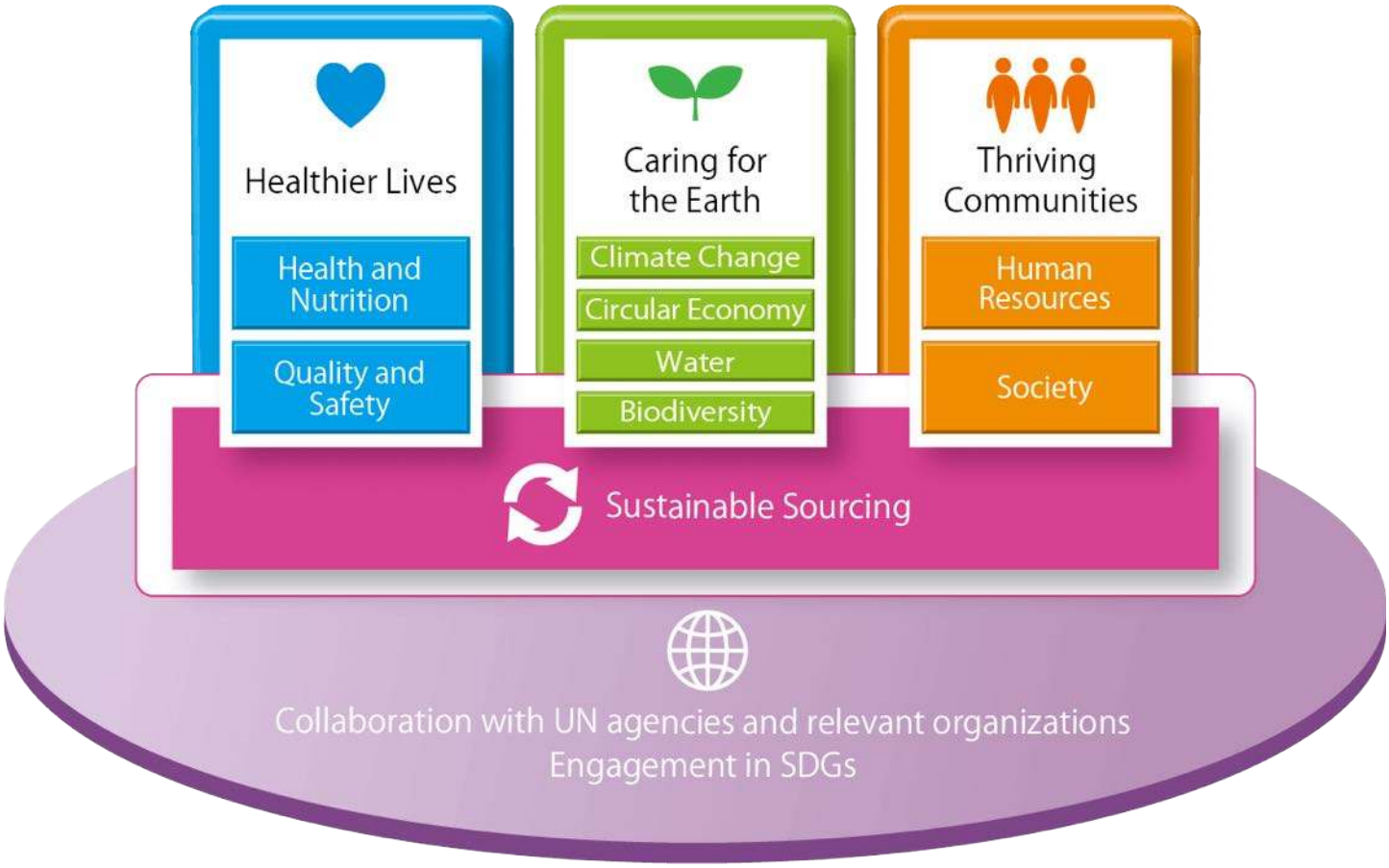
Toward the Meiji Group’s Next 100 Years, Designing a Future Where Everyone Around the World is Happy and Healthy.

The Meiji Group will mark the 110th anniversary of our founding in 2026. We must reconstruct our foundations with a view to the next 100 years to further enhance the Group’s corporate value. Currently, society is at a major turning point. Companies are required to not only expand their business scale but also contribute to solving social issues through their business activities. We will once again review the significance and role of our business activities in society and strengthen activities unique to the Meiji Group that originated from the idea of solving social issues.

The Meiji Group Sustainability 2026 Vision

As Food and Health Professionals, We Contribute to Addressing Social Issues through Our Business Activities, and to Realizing a Sustainable Society for People to Live Healthy, Peaceful Lives.

The Meiji Group Sustainability 2026 Vision is broken down into three themes: Healthier Lives, Caring for the Earth and Thriving Communities, plus the shared theme: Sustainable Sourcing. Here, we identify and set materiality issues and KPIs. Based on this framework, shown in the figure, we promote specific sustainability activities and address social issues.



Themes	Domains
Healthier Lives	Health and Nutrition, Quality and Safety
Caring for the Earth	Climate Change, Circular Economy, Water, Biodiversity
Thriving Communities	Human Resources, Society
Sustainable Sourcing	
Collaboration with UN agencies and relevant organizations Engagement in SDGs Meiji Group Sustainability 2026 Vision	

Approach toward SDGs

The Sustainable Development Goals (SDGs) are a collection of the 17 goals adopted by the United Nations in 2015 for the year 2030. In our endeavors, we have identified 13 primary goals that will contribute to society in the Meiji Group' business activities. Recognizing that FY2021 marks the beginning of "the Decade of Action"* to address the SDGs, we are working to achieve the SDGs through the Meiji Group Sustainability 2026 Vision.

* In January 2020, the United Nations defined the decade up to 2030—the deadline for the achievement of the SDGs—as "the Decade of Action" and called for countries around the world to accelerate and expand their initiatives.

Major SDGs that the Meiji Group aims to achieve

See how our sustainability themes link to the SDGs

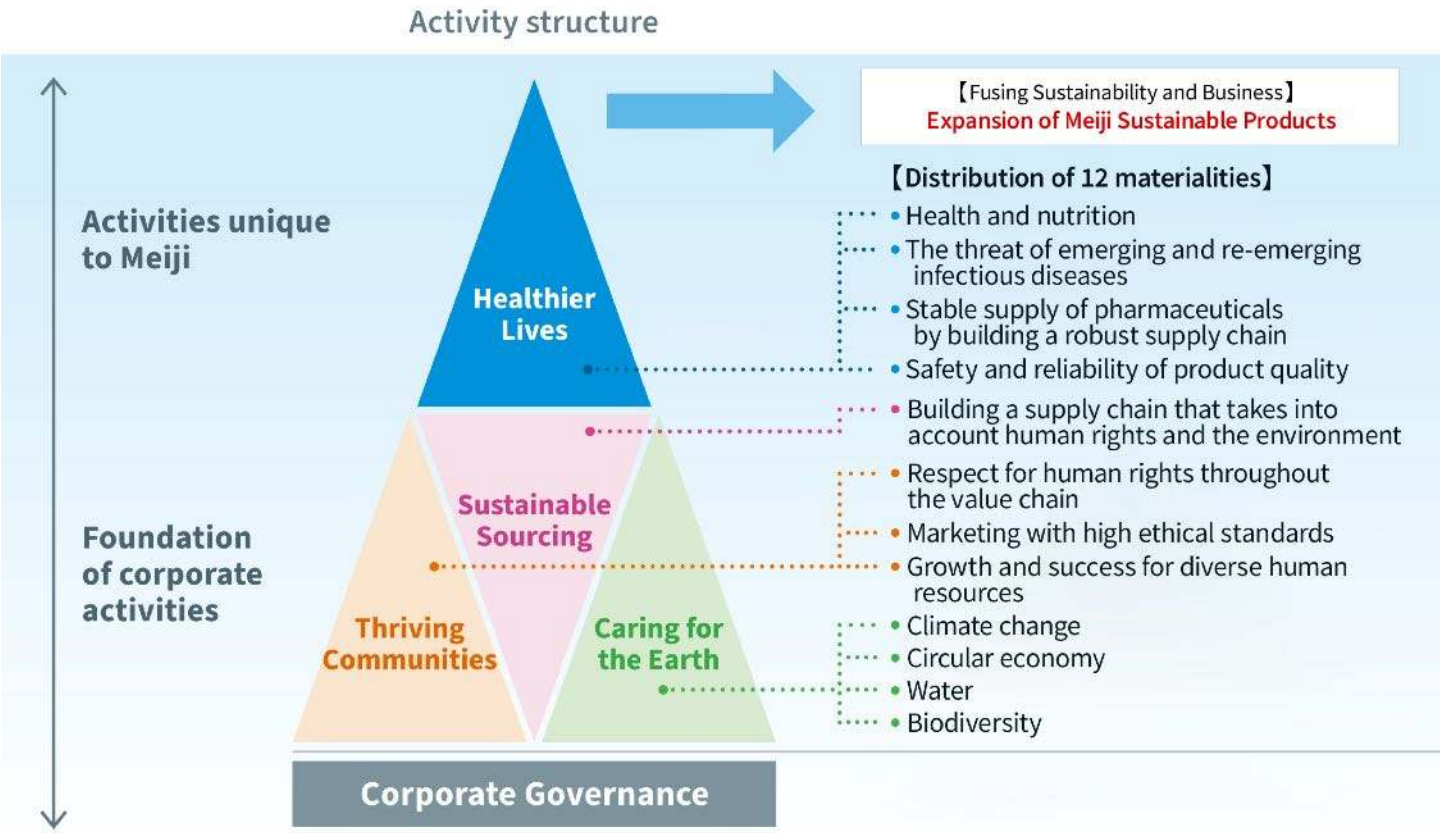
Meiji Group 2026 Medium-Term Management Plan

The Meiji Group has identified “fusing sustainability and business” as a key concept in the 2026 Medium-Term Management Plan. Sustainability activities in our business are becoming increasingly important. We plan to further strengthen our activities with the aim of becoming one of the leading sustainability companies in the global market.

Materiality in the 2026 Medium-Term Management Plan

The 12 materiality identified in the 2026 Medium-Term Management Plan are divided into four activity themes. These four activity themes can be characterized by two elements: initiatives that demonstrate the uniqueness of the Meiji Group and initiatives that serve as the foundation of our corporate activities. They are then positioned as materiality in a systematic manner. We have positioned “fusing sustainability and business” at the top of the list of activities unique to the Meiji Group. As an initiative that represents this activity, we will start an in-house certification system for Meiji Sustainable Products.

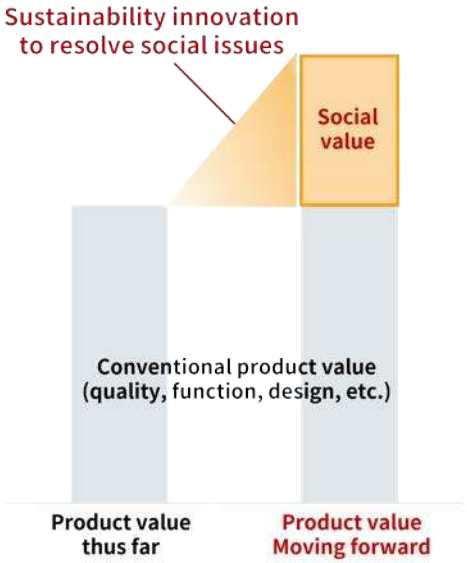
Structure of the Meiji Group' Sustainability Activities



Position and Certification Criteria for Meiji Sustainable Products

Position

In-house certification system of the Meiji Sustainable Products certifies products that are involved in sustainability activities that contribute to solving social issues in each process of the value chain (development, procurement, production, logistics, and consumption).



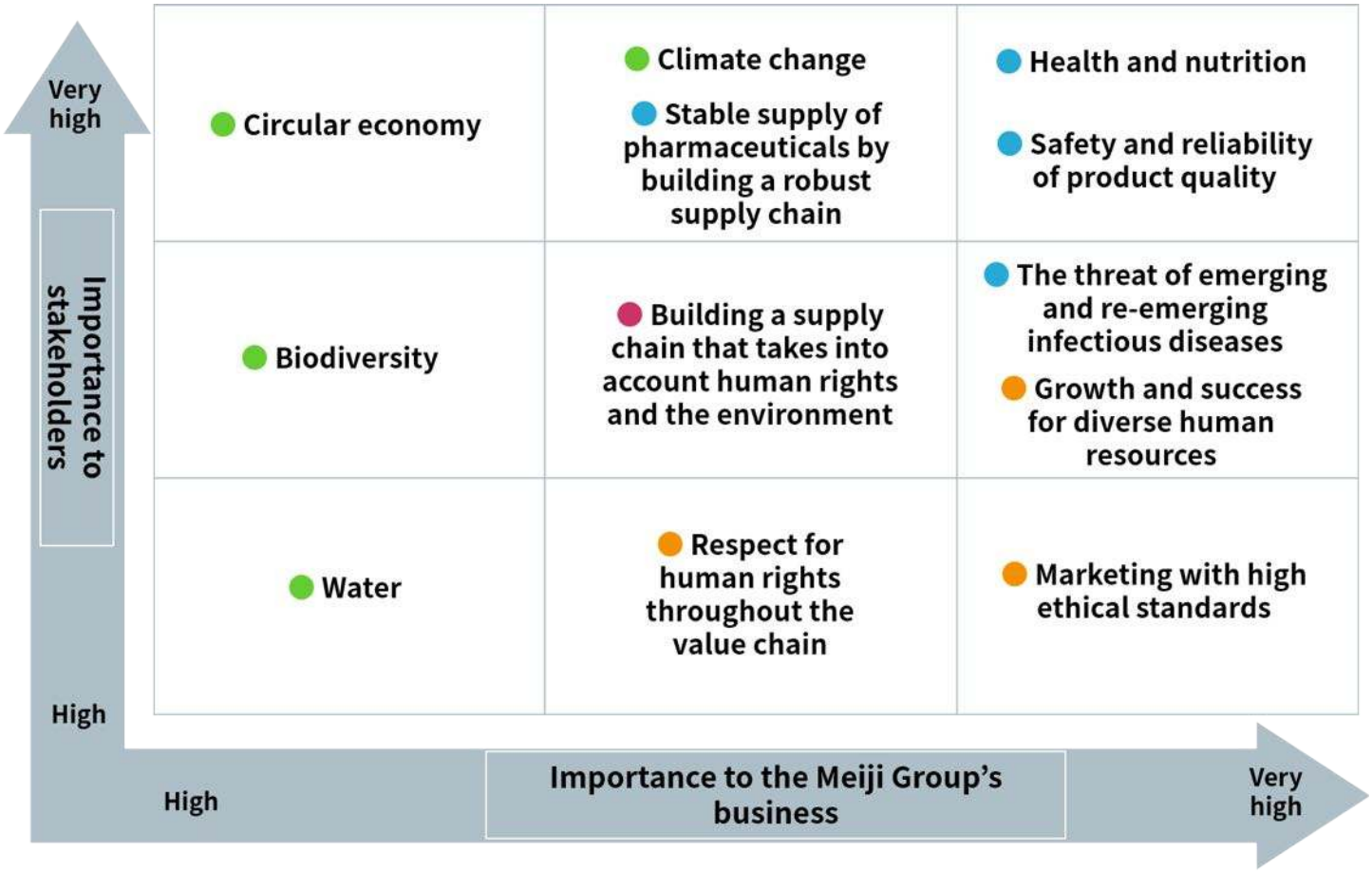
Certification Standards

We have set original five standards. If products satisfy four or more of the five standards, the products are certified as “Meiji Sustainable Products”.

1. Contribution to healthy dietary habits
2. Improved nutritional value
3. Human rights and environmentally conscious procurement of raw materials
4. Human rights and environmentally conscious containers and packaging
5. Reducing environment load in production, logistics and product designs

* Make a certain level of fulfillment of parameters set for each standard for requirement for certification
* Going forward, standards and requirements for certification are subject to change

Materiality Matrix



Response to Materiality

Materiality/KPI List

We have created a medium to long-term vision for each materiality and formulated specific initiatives to be implemented in the 2026 Medium-Term Management Plan to achieve it. Please refer to the materiality/KPI list for major initiatives as well as the metrics, targets, and results that measure their results and progress.

Materiality/KPI List

Sustainability Activities for Materiality

Domains	Materiality	Related Page
Health and Nutrition	Health and nutrition	Healthier lives > Health & Nutrition
	The threat of emerging and re-emerging infectious diseases	Healthier lives > Health & Nutrition > Preparing for Emerging Infectious Diseases
	Stable supply of pharmaceuticals by building a robust supply chain	Healthier lives > Health & Nutrition > Stable Supply of Pharmaceuticals by Building a Robust Supply Chain
Quality and Safety	Safety and reliability of product quality	Healthier lives > Quality and Safety
Climate Change	Climate Change	Caring for the Earth > Climate Change
Circular Economy	Circular economy	Caring for the Earth > Circular Economy
Water	Water	Caring for the Earth > Water
Biodiversity	Biodiversity	Caring for the Earth > Biodiversity
Society	Respect for human rights throughout the value chain	Thriving Communities > Human Rights
	Marketing with high ethical standards	Healthier lives > Health & Nutrition > Contribute to Healthy Diets > Nutrition policies and related measures
Human Resources	Growth and success for diverse human resources	Thriving Communities > Human Resources
Sustainable Sourcing	Building a supply chain that takes into account human rights and the environment	Sustainable Sourcing

STEP 1

Compilation of Issues

We compiled a broad list of environmental, social, and economic issues by referring to international guidelines such as SASB Standards and GRI Standards, which set industry-specific standards, as well as international frameworks such as the UN Global Compact.

STEP 2

Identification of Risks and Opportunities, Evaluation of Importance

We identified risks and opportunities in the food and pharmaceutical industries for each of the listed topics. We also extracted latent risks and opportunities to conduct an evaluation of importance from a medium to long-term perspective. In the materiality analysis, we conducted a quantitative evaluation based around two axes: “importance to stakeholders” and “importance to the Meiji Group’s business.”

For the “importance to stakeholders” axis, we rated importance on a four-point scale for each of the six stakeholders that were newly defined in the 2026 Medium-Term Management Plan (customers, shareholders/investors, employees, business partners, local communities, government agencies/industry associations). We then conducted a weighted evaluation from a multifaceted perspective that considers impact on the environment and society.

For the “importance to the Meiji Group’s business” axis, we used the International Integrated Reporting Council (IIRC)’s framework as a reference and rated importance on a five-point scale for each of the six types of capital that form corporate value (financial, manufactured, intellectual, human, social and relationship, natural). We then conducted a weighted evaluation for each of the six

types of capital according to the amount that capital that would be damaged in the event of a risk and the amount that capital that would be increased through the business model in the event of an opportunity. The feature of this evaluation method is that it includes non-financial capital as well, so the evaluation is based on factors that will affect the future financial stock.

STEP 3

Identification of Risks and Opportunities, Evaluation of Importance

The results of the evaluation of importance were prioritized by the ESG Advisory Board after receiving opinions from three experts on the validity of the analysis process and the results of the analysis.
The Group Sustainability Committee exchanged opinions on the prioritization, reported to the Board of Directors, and materiality were identified.

Identified Materiality

We added “ quality and safety,” “biodiversity,” “stable supply of pharmaceuticals by building a robust supply chain,” and “ responsible marketing” as new materiality to the materiality identified in the 2023 Medium-Term Management Plan with the aim of achieving our Sustainability 2026 Vision.

Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List（Last Updated: October 1, 2025）

Meiji HD：Meiji Holdings Co., Ltd.
Meiji　：Meiji Co.,Ltd.
MSP　：Meiji Seika Pharma Co., Ltd.
KMB　：KM Biologics Co., Ltd.

Themes	Domains	Materiality	Sub-topic	Medium to long-term vision	Major initiatives	Metrics (KPI)	Data target range or company leading initiatives	Results/ progress FYE March 2025	Targets FYE March 2027
Healthier Lives	Health and Nutrition	Health and nutrition	Promoting healthy eating habits	As a prominent food company, we are tackling health and nutritional challenges that differ by region and life stage. We assess nutritional value using scientific methods and promote healthy eating habits among individuals.	• Evaluate the nutritional value of our products using the Meiji Nutritional Profiling System (Meiji NPS) and organize fundamental data to enhance nutritional value in the future	• Ratio of own products evaluated using Meiji NPS *The target products include all products produced and marketed by Meiji Co., Ltd. in Japan, excluding those intended for business use, products with specialized nutritional formulas, and contract-manufactured products.	Meiji	31.8%	90% or more of sales of applicable products
					• Expand the scope of life stage evaluations on Meiji NPS	• Target year of completion		Completed (published peer-reviewed journal)	FYE March 2027
					• Enhance nutrition education activities to promote information on healthy food lifestyles and food culture	• Number of participants in nutrition education activities		293,000 participants	Total of 800,000 participants
						• Number of experiential events held		10 events	Total of 30 experiential events
					• Expand brands that focus on health-conscious foods and other sustainable initiatives	• Sales of Meiji ROESG®[*1] target brand lines[*2]		Year over year +3.6%	Achievement of yearly plan
					• Visualize the motion of swallowing during the process of chewing through swallowing, develop new simulation devices, and establish experimental methods	• Number of case studies for medical images visualized and analyzed using Swallow Vision®		Under development	Number of swallowing behavior cases: 10 cases
						• Establish a method for simulated experiments that reflect age-related changes in chewing characteristics		Under development	Publish paper on an experimental method for simulating the chewing of elderly people
						• Establish a method to evaluate the blockage factor of bolus using a simulated feeding device		Under development	Publication of paper on an evaluation method for food bolus occlusion factor
		The threat of emerging and re-emerging infectious diseases	Emerging infectious diseases	As Asia's leading company in the field of infectious diseases, we protect people from the growing threat of infectious diseases by providing pharmaceutical solutions ranging from prevention to treatment.	COVID-19 • Launch the replicon vaccine "Kostaibe® for intramuscular injections" and develop a domestic supply (chain) system	• Domestic manufacturing supply ratio	MSP	19.0%	30% or more
					COVID-19 • Launch safe and effective inactivated vaccine "KD-414" for children and develop domestic supply system	• Vaccine supply volume (based on production capacity) *Actual supply volume changes depending on the spread of infections, thus this figure is a metric based on production capacity	MSP, KMB	Progressing as planned	1.5 million doses
			Re-emerging infectious diseases		Dengue fever • Develop dengue vaccine "KD-382" through participation in the public recruitment project of the Strategic Center for Advanced Research and Development (SCARDA)	• Development phase progress	KMB	Progressing as planned	Start of clinical trial Phase 2 (dose confirmation test in humans) *Aiming for market launch in 2032
			Antimicrobial resistance (AMR)		Drug resistant bacteria • Develop β-lactamase inhibitor "OP0595" against carbapenem-resistant enterobacteriaceae	• Number of countries where we have obtained (manufacturing and) marketing approval	MSP	Phase 3 in progress	Marketing approval in 1 or more countries
		Stable supply of pharmaceuticals by building a robust supply chain	—	Establish a robust supply chain structure, both domestically and globally, to ensure the stable supply of high-quality, economical pharmaceutical products.	• Establish a stable supply system by controlling the number of months in stock for "stable supply medicine Category A" products (vancomycin, meropenem, sulvacillin, tazopipe)	• Number of months' worth of inventory needed to ensure stable supply	MSP	Average 3 months	6 months for each product
					• Establish a domestic production system for a penicillin bulk drug, which is highly dependent on foreign countries (install manufacturing equipment at Gifu Plant)	• Gifu Plant production start target year	MSP	Progressing as planned	Latter half of FYE March 2026
					• Establish a stable supply system for vaccines and blood plasma products	• Number of product shortages *Define out-of-stock items: Limited to product shortages attributable to the company	MSP, KMB	0	0
	Quality and Safety	Safety and reliability of product quality	Food safety and quality assurance	We have expanded our business globally in the food and drug domains, and we are appropriately implementing quality assurance and safety management operations to continuously achieve zero product recalls.	• Strengthen quality initiatives by promoting Meiji Quality Comm activities based on Meiji's Global Quality Policy	• Number of serious quality accidents *Definition of serious accident: Cases in which a recall was conducted due to a legal violation or a voluntary recall was conducted due to a labeling error or poor quality (including overseas)	Consolidated subsidaries in the Food Segment	1 case	0 cases
						• Acquisition rate of GFSI recognized standards at all locations of partner companies (product outsourcing/suppliers)		94.2%	100%
						• Plant audit rate for suppliers of important managed raw material		80.9%	100%
			Pharmaceutical reliability assurance		• Strengthen our reliability assurance system to respond to new domains and global business development • Transform the reliability assurance system throughout the product lifecycle • Prevention through the steady implementation of quality management reviews and reliability assurance activities (manufacturing site audits, safety management operations, etc.)	• Number of serious nonconformities such as recalls in manufactured and sold items	Consolidated subsidaries in the Pharmaceuticals Segment (excluding KMB and Meiji Animal Health Co., Ltd.)	0 cases	0 cases
						• Number of serious indications in responses to regulatory authorities		0 cases	0 cases

*1 ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University.
*2 Health-oriented foods and value-added nutritional foods (Meiji Bulgaria Yogurt, Meiji Probio Yogurt R-1, Chocolate Kouka, SAVAS, Meiji MeiBalance, etc.), Foods with our environmentally and socially conscious procurement activities for a sustainable society (Meiji Oishii Gyunyu, Meiji Milk Chocolate, Meiji Hokkaido Tokachi series (yogurt and cheese), etc.)

Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List（Last Updated: October 1, 2025）

Meiji HD：Meiji Holdings Co., Ltd.
Meiji　：Meiji Co.,Ltd.
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KMB　：KM Biologics Co., Ltd.

Themes	Domains	Materiality	Sub-topic	Medium to long-term vision	Major initiatives	Metrics (KPI)	Data target range or company leading initiatives	Results	Targets	Medium to long-term targets	
								FYE March 2025	FYE March 2027	FYE March 2031	FYE March 2051
Caring for the Earth	Climate Change	Climate change	CO_2 emissions reduction	**Aim to achieve carbon neutrality by 2050 by reducing CO_2 emissions throughout the supply chain by strengthening energy saving and energy creation activities, utilizing renewable energy, and reducing GHG emissions in the dairy business.**	• Reduce Scope 1 and 2 CO_2 emissions by strengthening energy saving and energy creation activities, utilizing carbon credits, etc.	**• Scope 1, 2 emissions reduction rate (compared to FYE March 2020 as year of reference)**	Meiji HD and its 31 subsidiaries and affiliates	**25.1%**	**32% or more**	**50% or more**	**Net-Zero**
					• Reduce CO_2 emissions in Scope 3 by reducing GHG emissions in dairy farming, reducing the amount of packaging materials used, and strengthening collaborations with suppliers, etc.	**• Scope 3 emissions reduction rate (compared to FYE March 2020 as year of reference)** *Categories 1, 4, 9, 12 (procurement/logistics/disposal)	Meiji HD and its 32 subsidiaries and affiliates	**11.1%**	**15% or more**	**30% or more**	
			Utilization of renewable energy		• Promote the transition to renewable energy by expanding the adoption of solar power generation equipment and strengthening the use of electricity derived from renewable energy	**• Renewable energy ratio** *Ratio: Percentage of total power consumption	Meiji HD and its 31 subsidiaries and affiliates	**24.2%**	**30% or more**	**50% or more**	**100%**
	Circular Economy	Circular economy	Container and packaging life cycle management	**Aim to move toward a circular economy by promoting activities that create added value while reducing resource input and consumption to maximize product value, minimize resource consumption, and constrain the generation of waste in addition to 3R (Reduce, Reuse, Recycle) + Renewable initiatives.**	• Promote the reduction of plastic containers and packaging while promoting R&D for environmentally friendly materials	**• Rate of reduction for plastic use (total volume) (compared to FYE March 2018 as reference year)**	7 domestic subsidiaries	**TBC**	**25% or more**	**30% or more**	
					• Reduce the amount of virgin plastic used by increasing the use of recycled plastics and biomass plastics	**• Rate of reduction for virgin plastic use (compared to FYE March 2018 as reference year)**	5 domestic subsidiaries in the Food Segment	**TBC**	**40% or more**	**50% or more**	**100%**
					• Increase the ratio of recycled plastic used in PET bottles	**• Percentage of recycled PET used**		**TBC**	**70% or more (FYE March 2026 target)**	**100%**	
			Reduce food loss		• Reduce food loss by improving supply and demand accuracy to reduce defective inventory, extending best-before dates, and indicating best-before dates in months and years	**• Rate of reduction for product waste in the food segment (compared to FYE March 2017 as reference year)**	Meiji	**25.0%**	**50% or more (FYE March 2026 target)**		
					• Promoting food waste reduction along the supply chain from production (disposal of raw materials, etc.) to sales (disposal of returned products)	**• Reduction rate of food loss (compared to FYE March 2023 as reference year)** *Per unit of net sales	11 domestic subsidiaries and affiliates in the Food Segment	**30.7%**	**50% or more (FYE March 2031 target)**	**50% or more**	
			Waste reduction and recycling		• Reduce final disposal volume by decreasing waste generation at factories, etc.	**• Recycling rate**	15 domestic subsidiaries and affiliates	**85.5%**	**90% or more**		**Zero emissions**
					• Reduce food waste by recycling residual animal and plant waste (conversion into feed, fertilizer, methane fermentation, etc.)	**• Food recycling rate for the food segment**	11 domestic subsidiaries and affiliates in the Food Segment	**96.5%**	**95% or more**		
	Water	Water	—	**Achieve water neutrality by proactively engaging in water resource conservation activities such as water resource cultivation in addition to continuously reducing water usage.**	• Reduce water consumption through the efficient use of water and active adoption of water-saving equipment, etc.	**• Water usage reduction rate (compared to FYE March 2021 as reference year)** *Per unit of net sales	Meiji HD and its 31 subsidiaries and affiliates	**27.1%**	**20% or more**	**25% or more**	**Reduce by half**
					• Expand water resource cultivation activities such as forest conservation at factory water sources	**• Water source recharge rate**		**190.3%**	**80% or more**	**250% or more (FYE March 2041 target)**	
	Biodiversity	Biodiversity	Protect local biodiversity	**Aim to coexist with nature by understanding the dependence and impact on biodiversity and nature associated with business activities, halting the loss of biodiversity, and proactively implementing initiatives that have a positive impact on the natural environment.**	• Promote certification registration as a Site in Harmony with Nature *Registration in the OECM international database	**• Number of newly certified areas**	Meiji HD and its 16 domestic subsidiaries and affiliates	**0**	**1 new registration (total of 2)**		
					• Conclude maintenance management agreements to engage in forest conservation activities	**• Forest area under maintenance management agreements**		**15ha**	**40ha or more**		
			Avoid forest depletion and deterioration		• Analysis and formulation of countermeasures aligned with the TNFD framework for raw milk and cocoa • Promote initiatives to reduce deforestation of major raw materials such as cocoa and palm oil	**For KPI, use the same as initiatives to achieve zero deforestation in cocoa beans and palm oil under "Human rights and environmentally friendly raw material procurement" (*3) (*4)**					

Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List（Last Updated: October 1, 2025）

Meiji HD：Meiji Holdings Co., Ltd.
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Themes	Domains	Materiality	Sub-topic	Medium to long-term vision	Major initiatives	Metrics (KPI)	Data target range or company leading initiatives	Results / progress FYE March 2025	Targets FYE March 2027
Thriving Communities	Society	**Respect for human rights throughout the value chain**	Prevention of human rights violations such as discrimination and harassment, child labor, and forced labor	**Recognize human rights issues along the company's value chain, with all employees taking ownership of these issues and working to address them.**	• Conduct employee education on business and human rights	• **Implementation rate for human rights education for all domestic group employees**	Domestic consolidated subsidaries and 1 affiliate	**Participation rate 94.7%**	**Participation rate or 90% or more** *Participation once per year
						• **Implementation rate for human rights education for overseas Group companies (23 companies)**	23 overseas subsidaries	**34.8%** (8 companies)	**100%**
					• Strengthen human rights due diligence overseas	• **Number of overseas high-risk countries for which human rights impact assessments have been conducted**	Meiji HD	**0** *FY2025: Planned for implementation in 1 country	**3 countries**
		Marketing with high ethical standards	—	**Have an understanding of how marketing impacts the supply chain downstream and engaging in appropriate communication that takes human rights and the environment into consideration.**	• Establish a responsible marketing communications policy and conduct employee education	• **Target year for policy establishment**	Meiji HD	**Not yet established**	**During FYE March 2025**
						• **Number of education sessions conducted to disseminate policy details**	20 subsidiaries and affiliates in the Food Segment	**Once** (Meiji Group Marketing Communication to Children Policy)	**Once per year or more**
	Human Resources	**Growth and success for diverse human resources**	Human resource development	**Employees and the company achieve growth together. "Diverse human resources work with a sense of fulfillment and create new value"** **[Integrated KPI] (1) Human resource value creation rate** (Operating profit per working hour) **(2) Employee engagement** *Targets to be set after confirming FYE March 2025 results.	• Define ideal global business human resources and conducted human resource training program to promote skill and capability improvement	• **Sufficient human resources with skills and capabilities that can be utilized in global business (Percentage of employees achieving a certain score or higher in internal assessments, Scope: Managers and career track employees)**	Meiji HD, Meiji, MSP, KMB	**29.1%**	**35% or more**
					• Accelerate selection of human resources to lead next generation of Group management, conducted training program	• **Number of human resources pool for important positions in group management**		**20 people**	**30 or more people**
					• Foster autonomous career development awareness and established human resource development system	• **Participation rate for internal voluntary training**		**23.3%**	**25% or more**
			Diversity, equity & inclusion		• Strengthen management skills of managers to provide career support and foster awareness among female employees, and to promote the utilization of diverse human resources	• **Ratio of women among executive officers**		**2.2%**	**5% or more**
						• **Ratio of women in management positions**		**7.7%**	**12% or more**
					• Proactive hiring of mid-career human resources, promotion of on-boarding, and strengthened links to and hiring of alumni	• **Ratio of mid-career personnel in managerial positions**		**10.9%**	**20% or more (FYE March 2041 target)**
					• Strengthen human resource exchanges with overseas Group companies, established hiring scheme for overseas human resources	• **Ratio of foreign personnel in managerial positions**		**N/D**	**20% or more (FYE March 2041 target)**
					• Establish human resources system for promoting maternity leave among male employees, and foster awareness among male employees and in the workplace	• **Ratio of men taking childcare leave**		**100%**	**100%**
			Creating comfortable workplace environments		• Create a workplace environment that is comfortable for all	• **Ratio of establishments with multipurpose toilets and private changing rooms**		**Toilets: 64.5% Private changing rooms:12.9%**	**100%**
					• Implement policies related to improving lifestyle habits, the early discovery of illness, and mental health measures	• **Absenteeism**		**0.6%**	**0.3% or less**
						• **Presenteeism (loss)**		**24.2%**	**15% or less**
					• Implemented policies related to promoting dietary improvements and adopting exercise habits, and prohibiting smoking	• **Percentage of employees maintaining appropriate weight (FY2023 results: 65.4%)**		**64.6%**	**Yearly improvements**
					• Promoting smart-working for workstyle reforms, reviewed workflows at each workplace	• **Annual paid leave utilization rate**		**77.1%**	**80% or more**
					• Fostered awareness through safety education, strengthened facility safety	• **Number of serious labor accidents**	Domestic consolidated subsidaries	**0 cases**	**0 cases**

Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List（Last Updated: October 1, 2025）

Meiji HD：Meiji Holdings Co., Ltd.
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Themes	Domains	Materiality	Sub-topic	Medium to long-term vision	Major initiatives	Metrics (KPI)		Data target range or company leading initiatives	Results / progress FYE March 2025	Targets FYE March 2027
Cross-sectional theme	Sustainable Sourcing	Building a supply chain that takes into account human rights and the environment	Supply chain management	**Establish a responsible supply chain by collaborating and cooperating with suppliers to engage in procurement activities that take into account social responsibilities, such as human rights and the environment, throughout the supply chain.**	• Conduct engagement that includes risk assessments and audits based on the analysis of sustainable procurement survey results	**• Number of audits conducted on important suppliers**		Consolidated subsidaries	**2 companies**	**Total of 30 companies or more**
						• Implementation of risk assessments for overseas group company suppliers		Overseas consolidatd subsidaries	**Selected suppliers for risk assessment**	**15 companies or more**
					• Through Meiji Dairy Advisory (MDA), support the resolution of social issues such as human growth, human rights, animal welfare, and GHG emission reduction through human resource management at dairy farms	**• Number of farms participating in Meiji Dairy Advisory (MDA)**		Meiji	**56 (total)**	**Total of 100 or more**
			Sustainable raw material procurement	**Establish traceability for each raw material, identify social issues related to human rights and the environment in the raw material production areas, and address these issues to achieve sustainable raw material procurement.**	**Milk** • Promote initiatives aimed at reducing GHG emissions from dairy farming	**• Number of dairy farms working to reduce GHG emissions**			**4 (2,100 head)**	**Total of 30 or more**
					Cocoa • Expand the procurement of Meiji Sustainable Cocoa Beans produced in areas where farmers are supported through Meiji Cocoa Support (MCS)	**• Meiji Sustainable Cocoa Bean procurement ratio**			**100%**	**100%**
					Cocoa • Establish traceability through to the farm for all procurement vendors	**• Rate of traceability through to cocoa farms**			**97.7%**	**100%**
					Cocoa • Promote efforts toward zero child labor by introducing the Child Labor Monitoring and Remediation Systems (CLMRS), or an equivalent system	**• Rate of adoption of the Child Labor Monitoring and Remediation Systems**	**Suppliers in Ghana**		**98.7%**	**100%**
							All suppliers		**59.4%**	**100% (FYE March 2031 target)**
					Cocoa • Identify the conditions on farms through methods such as GPS mapping and promote initiatives aimed at protecting/restoring forests	**• Rate of ascertaining status using GPS mapping, etc. (*3)**	**Suppliers in Ghana**		**91.2%**	**100%**
							All suppliers		**88.6%**	**100% (FYE March 2031 target)**
					Palm oil • Promote the procurement of palm oil that is not involved in deforestation by incorporating forest monitoring to identify and verify deforestation risks along the supply chain	**• Number of investigations and corrective actions implemented concerning deforestation caused by palm oil (*4)**		Meiji HD	**N/D**	**150 cases**
					Soybeans • Establish traceability through to the primary collection point* for any soy protein isolate among soybeans and soybean products *First place where products are brought in from multiple farmers in the production area	**• Rate of traceability through to the primary collection point for soy protein isolate**		Domestic consolidated subsidaries in the Food Segment	**90.8%**	**100%**
					Paper • Maintain 100% use of environmentally friendly paper for product containers and packaging, and switch to environmentally friendly paper for office supplies and standard publications	**• Ratio of environmentally friendly paper**	**Product packaging**	Meiji HD and its consolidated subsidaries	**100%**	**100%**
							Non-product (office supplies, standard publications)		**99.4%**	**100%**

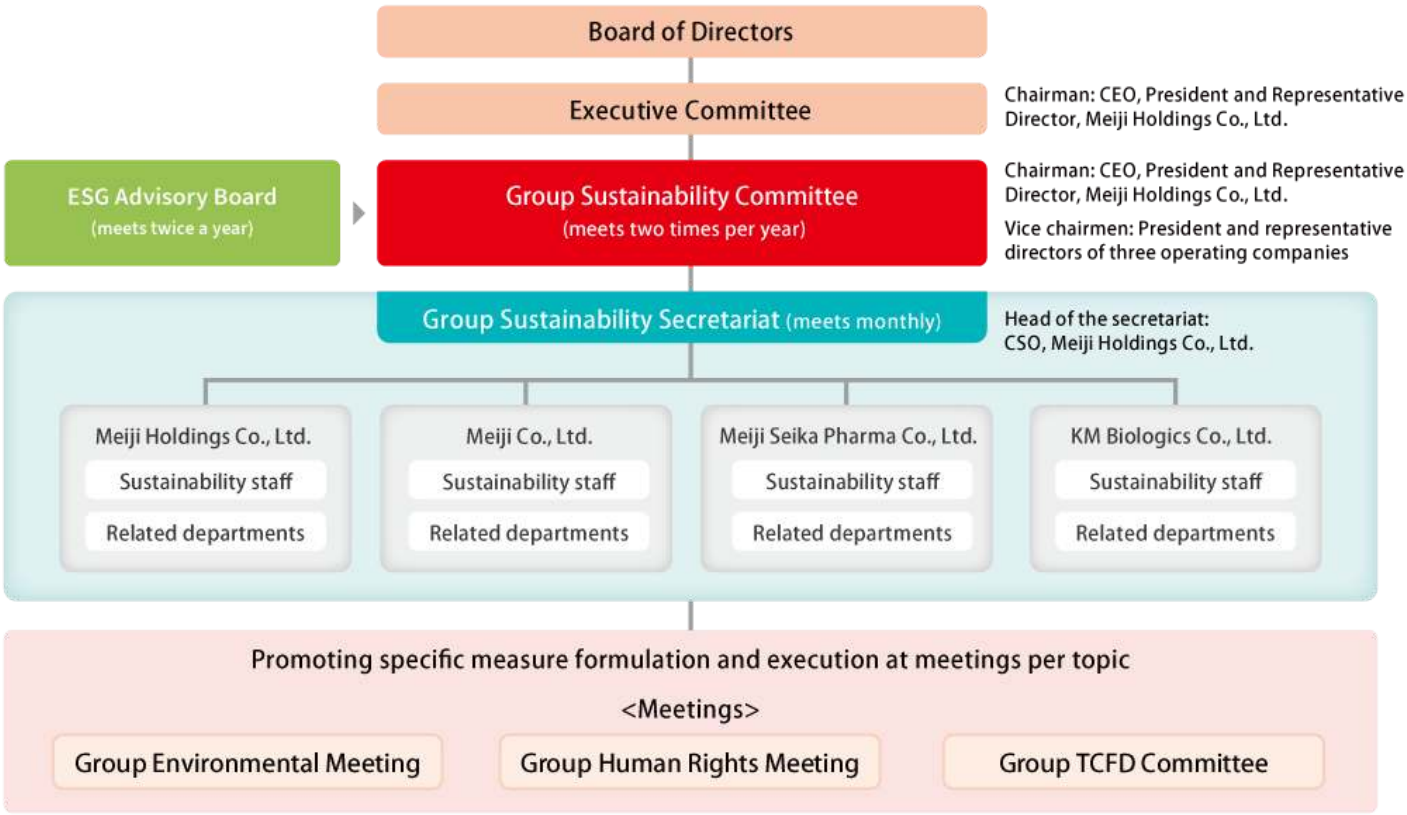
Sustainability Management

Group Sustainability System

The Group Sustainability Committee, chaired by the Company's CEO, Representative Director and President, holds a meeting twice a year to monitor the progress of the sustainability activities of the entire Group. The key issues are deliberated at executive committee, which are ultimately overseen by the Board of Directors. This reliably executes and promotes the integrity between sustainability and business management.

To improve the execution capacity of the sustainability strategy, the Group holds monthly meetings of the Group Sustainability Secretariat Committee chaired by the CSO (Chief Sustainability Officer). The Committee periodically plans, executes, and checks the progress of the initiatives aimed at resolving social issues. The Committee reports the deliberation results of subcommittees to the CSO. This aims to ensure integrity between the strategy and actual operations and strengthen the coordination between planning, execution, and evaluation, thereby improving the effectiveness of sustainability management.

Group Sustainability System



In addition, the ESG Advisory Board has been organized semi-annually as a framework to obtain diverse insights from outside the Group. We will continue to actively take in such insights with the aim to improve the transparency and effectiveness of the efforts.

Stakeholder Dialogue Sessions

Advisory Board Members

Experts

Mari Kogiso
Co-CEO, SDG Impact Japan

Rika Sueyoshi
CEO, Ethical Association

Peter David Pedersen
Representative Director, Next Leaders' Initiative for Sustainability (NELIS)
Independent Outside Member of the Board, Meiji Holdings Co., Ltd.

Internal Members

Katsunari Matsuda
Chief Executive Officer, President and Representative Director

Shinji Matsuoka
Chief Sustainability Officer, Managing Executive Officer

Youichirou Yamagata
Executive Officer, General Manager, Corporate Development Dept.

Jirou Morita
General Manager, Sustainability Management Dept.

Mari Kogiso
Co-CEO, SDG Impact Japan

Mari is an impact investing leader with extensive background in sustainable finance and social entrepreneurship. Mari cofounded SDG Impact Japan in 2021 and developed the ESG engagement fund to promote sustainable conduct of Japanese medium and small sized public companies. In 2017, she led the establishment of the Asia Women Impact Fund ($100 million) at the Sasakawa Peace Foundation, the first gender lens investment fund in Japan. Previously Mari held several senior positions at the World Bank Group in Washington DC and Tokyo including the representative of MIGA (the Multilateral Investment Guarantee Agency) in Tokyo. She also served as the global head of diversity and human rights of Fast Retailing Group, and Japan Representative of Dalberg, She currently serves as a independent director of Mitsubishi Corporation and Terumo Corporation, a risk advisor on JICA's Overseas Investment Review Committee; and a member of the Advisory Board of the CIO office, Nikko Securities.
Mari holds a BA in Economics from Tokyo University and an MA from the Fletcher School, Tufts University.

Rika Sueyoshi
CEO, Ethical Association

Rika Sueyoshi founded the Ethical Association in 2015. Through lectures, speeches, policy proposals, and textbook writing, she is working to promote and raise awareness about ethical thinking and ethical consumption. She is a member of the Central Environment Council, Consumer Education Promotion Council, Japanese National Commission for UNESCO, and other government policy review committees, as well as an advisor to companies and local governments. She is a specially invited associate professor (part-time) at the Faculty of Environment and Information Studies, Keio University.

Peter David Pedersen
Representative Director, Next Leaders' Initiative for Sustainability (NELIS)

Born in Denmark in 1967, Mr. Pedersen has lived in Japan over 30 years.
He has been involved in sustainability management since 2000, and has assisted many Japanese companies with their sustainability strategies. Since 2015, Mr. Pedersen has served as representative director of the Next Leaders' Initiative for Sustainability (NELIS), which fosters young next-generation leaders around the world. He was named outside director of Meiji Holdings Co., Ltd. in June 2022, and he serves concurrently as an outside director at Marui Group Co., Ltd. and Mitsubishi Electric Corporation.

Informing Employees

We believe it is extremely important for our employees to understand our sustainability policies and activities. In April 2020, we began a sustainability-focused e-learning program for employees in Japan. In April 2021, we established the Meiji Brand Promotion Leaders system, selecting leaders from each workplace to embody our new group slogan “Now ideas for wellness” and spread further understanding of our sustainability activities. Then, in April 2022, we launched the Meiji Sustainability College as a comprehensive framework for various initiatives (online courses, e-learning, sustainability communications, etc.) as part of promoting a sense of ownership. In FY2024, a total of 3,171 employees took online courses. Our quarterly e-learning program, which targeted approximately 13,000 employees in Japan and representatives overseas, had an average participation rate of 94.5%. Through these initiatives, we will further strengthen our efforts to make sustainability the norm for each and everyone of our employees.

Stakeholder Dialogue Sessions

9th ESG Advisory Board (2025)

8th ESG Advisory Board (2025)

7th ESG Advisory Board (2024)

6th ESG Advisory Board (2024)

5th ESG Advisory Board (2023)

4th ESG Advisory Board (2023)

3rd ESG Advisory Board (2022)

2nd ESG Advisory Board (2022)

1st ESG Advisory Board (2021)

9th ESG Advisory Board (2025)

Date: September 10, 2025

Participants:

[Experts]

Mari Kogiso

Co-CEO, SDG Impact Japan

Rika Sueyoshi

CEO, Ethical Association

Peter David Pedersen

Representative Director, Next Leaders' Initiative for Sustainability (NELIS)

Independent Outside Member of the Board, Meiji Holdings Co., Ltd.

[Internal Members]
Katsunari Matsuda
Chief Executive Officer, President and Representative Director

Shinji Matsuoka
Chief Sustainability Officer, Managing Executive Officer

Youichirou Yamagata
General Manager, Corporate Development Dept.

Jirou Morita
General Manager, Sustainability Management Dept.

* Company names and titles are as of September 2025

Themes: Direction of the Meiji Sustainable Products Certification System
Topic 1 B2C certification system: Post-introduction outcomes and issues
Topic 2 B2B certification system: Introduction necessity and requirements

Topic 1 B2C certification system: Post-introduction outcomes and issues

It is crucial to boost employee motivation and ensure that the system takes root within the Meiji Group. The Group should actively publicize the system externally to strengthen communication with consumers.

Expert opinions

- During the introduction phase, implementing a mechanism aimed at internal adoption will be effective.
- Ensuring that employees understand how the Meiji Group's products improve society will lead to the next innovation.
- It is important for the Group to refine its unique materiality. Communicating this corporate stance toward solving social issues with consumers—including areas that are currently unattainable—will earn their support.

Topic 2　B2B certification system: Introduction necessity and requirements

The Meiji Group should design a flexible system tailored to the characteristics of business partners and adopt a co-creation approach with financial institutions and government agencies. The Group should focus not only on business partners but also on the consumers beyond them.

Expert opinions

- The direction of the system design is appropriate. It is crucial for the industry leader to take the lead. A mechanism that avoids uniformly rigid certification requirements is desirable, such as establishing items tailored to the characteristics of business partners.
- It is important to establish a consortium in collaboration with funds, government agencies, and financial institutions to drive behavioral change.
- System design and communication must be mindful of both Meiji Group business partners and the consumers beyond them.
- Utilizing the Meiji Sustainable Products Certification System in business negotiations at sales sites and for building relationships with business partners will lead to enhanced corporate value.

松田 克也

8th ESG Advisory Board (2025)

Date: February 19, 2025

Participants:

[Experts]

Takeshi Kamigochi

Member of the Board, Executive Officer, Senior Vice President & COO, J-OIL MILLS, INC.

Mari Kogiso

Co-CEO, SDG Impact Japan

Rika Sueyoshi

CEO, Ethical Association

Peter David Pedersen

Representative Director, Next Leaders' Initiative for Sustainability (NELIS)

Independent Outside Member of the Board, Meiji Holdings Co., Ltd.

[Internal Members]
Kazuo Kawamura
Chief Executive Officer, President and Representative Director

Shinji Matsuoka
Chief Sustainability Officer, Managing Executive Officer

Youichirou Yamagata
General Manager, Corporate Development Dept.

Maiko Yamashita
General Manager, Corporate Communication Dept.

Jirou Morita
General Manager, Sustainability Management Dept.

* Company names and titles are as of February 2025

Themes:
Topic Changing the primary industry (dairy farming) - Regenerative agriculture

Topic Changing the primary industry (dairy farming) - Regenerative agriculture

(1) What is regenerative agriculture?

Regenerative agriculture holds great potential for improving the quality of homegrown feed and contributing to the stability of dairy farming operations

Expert opinions

- Regenerative agriculture is rapidly expanding, and major global food manufacturers are making substantial worth tens of billion yen investments to ensure sustainable sourcing.
- In the dairy farming sector, the importance of “Regenerative dairy farming” is increasing. Improving the QOL (Quality of Life) of cows leads the quality of raw milk and an increase in the lifetime milk yield per cow.
- The Meiji Group should establish new standards by executing the five visions that regenerative agriculture aims for: “Improving quality and yield of pasture,” “Enhancing cow health,” “Improving raw milk quality,” “Reducing the working hours of dairy farmers,” and “Reducing environmental negative impacts like GHG emissions.

(2) Why regenerative agriculture is necessary: Regenerative agriculture initiatives by the Meiji Group

Regenerative agriculture is expected to be an important means to improve the economic efficiency of dairy farmers, enhance raw milk quality, and ensure sustainable milk yield

Expert opinions

- Identifying stakeholders involved in regenerative agriculture and demonstrating their profits will expand supporters and collaborators for these initiatives.
- Rule-making will be key in the development of regenerative agriculture. By creating demand over the next five to ten years, the Meiji Group can drive supply forward.
- Awareness of animal welfare is increasing among younger generations. It is effective to appeal them, including consideration for dairy cows.
- In addition to showing outcomes (such as soil regeneration, cow health, and solving the decline in the number of farmers) and establishing a roadmap, the Group should present a vision from a global perspective, not just a local one.

小木曽 麻里 様

7th ESG Advisory Board (2024)

Date: August 21, 2024

Participants:

[Experts]

Takeshi Kamigochi

Member of the Board, Executive Officer, Senior Vice President & COO, J-OIL MILLS, INC.

Mari Kogiso

Co-CEO, SDG Impact Japan

Rika Sueyoshi

CEO, Ethical Association

Peter David Pedersen

Representative Director, Next Leaders' Initiative for Sustainability (NELIS)

Independent Outside Member of the Board, Meiji Holdings Co., Ltd.

[Internal Members]
Kazuo Kawamura
Chief Executive Officer, President and Representative Director

Shinji Matsuoka
Chief Sustainability Officer, Managing Executive Officer

Youichirou Yamagata
General Manager, Corporate Development Dept.

Maiko Yamashita
General Manager, Corporate Communication Dept.

Jirou Morita
General Manager, Sustainability Management Dept.

* Company names and titles are as of August 2024.

Themes:
Topic 1 Development of packages that promote the sustainability of product brands in the cocoa business
Topic 2 Sustainable initiatives for raw milk (raw material) and the possibility of using it in future products
Topic 3 Converting Meiji Sustainable Products in-house certification system to a customer value

Topic 1 Development of packages that promote the sustainability of product brands in the cocoa business

For creation in an ethical consumption market, it is important to communicate a story of sustainability behind products in a way that is easy-to-understand, and entangle consumers.

Expert opinions

- It is necessary to incorporate sustainability factors into products while maintaining past components like "price" and "quality".
- It would be good if a mechanism was set up so that customers could participate in sustainability activities through the purchase of products.
- It is also important that everyone at the company is willing to become something of an educator to consumers themselves.

Meiji will strive to create easy-to-understand packages that talk about the Meiji Cocoa Farm Support Program which we have worked on for many years, and have customers participate in activities while gaining their trust and sympathy.

Topic 2　Sustainable initiatives for raw milk (raw material) and the possibility of using it in future products

The role of the Meiji Group is to increase consumer awareness of sustainability in dairy while advancing GHG countermeasures and leading the transition to low carbon in Japanese dairy.

Expert opinions

- There is social significance in encouraging the entire dairy industry to reduce GHG.
- It is important to tell consumers about things like global environmental issues involving milk and dairy products as well as Meiji's initiatives for solving these challenges.
- It is crucial that low carbon initiatives are linked to corporate branding as Meiji's position even if they are not immediately tied to products.

Meiji recognizes that GHG reduction is a major societal challenge for both the dairy farming industry and the milk industry. To solve this challenge, we will carry out initiatives that view the long-term while sharing the advantages of GHG reduction across the industries, and make efforts to communicate Meiji's initiatives to consumers.

Topic 3　Converting Meiji Sustainable Products in-house certification system to a customer value

In addition to creating sustainable products, we will communicate with consumers as a corporate brand for Meiji to become the brand of choice.

Expert opinions

- Utilizing the internal system to increase employee awareness of sustainability would be very effective.
- In order for customers to make ethical choices, what part of a product is sustainable needs to be made visible, and the information should be communicated in an easy-to-understand manner.
- Including the process of increasing products that meet the standards of the Meiji Sustainable Products and communicating with consumers will be effective.

In an age where there is a demand to solve societal challenges through products, having sustainability in mind is essential for creating products that are loved for years. Meiji will promote the transition to Meiji Sustainable Products while utilizing our in-house certification system.

6th ESG Advisory Board (2024)

Date: January 25, 2024

Participants:

[Experts]

Takeshi Kamigochi

Member of the Board, Executive Officer, Senior Vice President & COO, J-OIL MILLS, INC.

Mari Kogiso

Co-CEO, SDG Impact Japan

Peter David Pedersen

Representative Director, Next Leaders' Initiative for Sustainability (NELIS)

Independent Outside Member of the Board, Meiji Holdings Co., Ltd.

[Internal Members]

Kazuo Kawamura

Chief Executive Officer, President and Representative Director

Jun Furuta

Chief Sustainability Officer, Member of the Board and Senior Managing Executive Officer

Shinji Matsuoka
Executive Officer, Sustainability Management Dept.

Yuhei Matsumoto
Chief Human Resource Officer, Executive Officer, Group HR Strategy Dept.

Youichirou Yamagata
General Manager, Corporate Development Dept.

* Company names and titles are as of January 2024.

Themes:
Topic Materiality and KPIs in the Sustainability 2026 Medium-Term Business Plan

Topic Materiality and KPIs in the Sustainability 2026 Medium-Term Business Plan

Painting positive stories of social issues as opportunities leads to the achievement of our Medium-Term Business Plan.

Expert opinions

- I think materialities lead the way to achieving the company Vision. The presented proposals on materialities and KPIs were the product of very elaborate analyses. I think the phrase “A better future where people, society, and the Earth are healthy” expresses the commitment of the Meiji Group to the value creation process. Expressing the Group intention to make that idea a reality would further enhance the impact.
- We tend to focus on reducing risk first and creating opportunities later. Shifting the focus to creating positive impacts will contribute to the Medium-Term Business Plan.
- Efforts taken through the food and pharmaceutical businesses create opportunities to make positive contributions. Treating products and marketing in the food business is key. The pharmaceutical business also has a large impact on society. If the Meiji Group can set out medium- to long-term KPIs to achieve their approach, those outside the Group will learn to expect more.
- Think of human capital strategy as something to tackle through backcasting, not something to build upon. What types of human resources does the Group require to achieve ideal business in 2030? Explaining why you need personnel capable of working globally and female employees for certain businesses would lead to a better understanding.
- Generational change is another major challenge in human capital. Exploring career development and succession plans will help integrate sustainability with business.
- I think Meiji should establish advanced topics related to natural capital for the environment. Start with qualitative targets if quantitative targets are difficult to establish.

In today's discussion, we reaffirmed the importance of making positive contributions to sustainability through initiatives that leverage the strengths of the Meiji Group business, as well as through human capital strategies and environmental initiatives that firmly focus on the future. We will work to finalize materialities and KPIs based on the feedback we have received.

5th ESG Advisory Board (2023)

Date: August 23, 2023

Participants:
[Experts]
Takeshi Kamigochi
Member of the Board, Executive Officer, Senior Vice President & COO, J-OIL MILLS, INC.

Mari Kogiso
Co-CEO, SDG Impact Japan

Peter David Pedersen
Representative Director, Next Leaders' Initiative for Sustainability (NELIS)
Independent Outside Member of the Board, Meiji Holdings Co., Ltd.

[Internal Members]
Kazuo Kawamura
Chief Executive Officer, President and Representative Director

Jun Furuta
Chief Sustainability Officer, Member of the Board and Senior Managing Executive Officer

Shinji Matsuoka
Executive Officer, Sustainability Management Dept.

Yuhei Matsumoto
Chief Human Resource Officer, Executive Officer, Group HR Strategy Dept.

Youichirou Yamagata
General Manager, Corporate Development Dept.

* Company names and titles are as of August 2023.

Themes:
Topic Identifying materialities for our next vision

Topic Identifying materialities for our next vision

What materialities are we uniquely suited to answer as a united Meiji Group? Looking beyond the identification of materialities to strategic planning.

Expert opinions

- Identified materialities should be presented in a creative way. One example would be to classify materialities into three categories: (1) Positive contributions through businesses; (2) Responses to negatives associated with businesses; and (3) Fundamental activities. Or the group could organize materialities into items specific to each business area and items common across all businesses.
- Meiji has included many challenging materialities. I believe the company should organize these materialities by strengths and weaknesses, maintaining the ideal while considering relevance to Meiji Group businesses and time frames, etc.
- I think the Meiji Group should consider materialities to be business activities that solve social issues in ways unique to the Meiji Group. The group should express these materialities in a way that is easily understood and sympathetic to both customers and employees.
- Beyond identifying materialities, the Meiji Group should develop a winning sustainability strategy. It is important to communicate a Meiji-like trade-on strategy to improve corporate value.

Once we have created a materiality matrix based on the advice we received, we will consider the uniqueness of the Meiji character and the resonance among employees and customers as we proceed to identify our final selection of materialities. We will then use these materialities to build a winning sustainability strategy, define specific actions, and set KPIs.

4th ESG Advisory Board (2023)

* Mari Kogiso participated remotely.

Date: January 25, 2023

Participants:
[Experts]
Takeshi Kamigochi
Director, Senior Managing Executive Officer General Manager, Oil & Fats Business Unit, J-OIL MILLS, INC.

Mari Kogiso
Co-CEO, SDG Impact Japan

Peter David Pedersen
Meiji Holdings Independent Outside Member of the Board
Representative Director, NPO NELIS

[Internal Members]
Kazuo Kawamura
Chief Executive Officer, President and Representative Director

Jun Furuta
Chief Sustainability Officer, Member of the Board and Senior Managing Executive Officer

Shinji Matsuoka
Executive Officer, Sustainability Management Dept.

Yuhei Matsumoto
Executive Officer, Group HR Strategy Dept.

Youichirou Yamagata
General Manager, Corporate Development Dept.

* Company names and titles are as of January 2023.

Themes:
Topic 1 Approach to materiality ahead of drafting the 2026 Medium-Term Business Plan
Topic 2 Increasing employee sustainability engagement
Topic 3 Creating a Meiji NPS (Nutritional Profiling System)

Topic 1 Approach to materiality ahead of drafting the 2026 Medium-Term Business Plan

Increasing corporate value by fusing sustainability and business,
outline materiality that is linked to business strategy.

Expert opinions

- Sustainability has become a part of materiality for management. To strive for the company's vision, a consistent story is needed that sets materiality after presenting a strategy for how the company will allocate resources to achieve that vision.
- I think the Meiji Group's materiality is defined somewhat narrowly. In particular, for the materiality of "Healthier Lives," the company can strengthen its competitiveness in sustainability by refining that definition. This includes expanding the scope to encompass products that have been ethically procured. European companies are promoting such products as sustainable products.
- Regarding materiality for human resources, Meiji should look to broaden its perspective, and not just focus on gender. At the same time, there is also the view that women's active participation plays a role as a symbolic metric when considering the training, investment in human resources, work style reforms, etc. being implemented to ensure all employees can reach their potential.

- Investors want to know how materiality affects business performance. It would be easier to understand if there is a materiality map regarding the impact on society and the impact on business.

The Meiji Group recognizes that we are now entering a stage where the fusion of sustainability and business will be expected. We will formulate a materiality map that shows the relationship with business and presents a sustainability story that is integrated with our business strategy. We will also evaluate sustainable product creation.

Topic 2　Increasing employee sustainability engagement

It is important to make it evident that daily initiatives are linked to social and the future.
Listen to the opinions of younger generations and create contact points that increase engagement in sustainability.

Expert opinions

- When products and sustainability are linked, the employees involved in them also feel that they are making the world a better place and creating something for the future. There is the approach of promoting engagement through product brands.
- Understanding what the company is aiming for in its sustainability vision is the first step to increasing engagement. It is important to continuously convey your message in an easy-to-understand manner. It takes more than just saying it once.
- Specific methods include creating a slogan that makes sustainability feel familiar, hiring CFOs (Chief Future Officers) from among younger generations, and holding a Sustainability Week and other events in which people can easily participate.
- Rather than focusing on the word "sustainability" itself, the realization that your everyday work is connected to customers and society leaves a lasting impression. The accumulation of these minor successes is important.

In promoting sustainability, only the departments involved were ahead of the curve, which left some employees behind. We received suggestions to incorporate entertaining elements that are fun and interesting, and ultimately encourages employees to take action freely. While incorporating the perspectives of future generations and younger generations of employees, we will consider approaches to sustainability that feel more familiar.

Topic 3　Creating a Meiji NPS (Nutritional Profiling System)

Linking NPS to our vision and products, and creating a story are critical. In addition to evaluating and improving products, we will drive innovation that contributes to customer health, including raising awareness of nutrition suitable for each life stage.

Expert opinions

- Rather than treating NPS as a new metric, it should be established as a story by applying it to existing frameworks and linking it with products. For example, linking it to the care and cures Meiji Group can provide towards goal achievement.
- Meiji should apply its uniqueness to serve as a leader while collaborating with initiatives undertaken by the government and industry groups.
- Different life stages require different nutrients. I would like to see proposals for the elderly and for women's health. I would like you to create easy-to-understand nutrient standards and educate customers about nutrition.

We believe that NPS is an advanced initiative for the Japanese food industry. We will use NPS as an axis by which we evaluate and improve products. We will also evaluate different types of nutrition for various life stages. This will lead to the creation of innovation that contributes to customer health.

3rd ESG Advisory Board (2022)

* Takeshi Kamigochi participated remotely.

Date: August 31, 2022

Participants:
[Experts]
Takeshi Kamigochi
Director, Senior Managing Executive Officer General Manager, Oil & Fats Business Unit, J-OIL MILLS, INC.

Mari Kogiso
Co-CEO, SDG Impact Japan

Peter David Pedersen
Meiji Holdings Outside Director,
Representative Director, NPO NELIS

[Internal Members]
Kazuo Kawamura
Chief Executive Officer, President and Representative Director

Jun Furuta
Chief Sustainability Officer, Member of the Board and Senior Managing Executive Officer

Shinji Matsuoka
Executive Officer, Sustainability Management Dept.

Yuhei Matsumoto
Executive Officer, Group HR Strategy Dept.

Youichirou Yamagata
General Manager, Corporate Development Dept.

* Company names and titles are as of August 2022.

Themes:
Topic 1 Meiji Group Integrated Report 2022
Topic 2 Carbon neutrality, building a roadmap
Topic 3 Future global expansion

Topic 1 Meiji Group Integrated Report 2022

How to link sustainability to business value
Establishing a story of value creation incorporated into business unique to Meiji

Expert opinions

- It is good that the word sustainability is not used often. This represents that non-financial and financial information have been well integrated.
- Issues still remain regarding how to present the fusion of sustainability and business. It would be good to outline a story so that it is easy to understand at a glance how the Meiji Group views the future, its ideal vision, and its value creation story.
- There is nothing that links to the faces of employees. It would be good if there were examples of what kinds of people are active and in what ways.
- As for what Meiji-style health value and Meiji ROESG®[1] represent, it would be good if employees could come up with ideas and if the company includes that process of innovation and creation. This would give it more energy and better represent Meiji.
- Not a single female employee is presented so I do not have the impression that women are playing an active role. There is no denying that Meiji lags behind other companies in terms of diversity. We will look forward to seeing the company strengthen its efforts in the future.

Thus far, we have mainly been conscious of our message to investors, but moving forward, we will also consider storytelling and expressions that better present our employees. Efforts in cocoa and dairy farming are progressing, and these could become themes that lead to business reforms. These initiatives bring us closer to our original aim of contributing to ROE improvement through ESG. Management and employees will work together towards the challenge of achieving outcomes that are unique to the Meiji Group.

1 ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University.

Topic 2　Carbon neutrality, building a roadmap

Convey the Meiji Group's vision of the future and aim for carbon neutrality with business partners and customers as well.

Expert opinions

- In general, CO_2 reduction efforts are very difficult to understand. It is effective and very beneficial to explain using a video as you did this time.
- Scope 3 carbon neutrality cannot be achieved by the company alone. Achieving the 2030 and 2050 visions will require sharing values with business partners.
- The Meiji Group should promote CO_2 reductions for dairy farms and cocoa production areas with the intent to serving as an industry leader.
- Going carbon neutral is costly. Another important point is how to share that as added value for our customers.
- Through these initiatives, I hope consumers will come to like Meiji even more. To that effect, it is important to express the Meiji Group's vision of the future through your products. It is also interesting to outline a future story through initiatives geared towards children.

We believe that efforts to reduce CO_2 emissions need to be made not only by our company, but across our entire supply chain in cooperation with our business partners. First, to visualize emissions in each process of the supply chain, we will introduce carbon footprint (CFP) assessments and calculate CO_2 emissions for each product. The Meiji Group is particularly focused on supporting producers, and so we will strengthen efforts to achieve a win-win relationship with producers and for the global environment.

CARBON NEUTRALITY BY 2050 (video)

Topic 3　Future global expansion

Strengthening engagement with the leaders of overseas Group companies to achieve global sustainability and profit growth

Expert opinions

- Overseas employees account for 30% of the Meiji Group workforce, so the global adoption of sustainability activities needs to be accelerated.
- Sustainability is the common language of the non-financial world. It is important to engage with management at each overseas group company and ensure that goals are aligned.
- The Global Sustainability Meeting planned for this fiscal year will be an important opportunity to motivate employees towards taking action. This includes efforts such as sharing the Meiji vision and strategies. I hope that it will be held regularly in the future.
- It would be a good idea to build a framework that allows each company to self-assess the level of its own sustainability efforts and formulate future action plans.

Overseas Group companies have so far focused on business expansion. However, moving forward, we will treat sustainability a common language and align the vector of values with management in order to strengthen and accelerate initiatives on a level similar to efforts in Japan.

2nd ESG Advisory Board (2022)

In FYE March 2022, Meiji Holdings Co., Ltd. established an ESG Advisory Board in order to ascertain the demands and expectations of diverse stakeholders, and to ensure our ability to respond appropriately. The first meeting was held in August 2021and this is the second meeting of the Board. This time, the Board exchanged opinions on three topics: the Integrated Report, ethical consumption, and promoting D&I.

* Peter D. Pedersen participated remotely.

Date: January 27, 2022

Participants:

[Experts]

Takeshi Kamigochi

Senior Managing Executive Officer, Vice General Manager, Oil & Fats Business Unit, J-OIL MILLS, INC.

Mari Kogiso

Co-CEO, SDG Impact Japan

Peter David Pedersen

Representative Director, NPO NELIS

[Internal Members]
Kazuo Kawamura
Chief Executive Officer, President and Representative Director

Jun Furuta
Chief Sustainability Officer, Member of the Board and Senior Managing Executive Officer

Shinji Matsuoka
Executive Officer, Sustainability Management Dept.

Yuhei Matsumoto
Executive Officer, Group HR Strategy Dept.

Katsushi Nagamori
General Manager, Corporate Development Dept.

* Company names and titles are as of January 2022.

Themes:
Topic 1 Meiji Group Integrated Report 2021
Topic 2 The current status and future of ethical consumption
Topic 3 Promoting diversity & inclusion

Topic 1 Meiji Group Integrated Report 2021

Shifting focus from output to outcomes, increasing our storytelling, and value creation unique to Meiji

Expert opinions

- The message being delivered by management is strong and being conveyed clearly.
- The company has established a solid framework.
- Meiji ROESG[1] is an advanced initiative that is highly praised in the industry.
- Providing expansive information is good but it seems too all-encompassing.
- The company is focused on output with a lack of focus on outcomes. Also lacking a story.

1 ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University.

We will work to improve how we express ourselves in the Integrated Report 2022 by delving into the topic of how we identify the value that Meiji provides. We will narrow themes and use outcomes to build stories and strengthen the elements that are unique to Meiji.

Topic 2　Current status and future of ethical consumption

Leading the ethical consumption movement as a leading food company

Expert opinions

- Europe is highly environmentally conscious. Overall awareness in Japan is still not very high but children are learning about SDGs at school and are more conscious than their parents. Moving forward, it will be important to find ways to capture demand from consumers with a high level of interest.
- What will Meiji leave for the next generation? Instead of passing costs on through price increases, the company must work to make ethical a mainstream concept.
- As a leading food company, Meiji needs to make this a movement for the entire industry.

As education about the SDGs spreads among younger generations in Japan, as seen in Europe, it is expected that changes in awareness towards ethical consumption will accelerate moving forward. The Meiji Group is committed to management that incorporates sustainable initiatives. We evaluate what will we leave behind for future generations and will continue to strengthen enlightenment activities so that the social value of sustainable products becomes added value also for our customers.

Topic 3 Promoting diversity & inclusion

Transforming both awareness and systems to further accelerate D&I

Expert opinions

- Promoting D&I with first requires that individuals understand and recognize the importance of these efforts.
- Meiji must start by fostering a culture of psychological safety for employees in the workplace.
- Gender equality is still a top priority in Japan. Solving this will be addressing the way men work. This must not be a single company, but something that must be addressed by Japan as a whole.
- It is difficult to change mindsets. Changing the system will change people's awareness, making it easier for D&I to succeed.
- It is important to not only set targets, but also to identify bottlenecks and raise sensitivity to promote systemic reforms.

Meiji Holdings will establish a Group Human Capital Committee in April to promote D&I. Utilizing human resources is the most important issue for a company. By increasing our understanding of diversity by repeatedly engaging in internal dialogue, we will integrate not only visible diversity such as women's empowerment and foreigners, but also invisible diversity in the form of values, corporate culture, and workstyles. This will lead to the creation of new value.

1st ESG Advisory Board (2021)

Date: August 25, 2021

Participants:

[Experts]

Takeshi Kamigochi

Senior Managing Executive Officer, Vice General Manager, Oil & Fats Business Unit, J-OIL MILLS, INC.

Mari Kogiso

Co-CEO, SDG Impact Japan

Peter David Pedersen

Representative Director, NPO NELIS

[Internal Members]

Kazuo Kawamura

Chief Executive Officer, President and Representative Director

Jun Furuta

Chief Sustainability Officer, Member of the Board and Senior Managing Executive Officer

Shinji Matsuoka
Executive Officer, Sustainability Management Dept.

Yuhei Matsumoto
Executive Officer, Group HR Strategy Dept.

Katsushi Nagamori
General Manager, Corporate Development Dept.

* Company names and titles are as of December 2021.

Themes:
Topic 1 Meiji Group human rights initiatives
Topic 2 Environmental initiatives
Topic 3 General overview of Meiji Group sustainability activities

Topic 1 Meiji Group human rights initiatives

The basis of human rights to respect and care that acknowledges all people

Matsuoka

The Meiji Group has advanced and enhanced its human rights initiatives since 2018, when we drafted our Sustainability 2026 Vision. In 2019, we established the Meiji Group Human Rights Meeting and started conducting human rights due diligence. Some of the priority issues we first identified were human rights related to our raw material sourcing and foreign laborers. In 2020, we drafted a Supplier Code of Conduct and evaluated 74 primary suppliers using surveys created by EcoVadis as well as original surveys created internally at Meiji. In addition to promoting improvements at suppliers that were below criteria, moving forward we plan to expand these evaluations to include the suppliers of Japanese Group companies as well as overseas Group companies.

Pedersen

Does your foreign labor workforce include foreign technical intern trainees?

Matsuoka

There is one company within the Meiji Group in Japan that does hire technical intern trainees. As a result of interviews with the company, we confirmed there to be no particular issues. We also are aware of the fact that a number of manufacturing contractors also hire technical intern trainees, so we are conducting evaluations concerning the status of employment.

Pedersen

The global view of technical intern program in Japan is that it treats people like pieces in an economic game, and such programs are also in violation of Goal 8 of the SDGs. I believe you must go beyond implementing simple checks, and that you must disseminate to all your stakeholders that your approach to foreign workers is based on the tenets of respect and care.

Kogiso

I think it is excellent that you are directly conducting interviews concerning the status of hiring for foreign laborers. Moving forward, you may also want to consider establishing a hotline for foreign workers.

Kamigochi

I think a hotline is certainly a good idea. At Walmart, where I previously worked, they had created hotlines across the globe that provided 24-hour accessibility and ensured information reached the corporate heads in each country very quickly. Follow-up was also perfect. They had a corporate culture of respecting all people, and they responded to even the smallest things. This respect extended to employees as well as customers. Even now I remember their four pillars: respect for the individual, service to the customer, strive for excellence, and act with integrity. Establishing a culture is important. I hope for something that results in people naturally taking action. This is why choosing memorable keywords is necessary. Walmart chose the simple expression of “respect all people,” and this is something that stays in the minds of more than two million employees. That is what was amazing about Walmart. I think it is important to consider viability as a message.

Topic 2　Environmental initiatives

The major issue for corporations: Discovering “trade-ons” through TCFD.

Matsuoka

As TCFD initiatives, we started conducting analysis in 2019, with this year marking the third time. We analyzed a total of four patterns, 4℃ and 2℃ scenarios for 2030 and 2050, for dairy raw materials, infectious disease products (antibacterial drugs, vaccines), and cocoa. We confirmed that the risks that could have a major impact were issues that are common to all business domains. There were four key points: losses due to flood damage, cost increases due to the adoption of carbon pricing, cost increases for purchasing electricity, and cost increases for raw material sourcing. In particular, we anticipate cost increases for major raw materials could have an impact on raw material sourcing. This includes factors such as reduced cocoa bean harvests due to climate change and increased costs for farmers to implement heat mitigation measures. While we can evaluate absorbing cost increases by increasing the added value of products, optimizing our portfolio, and implementing price revisions, it will also be critical that we strengthen support for farmers in order to address future threats to stable sourcing.

Furuta

Recently, there has been an increase in buy-side ESG analysts. They have a solid understanding of TCFD and we are seeing a significant increase in requests for quantitative data. As a result, we also decided to disclose the impact of adopting Scope 1 and Scope 2 carbon pricing.

Kawamura

I think that, if TCFD shows that sourcing costs will increase for major raw materials, then it is necessary to change operating strategies. Only maintaining the status quo will eventually lead to losses. It is necessary to consider how to change the framework of our business.

Pedersen

Exactly. No matter how excellent your analysis is, simply controlling risks will not be enough to garner a positive evaluation from investors. Management needs to tell a story. I think the level of the company's risk analysis is superb, but I also think there is a need to evaluate how to create new future opportunities. If only resulting in cost increases, sustainability initiatives will be seen as a burden. This is what investors are most concerned about.

Kawamura

In other words, this means establishing a fixed relationship between TCFD analysis and business strategy. This is something we are seriously evaluating, including for operating companies. At the same time, I do not think it is difficult to search for opportunity within TCFD analysis. Recent examples of directly turning efforts to resolve social issues into business opportunity include the vaccine-related business opportunities resulting from the COVID-19 pandemic. Pharmaceutical companies are posting significant sales. We too should be able to discover opportunities by shifting our way of thinking.

When you look at chocolate, for example, the main ingredient is the cocoa, but only the seed at the center of bean is used, with the majority of the remained being thrown away. However, that waste contains useful components such as fiber. I think it would be interesting if we can create new proposals for using the portions of materials that previously we did not use.

Pedersen

For sure, agricultural waste is garnering attention worldwide. I think there is potential to link such waste to new opportunities. Challenging yourselves to new domains while continuing to generate profits in existing domains. There are various possibilities.

Kawamura

With raw milk, there are issues of the methane produced by cows and the nitrous oxide emitted from cow manure. If those problems can be resolved, it will mean offering environmentally friendly raw milk. Such proposals would help increase the added value of milk and make positive contributions to people's health.

Kamigochi

What can you offer and what is the purpose of being for the company? There's no meaning if TCFD disclosures become the objective and the company loses its true purpose of being. There is a need to carefully look at methods and objectives.

Pedersen

Climate change is an issue that companies must work to resolve but it is up to management to find trade-ons. Settling for trade-offs cannot be considered business management. The strategy moving forward must include identifying how to use TCFD analysis to find trade-ons. This is the true responsibility of management.

Kawamura

I completely agree. TCFD must be seen as something that simultaneously includes a strategy for achieving trade-ons. We have opportunities to engage with people in agriculture, such as dairy farmers and cocoa farmers. Agriculture is traditionally an off-set industry so it is possible that being able to propose new businesses would lead to new value creation. Thinking from this perspective is also necessary.

Pedersen

Having these occasions over the past few years, I think that the Meiji Group has made amazing advancements. You have a solid foundation for action. Moving to the next stage will require groupwide initiatives. I believe your next stage is to discover business innovation through group collaborations.

Kogiso

Recently, I have had opportunities to discuss issues related to foodtech and agritech with the Meiji Group. This is a domain that has seen a rapid influx of capital recently. With growing attention on finding opportunities while working to resolve climate change, I think you will see many startups that are eager to work with the Meiji Group once you begin working these trends into your initiatives.

Topic 3 General overview of Meiji Group sustainability activities

Engaging in sustainability activities that incorporate the appeal of the Meiji Group

Kamigochi

It is not necessary to go it alone on every initiative. I think it is very important that you utilize the appeal of the Meiji Group as you incorporate various ideas. Our company presses soybeans, and currently we are increasing our focus on the byproducts of that pressing process. We created a new team that is working to shift our thinking. These efforts resonate with both employees and investors. In this way, I hope we can work together on resonance marketing.

Kogiso

The people working in sustainability departments sincerely struggle with whether to prioritize costs or profits. Even if they receive directives from above, it can be difficult to gain understanding from the people in the trenches. Developing trade-ons is important but, at the same time, sharing value recognition is very difficult so I think things will improve if companies can create opportunities for discussions about these issues as it relates to various processes, and also work to disseminate values.

Pedersen

Sustainability is the 5th pillar of competition. The first pillar is self-reform; the ability to reform your business model in a way that is aligned with the current times. Then, the other pillars are market share, price, and quality. Thus far, companies have competed based on these four pillars. Moving forward, we are entering an age in which competitiveness will be swayed by how companies handle this 5th pillar of competition, sustainability. Linking sustainability to competitiveness is an issue for everyone participating in this meeting today. The businesses that accomplish this will become the winners of the future.

Kawamura

Rather than an ESG Advisory Board, this feels more like a management meeting. Your comments are a great source of courage.

Furuta

Thank you for your time today. This was our first Advisory Board meeting but it was a source of many valuable opinions. On the issue of human rights, the idea of making it a part of the culture is something that I want to take away from this meeting. With TCFD as well, I agree with the assessment that we have not sufficiently discovered new opportunities. Next year, I want to make proposals for how we can capture such opportunities. I look forward to future meetings.

Healthier Lives

The Meiji Group's business activities contribute to healthier minds and bodies.

Health and Nutrition

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Click on a topic area to learn more.

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- Contribute to Healthy Diets
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Health and Nutrition

Health- and Nutrition-Related Targets

Meiji Group 2026 Medium-Term Management Plan

Data target range or company leading initiatives
1, 2, 3, 4, 5: Meiji Co., Ltd.
6, 9, 10, 11: Meiji Seika Pharma Co., Ltd.
7, 12: Meiji Seika Pharma Co., Ltd., KM Biologics Co., Ltd.
8: KM Biologics Co., Ltd.

Last Updated: October 1, 2025

	Major initiatives	Metrics	Results / progress	Targets
			FYE March 2025	FYE March 2027
Materiality: Health and nutrition				
1	Evaluate the nutritional value of our products using the Meiji Nutritional Profiling System (Meiji NPS) and organize fundamental data to enhance nutritional value in the future	Ratio of own products evaluated using Meiji NPS[1]	31.8%	90% or more of applicable products
2	Expand the scope of life stage evaluations on Meiji NPS	Target year of completion	Completed (published peer-reviewed journal)	FYE March 2027
3	Enhance nutrition education activities to promote information on healthy food lifestyles and food culture	Number of participants in nutrition education activities	293,000 participants	Total of 800,000 participants
		Number of experiential events held	10 events	Total of 30 experiential events
4	Expand brands that focus on health-conscious foods and other sustainable initiatives	Sales of Meiji ROESG®[1] target brand lines[2]	Year over year +3.6%	Achievement of yearly plan

5	Visualize the motion of swallowing during the process of chewing through swallowing, develop new simulation devices, and establish experimental methods	Number of case studies for medical images visualized and analyzed using Swallow Vision®	Under development	Number of swallowing behavior cases: 10 cases
		Establish a method for simulated experiments that reflect age-related changes in chewing characteristics	Under development	Publish paper on an experimental method for simulating the chewing of elderly people
		Establish a method to evaluate the blockage factor of bolus using a simulated feeding device	Under development	Publication of paper on an evaluation method for food bolus occlusion factor
Materiality: The threat of emerging and re-emerging infectious diseases				
6	COVID-19 Launch the replicon vaccine "Kostaibe® for intramuscular injections" and develop a domestic supply (chain) system	Domestic manufacturing supply ratio	19.0%	30% or more
7	COVID-19 Launch safe and effective inactivated vaccine "KD-414" for children and develop domestic supply system	Vaccine supply volume (based on production capacity) * Actual supply volume changes depending on the spread of infections, thus this figure is a metric based on production capacity	Progressing as planned	1.5 million doses
8	Dengue fever Develop dengue vaccine "KD-382" through participation in the public recruitment project of the Strategic Center for Advanced Research and Development (SCARDA)	Development phase progress	Progressing as planned	Start of clinical trial Phase 2 (dose confirmation test in humans) * Aiming for market launch in 2032

9	Drug resistant bacteria Develop β-lactamase inhibitor "OP0595" against carbapenem-resistant enterobacteriaceae	Number of countries where we have obtained (manufacturing and) marketing approval	Phase 3 in progress	Marketing approval in 1 or more countries
Materiality: Stable supply of pharmaceuticals by building a robust supply chain				
10	Establish a stable supply system by controlling the number of months in stock for "stable supply medicine Category A" products (vancomycin, meropenem, sulvacillin, tazopipe)	Number of months' worth of inventory needed to ensure stable supply	Average 3 months	6 months for each product
11	Establish a domestic production system for a penicillin bulk drug, which is highly dependent on foreign countries (install manufacturing equipment at Gifu Plant)	Gifu Plant production start target year	Progressing as planned	Latter half of FYE March 2026
12	Establish a stable supply system for vaccines and blood plasma products	Number of product shortages * Define out-of-stock items: Limited to product shortages attributable to the company	0	0

1 The target products include allproducts produced and marketedby Meiji Co., Ltd. in Japan, excludingthose intended for business use,products with specializednutritional formulas, and contract-manufactured products.

2 ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University.

3 Health-oriented foods and value-added nutritional foods (Meiji Bulgaria Yogurt, Meiji Probio Yogurt R-1, Chocolate Kouka, SAVAS, Meiji MeiBalance, etc.), Foods with our environmentally and socially conscious procurement activities for a sustainable society (Meiji Oishii Gyunyu, Meiji Milk Chocolate, Meiji Hokkaido Tokachi series (yogurt and cheese), etc.)

Contribute to Healthy Diets

Meiji's Nutritional Commitments

Since its founding more than 100 years ago, the Meiji Group has sought to contribute to society through nutrition, working to widen the world of “Tastiness and Enjoyment,” and to meet all expectations regarding “Health and Reassurance.” For the Meiji Group, “nutrition” means contributing to the resolution of health issues faced by all, and recognizing the importance of the happiness and the sense of fulfillment that eating tasty food can bring.
What does nutrition mean at Meiji? This important concept has now been enshrined in the Meiji Nutrition Statement, so that we can go on contributing to society for another 100 years. More specifically, we have made the following three commitments:

・Using milk, cocoa, and other natural ingredients, we provide nutrition that supports everyday good health.
・By adding value, we provide nutrition that satisfies deeper needs.
・Through nutrition, we will help to enrich the lives of consumers worldwide.

Our Nutrition Initiatives

Initiatives to Combat Micronutrient Deficiencies and Undernutrition

Today, societies around the world are facing two seemingly contradictory problems. On the one hand, there is a rise in non-communicable diseases[1] associated with overweight and obesity, which stem from overeating and unbalanced diets. On the other hand, there are increasing concerns about stunted growth, malnourishment, and frailty[2], which stem from a lack of protein, dietary fiber, vitamins, and other nutrients. If we wish to resolve such issues, it is vital that we make it easier for people to maintain nutritionally balanced diets. For this reason, we at the Meiji Group are developing products that contribute to the resolution of health and nutritional issues. At the same time, we are promoting initiatives aimed at using the Meiji Nutritional Profiling System to improve our products and provide information to our customers.

1 A "non-communicable diseases (NCDs)" is a chronic, non-transmissible disease that can have a variety of causes, including unhealthy diets, lack of exercise, smoking, excessive drinking, and air pollution; examples of NCDs include cancers, diabetes, cardiovascular diseases, respiratory diseases, and mental health issues.

2 "Frailty" is a term used for the decline in physical and mental health associated with aging, such as muscle weakness and cognitive decline.

Formulating the Meiji Nutritional Profiling System (Meiji NPS)

In June 2023, the Meiji Group formulated the Meiji Nutritional Profiling System (Meiji NPS) after referring to international Nutritional Profiling System (NPS)*.
We aim to improve the nutritional value of our products by using Meiji NPS. We also aim to provide customers with clear information about these nutritional values to help them maintain even healthier diets.

* We referred to Health Star Rating, Nutrient-Rich Food Index 9.3, and other NPSs

"Meiji Nutritional Profiling System (Meiji NPS)"

Creation of Health-oriented Foods[1] and Value-added Nutritional Foods[2]

We are helping resolve health and nutritional issues caused by micronutrient deficiencies and the double burden of malnutrition by leveraging the strengths of our Food and Pharmaceuticals businesses and our unique nutrition engineering technology to provide products that enable customers to consume the nutrients they need in a well-balanced manner.

Click here for the results of our efforts to control over nutrition and nutritional deficiencies through our products (to ESG data)

1 The Meiji Group defines health-oriented foods as those that contribute to bodily health. They include products that utilize healthy ingredients, such as lactobacillus and cocoa, contain added amounts of healthy ingredients designed to enhance health, or meet current consumer needs for reduced sugar, fat, or calories.

2 High-added-value products that provide nutritional support to infants, athletes, sports enthusiasts, and the elderly, and that provide a good balance of essential nutrients based on the Group's proprietary research on nutrition and its nutrition engineering technology.

Meiji Bulgaria Yogurt

Meiji Probio Yogurt R-1

Chocolate Kouka Cocoa 72%

SAVAS Muscle Elite

Meiji MeiBalance

Products That Support Portion Size Control

The Meiji Group offers a variety of products in different portion sizes (the same content in multiple amounts) to make it easier for customers to adjust the amount of food they eat at one time to suit their own needs. By expanding the range of product choices with the addition of the small-volume product lineup, we will contribute to the realization of a healthy lifestyle for our customers by curbing excessive intake.

Click here for the results of that support portion size control (to ESG data)

Creation of Foods with Our Environmentally and Socially Conscious Procurement Activities for a Sustainable Society

We are developing food products that contribute to the sustainability of raw material production bases, such as cocoa, raw milk, and lactobacillus, and support business continuity.

Meiji Oishii Gyunyu

Meiji Milk Chocolate

Meiji Hokkaido Tokachi series (yogurt and cheese)

Promote Healthy Diets and a Healthy Food Culture

As a company that supports customers' healthy diets, the Meiji Group strives to popularize and raise awareness by providing products and disseminating information about healthy diets and dietary cultures.

Expanding Nutrition and Healthy Diet Education Activities

Results of Nutrition Education Initiatives

(Unit: 10,000 participants)

	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Japan	9.7	18.8	25.5	28.3	29.3

Nutrition Education Initiatives in Japan

The Meiji Group began offering nutrition education in 2006, one year after Japan enacted a law concerning food and nutrition education. By explaining the value of nutrients, how food is produced, and the challenges faced by producers of milk, chocolate, and other products, the programs aim to encourage people to develop healthy eating habits and foster an appreciation and understanding of food.

In recent years, the Group has been targeting a broad range of age groups through its numerous education programs held at events it sponsors and at high schools, universities, workplaces, and public facilities for senior citizens. The programs focusing on health management, which has been attracting attention recently, have been especially popular among participants.

From FY2020, food and nutrition seminars were held online and attracted large numbers of participants. The online format also enabled greater coverage across Japan, including its island communities. Having received very positive feedback from participants of all age groups, the Group plans to offer even more seminars about food and nutrition as way to promote good health and well-being.

Overview of Activities

- Head office and eight workplaces around the country (in the cities of Sapporo, Sendai, Gunma, Tokyo, Nagoya, Osaka, Hiroshima, and Fukuoka)
- Nationwide organization with a staff of about 60 in charge of its nutrition education activities
- Participating students: 167,274 from 1,318 elementary and junior high schools (FY2024)
- Participating students: 144,587 from 1,420 elementary and junior high schools (FY2023)
- Participating students: 144,197 from 1,394 elementary and junior high schools (FY2022)
- Participating students: 122,917 from 1,253 elementary and junior high schools (FY2021)
- By the end of FY2020, lessons were held at over 10,000 elementary and junior high schools with more than one million students participating.

Supervisors for Our Programs

1. For dairy nutrition: Tadao Saito, Professor Emeritus, Graduate School of Agricultural Science, Tohoku University
2. For physiology: Hiroshi Nose, Professor, Department of e-Health Science, Shinshu University Graduate School of Medicine

Nutrition Education Initiatives in Overseas

In China, Meiji Dairies (Suzhou) implements an nutrition education for children focusing on yogurt. Through fun hands-on activities, the program teaches kids about dairy cows, milk, yogurt, and nutrition.

Research Focused on the Chewing—Swallowing Process

The Meiji Group conducts research focused on the chewing-swallowing process to support healthy and comfortable eating habits. At the core of this research is ORAL-MAPS®, a chewing process simulator, and Swallow Vision®, the world's only computer simulator of swallowing. We use these technologies to scientifically clarify the process by which food reaches a state where it can be swallowed by chewing and the mechanism of swallowing in order to support the joy of eating with the mouth.
We are also working on the development of a new simulation device. This device focuses on the action of sending food (bolus) from the mouth to the throat and esophagus just before swallowing. It helps to analyze the risk of the bolus blocking the airway. Furthermore, we will improve the accuracy of our research by establishing experimental methods for eating with the mouth, and we will also broaden the scope of future product development.

Simulation Technology for the Joy of Eating at Any Age (Wellness Stories)

Nutrition Policies and Related Measures

We at the Meiji Group are developing measures based on various policies including the Meiji Group Policy for the Marketing of Breast-milk Substitutes, the Food Nutrition Labeling Policy and the Marketing Communication to Children Policy which were established in accordance with international guidelines.

Meiji Group Policy for the Marketing of Breast-milk Substitutes
Meiji Group Food Nutrition Labeling Policy
Meiji Group Marketing Communication to Children Policy

Responsible Marketing of Breast-milk Substitutes (BMS)

Based on our recognition of breast-milk as the best nutrition for babies, we adopt the basic stance of recommending breastfeeding. Furthermore, we recognize the importance of the World Health Organization (WHO) ‘s International Code of the Marketing of Breast-milk Substitutes (WHO Code) and subsequent related resolutions by the World Health Assembly (WHA). The WHO recognizes the role of breast-milk substitutes (BMS) as the only safe and high-nutrient alternative to breast-milk when used appropriately. As a corporate group involved in food and health, Meiji Group is aware of the weight of our responsibilities. With this in mind, we practice fairness and integrity based on high ethical standards and our strict adherence to Meiji Group Policy for the Marketing of Breast-milk Substitutes.

Responsibilities and Governance

The ultimate responsibility for implementing the Meiji Group Policy for the Marketing of Breast-milk Substitutes (BMS) lies with the CEO of Meiji Holdings Co., Ltd. The responsibility for the management, implementation, education, and monitoring compliance with this Policy is delegated from the CEO to the relevant executives overseeing BMS-related business units. In each country, the head of the responsible department is accountable for implementing the policy in day-to-day marketing operations and ensuring compliance in their respective regions.

Monitoring

Independently of any other measures taken by governments for the implementation of the WHO Code, we acknowledge our responsibility for monitoring our marketing practices according to the principles and aim of the WHO Code. At Meiji Group, all executives and employees involved in the marketing of covered products strictly adhere to the Meiji Group Policy for the Marketing of Breast-milk Substitutes (BMS) in their marketing conduct at every level.

Training and Communication

All executives and employees involved in the marketing of covered products receive ongoing training, which includes: the aims and principles of the WHO Code, including the importance of supporting and protecting breastfeeding, and to adhere to the Meiji Group Policy for the Marketing of Breast-milk Substitutes (BMS), as well as relevant laws and regulations in the countries where the covered products are sold.

Reporting Mechanism

In addition to normal management reporting lines in daily operations, we have established a confidential and anonymous reporting mechanism for potential non-compliance with company policy. Meiji Group has rules and regulations to protect whistleblowers from possible negative consequences of such reporting.

Compliance Counseling Desk

We maintain an internal whistleblowing system for executives and employees that includes an internal hotline as well as independent consultation desk staffed by an external attorney or other qualified professional. For overseas Group companies, we have established local reporting channels that allow executives and employees to report in the language they use. We also have a reporting channel in Japan to receive such reports.

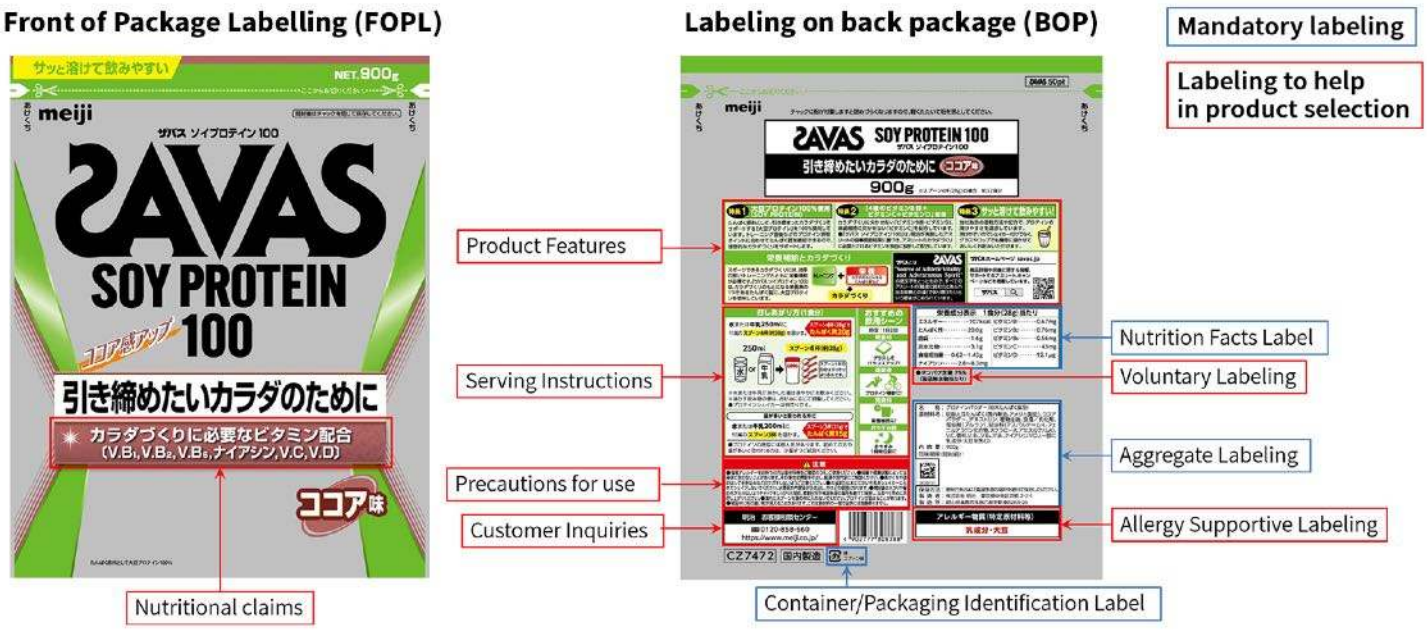
Corrective Action for Violations

If a reported case of suspected policy violation is confirmed, it will be promptly reported to the responsible person. Once a violation is confirmed, appropriate corrective action will be taken immediately following a warning.

Product Package Labeling

The Meiji Group provides clear and accurate information in accordance with the "Meiji Group Food Nutrition Labeling Policy" on product packages to help customers choose the correct products and lead healthy lives. Product packages include mandatory labeling such as nutritional information and packaging information in compliance with the labeling regulations of each country and region where the product is sold, as well as information necessary for customers to make the correct choice.

Packaging of "SAVAS Soy Protein 100" in Accordance With the Meiji Group Food Nutrition Labeling Policy



Mandatory Labeling

- Aggregate Labeling
  Information on the name (product name), ingredients, content, best-before date (before opening), storage method, manufacturer, and place of manufacture are listed. In particular, many products are laser-engraved with a best-before date that cannot be altered.
- Nutrition Facts Label
  Calories (energy), protein, fat, carbohydrates, and salt equivalents are shown. In addition, when nutritional ingredients specified in the Food Labeling Standards are claimed to customers on the container label, the content of the nutritional ingredients is also shown.
- Container/Packaging Identification Label
  "Identification Mark" is displayed in accordance with the Act on the Promotion of Effective Utilization of Resources.

Labeling to Help in Product Selection

- Nutritional claims
  In order to help customers correctly select Meiji Group products, the nutritional ingredients that are specifically added to our products are displayed in an easy-to-understand manner.
- Voluntary Labeling
  Depending on the characteristics of the product, information on ingredients considered necessary for customers is displayed near the Nutrition Facts label.
- Allergy Supportive Labeling
  In addition to the mandatory allergy labeling, the Meiji Group also provides a separate "Allergy Supportive Labeling" column to increase visibility. The specified raw materials and items equivalent to specified raw materials stipulated by the Consumer Affairs Agency are shown.
- Product Features
  Information on how the product can help customers lead healthy daily lives.
- Serving Instructions
  To make it easy for customers to enjoy the food, various ways of consuming the food are shown.
- Precautions for use
  The contents and notes of inquiries and anticipated events received from customers are shown.
- Customer Inquiries
  By making product package labeling highly visible and eye-catching, we strive to gain customer satisfaction and trust through the development and improvement of diet and nutrition, products and services.

Employee Education on Marketing and Advertising (Food Business)

In order to promote responsible marketing, we provide educational programs for employees involved in promotion and public relations, as well as to those who wish to do so.
We will further expand the content of our educational programs to ensure that our employees can provide the right information to customers about our products.

Educational Program Content and Results

(Units: Persons)

Educational Program Content	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Meiji Group Marketing Communication to Children Policy	—	130	152	548
Rules regarding the use of SDGs logos and icons in the Meiji Group	29	156	97	—

Access to Nutrition

Home Delivery Service

The Meiji Group provides home delivery services for drinking milk and dairy products through a network of some 3,000 distributors nationwide, delivering directly to customers in nearly 2.4 million households. This home delivery service features numerous delivery-exclusive products that are not available in stores, including small-volume functional beverages developed to enable convenient daily consumption of products that promote health, as well as products such as cheese and curry designed to support the formation of good eating habits.
We value direct communication with our customers. We make efforts to engage with customers during deliveries and, in certain communities, also participate in neighborhood watch activities. The Meiji Group is making a shift from our previous function as delivery centers towards becoming wellness centers. We will go beyond offering products and expand our services to proposals for basic exercises as we work to extend healthy life expectancy for our communities.

Meiji Probio Yogurt R-1

Meiji Probio Yogurt LG21

Meiji Dairy Five Stars

Meiji Glucosamine 1500 & Collagen 3000

Communicate Information on Nutrition Improvement in Emerging Countries

Many people in developing countries and emerging economies suffer from nutritional deficiencies and malnutrition.
As a company in the food business, we want to help solve these issues, working with groups that encourage nutrition improvement to raise awareness about diet and nutrition through educational activities.

Participation in the Nutrition Japan Public Private Platform

Meiji is a member of the Nutrition Japan Public Private Platform, an organization that facilitates joint initiatives in the private and public sectors to improve nutritional intake in developing countries. The platform was established following the Japanese government's declaration to step up efforts to improve nutrition worldwide. As a member, Meiji has been participating in initiatives for improving people's health and livelihoods and for ending hunger, a goal of the Sustainable Development Goals adopted by the United Nations in 2015.

Nutrition Japan Public Private Platform (NJPPP)

Preparing for Emerging Infectious Diseases

Measures Against Emerging Infectious Diseases

Provision of KOSTAIVE®, a Self-amplifying mRNA Vaccine[1] Against COVID-19

“Kostaive® for Intramuscular Injection” is a self-amplifying mRNA vaccine that can induce a non-inferior immune response even at lower doses compared to a conventional mRNA vaccine, as well as expectation for the longer duration[2,3,4]. In November 2023, Meiji Seika Pharma Co., Ltd. received approval for the manufacturing and marketing in Japan from the Ministry of Health, Labour and Welfare (MHLW). This is the world’s first approved product utilizing self-amplifying mRNA technology. An application for a partial amendment to target the Omicron subvariant JN.1 was approved in September 2024, and vaccinations began in October 2024.
Simultaneously, we are collaborating with ARCALIS, Inc. to establish an integrated capability for manufacturing “Kostaive® for Intramuscular Injection”. ARCALIS is constructing a drug substance manufacturing facility in Minami-soma City, Fukushima Prefecture, Japan, and Group company of Meiji Seika Pharma Co., Ltd. has been manufacturing the drug product.

1. As mRNA coding an antigen protein is transiently amplified within cells after vaccination, resulting in continuous production of the antigen protein, the mRNA vaccine is expected to induce a continuous immune response for longer even in lower doses compared to a conventional mRNA vaccine. Additionally, it has been confirmed that the duration of persistence in vivo is not markedly prolonged compared to mRNA without transient amplification.

2. Immunogenicy and safety of a booster dose of a self-amplifying RNA COVID-19 vaccine (ARCT-154) versus BNT162b2 mRNA COVID-19 vaccine: a double-blind, multicentre, randomized, controlled, phase 3, non-inferiority trial: Lancet Infect Dis 2024; 24: 351–60

3. Persistence of immune responses of a self-amplifying RNA COVID-19 vaccine (ARCT-154) versus BNT162b2: Lancet Infect Dis 2024; 24: 341-343

4. 12-month persistence of immune responses to self-amplifying mRNA COVID-19 vaccines: ARCT-154 versus BNT162b2 vaccine: Lancet Infect Dis Published Online October 07, 2024

Developing an Inactivated Vaccine against novel coronavirus infection (COVID-19) in Japan

We have been developing an inactivated vaccine[1] (KD-414) since May 2020 in collaboration with a national research institute[2], utilizing knowledge accumulated through many years of vaccine development. The clinical trials are underway since October 2021.

The multi-regional phase III clinical trials in adults under 40 years of age were started in April 2020, and the domestic phase III clinical trials in children of 6 month to less than 12 years of age were started in January 2023, respectively. In addition, in order to verify the efficacy of KD-414 against the Omicron subvariants, including XBB.1.5, we started another domestic phase III clinical trials in children of 6 months to less than 13 years of age.
In April 2025, we updated KD-414 to target JN.1 strain instead of the previous Omicron strain XBB.1.5. We are currently administering KD-414 (JN.1) to new subjects.

Vaccines
Wellness Stories/ COVID-19: Hope for an Inacctivated Vaccine
Pipeline

1. A vaccine made from viral pathogens or their components and treated with chemicals to destroy their infectivity and toxicity following the collection and purification of bacterial cells and viral particles from bacteria and viruses cultivated in large quantities

2. National Institute of Infectious Diseases, The Institute of Medical Science, The University of Tokyo, and National Institute of Biomedical Innovation, Health and Nutrition

Preventing the aggravation of COVID-19 infection, in addition to suppressing the infection itself is also a major issue in COVID-19 infection, and the development of safe and highly effective therapeutic agents is urgently needed. Since May 2021, Meiji Seika Pharma Co., Ltd. and the Kitasato Institute have been conducting a joint R&D project to discover ground-breaking COVID-19 therapeutics using next-generation derivatives of ivermectin and to establish a platform for antiviral agents. As ivermectin derivatives are known to have anti-inflammatory and immunomodulatory effects, they are also expected to inhibit the onset of post-infection aftereffects, which remains a concern. Additionally, Meiji Seika Pharma Co., Ltd. aims to establish a system to discover innovative therapeutic agents against various other viral infections. The project was selected by the Japan AMED (Agency for Medical Research and Development) as an R&D project in its CiCLE (Cyclic Innovation for Clinical Empowerment) program in 2020.

Developing a Novel Vaccine for Dengue

KM Biologics Co., Ltd. is developing a novel vaccine (KD-382) for dengue which is wider spread in tropical and sub-tropical climates worldwide, including the developing nations. KD-382 is a live attenuated tetravalent dengue vaccine containing each live attenuated dengue virus for four dengue serotypes 1 to 4 (DENV1-4) as the active ingredient and is expected to provide preventive effect against dengue. KD-382 has shown good immunogenicity and protective efficacy for all four serotypes with a single dose administration in the non-clinical studies.

We will develop a therapeutic agent to fight dengue fever, an infectious disease that can be a greatest global threat in the future, with support from the Strategic Center of Biomedical Advanced Vaccine Research and Development for Preparedness and Response (SCARDA) and MHLW.

Combat Antimicrobial Resistance (AMR)

A Novel β-lactamase Inhibitor for Combating Antimicrobial Resistance (AMR)

OP0595 (International Nonproprietary Name: nacubactam), a novel beta-lactamase inhibitor developed by Meiji Seika Pharma Co., Ltd., is expected to be an effective treatment against multidrug-resistant bacteria that are resistant to existing antibacterial agents due to its unique mechanisms not found in conventional beta-lactamase inhibitors. OP0595 has been selected for development under the national project (CiCLE: the Cyclic Innovation for Clinical Empowerment) that aims to foster innovation in R&D and drug discovery through industry-academia-government collaboration. Global Phase III clinical trials are commenced April 2023 across Japan, Asia (including China), Europe and the Middle East (covering a total of 17 countries planned).

Providing Information on the Proper Use of Antibiotics

The Meiji Group actively engages in public awareness campaigns about medical and health issues in collaboration with related organizations. For example, the Group participates in the Japan Pharmaceutical Manufacturers Association's stewardship project that aims to help stop antimicrobial resistance (AMR). Additionally, the Group encourages medical organizations to display posters and show educational videos produced through the project, dissaminates information on drug tolerance, and promotes initiatives undertaken by the association's members. The Group also raises awareness of One Health, an approach that emphasizes the interconnectedness of human, animal, and environmental health, which is crucial for combatting AMR.

Appropriate Use of Antibiotics: Efforts to Control Infectious Diseases Caused by Vancomycin-Resistant Bacteria

The global risk of infectious diseases caused by drug-resistant bacteria* is globally increasing partly due to inappropriate use of antibiotics. One notable example is the rise in infections caused by vancomycin-resistant bacteria. The frequent use of vancomycin for treating MRSA infections has lead to confirmed increases in vancomycin resistance.

To prevent the spread of these drug-resistant bacteria, the Ministry of Health, Labour and Welfare (MHLW), the Japan Antibiotics Research Association and pharmaceutical companies established the Vancomycin Study Group. Meiji Seika Pharma Co., Ltd. has served as the organizer of the Association since its establishment in 2002, leading numerous efforts to ensure the appropriate use of vancomycin. Collaborating with relevant organizations, the Study Group continuously monitors quantities of drugs used in order to detect and understand changes or any signs of increase in drug resistance. The Study Group reports survey results to the MHLW and shares that information to medical institutions.

* Bacteria that have become difficult to control or kill with antibiotics

Antimicrobial Resistance (AMR) Survey in Industrial Animals as a “One Health” Approach

Zoonotic diseases that can be transmitted between animals and humans, account for about half of all infectious diseases. These infections are not confined to those in medical and veterinary fields, but can easily spread to the general public through the environment and food, and even internationally.
Proper use of antimicrobials in livestock farms is crucial to prevent the global spread of drug resistance in veterinary and human medical settings. Meiji Animal Health is conducting joint research on drug-resistant bacteria in industrial animals at AMR Surveillance Laboratory (AMRSL) in Azabu University. AMRSL collects specimens from infected livestock and breeding environments nationwide, investigates drug susceptibility

and examines the prevalence of resistance genes in the isolated strains. By accumulating these basic data and overall profiling the susceptibility of the strains to various drugs, we will develop measures to suppress the emergence of AMR (AMR).

Stable Supply of Pharmaceuticals by Building a Robust Supply Chain

Ensuring a Stable Supply System for Antibacterial Drugs Essential for Medical Care

Production troubles at overseas bulk drug manufacturers led to disruptions in the shipment of antibacterial drugs, which are essential for medical care, to Japan. Since then, many drugs faced restrictions or disruptions of their shipments.
Additionally, when COVID-19 spread globally in 2020, officials from the Ministry of Health, Labour and Welfare created a list of essential medicines, called "Stable Supply Medicines." Of the six components in Category A, the highest priority category on this list, Meiji Seika Pharma Co., Ltd. supplies four: Vancomycin Hydrochloride, Meropenem Hydrate, Sulbactam Sodium/Ampicillin Sodium, and Tazobactam Sodium/Piperacillin Sodium.
In order to meet our social responsibility and to play a central role in the treatment of infectious diseases, we established Meiji Seika Pharmatech Co., Ltd. In 2022 to optimize our production bases. Additionally, we are proposing a "Consortium Plan" for collaboration with other companies in generic drugs to ensure quality and to strengthen the stability of our supply system.

Establishing a Domestic Production System for Penicillin Bulk Drugs, to Reduce Foreign Dependency

In December 2022, 11 materials including semiconductors and storage batteries were designated as "Specified Critical Products" by government ordinance under the Act on the Promotion of Ensuring National Security through Integrated Implementation of Economic Measures. These materials have a significant impact on the survival of citizens and on their lives and economic activities. Among these products is antibacterial drugs. The four b-lactamase antibacterial drugs that were designated are essential for the treatment of infectious diseases and the prevention of infection during surgery. The bulk drugs for these antibacterial drugs are imported from overseas.

Meiji Seika Pharma Co., Ltd. is preparing to produce 6-APA, a common raw material for penicillin antibacterial drugs, at its Gifu Plant starting in 2025, to ensure a stable supply of two of these drugs in Japan.
Domestic production of this raw material will enable us to secure a stable supply of 6- APA, which currently depends on supplies from overseas, and to establish an integrated capability for manufacturing penicillin antibacterial agents in Japan.

Establish Vaccine Production System in Preparation for Infectious Disease Pandemic Outbreak

KM Biologics Co., Ltd. has received funding through a project launched by Japan's Ministry of Health, Labour, and Welfare to ensure the development and production of vaccines for new strains of influenza. In the event of an influenza pandemic, the company is responsible for manufacturing and supplying influenza vaccine to 57 million people (almost half the population of Japan). In addition, since the project has been selected by the Ministry of Economy, Trade and Industry (METI) for the "Project of Developing Biopharmaceutical Manufacturing Sites to strengthen Vaccine Production," we will establish a vaccine production facility in preparation for an infectious disease pandemic outbreak. This development will enable the establishment of a system that can smoothly produce vaccines domestically in the event of an emergency.

Ensuring a Reliable Supply System for Sole-Supplier Products and Orphan Drugs

KM Biologics Co., Ltd. is the sole manufacturer and supplier of various sole-supplier products[1] in Japan, including antivenoms for poisonous snakes (Mamushi and Habu), a hepatitis A vaccine, an anthrax vaccine for livestock, and various diagnostic agents.
he Meiji Group has received 14 orphan drug[2] designations for 10 products in total, and 10 out of 11 indications (one indication/product in clinical trials) have been approved, contributing to treatments of diseases with limited treatment options (As of the end of March 2025).

1 Products manufactured by only one company in Japan, with no substitute products because they are not manufactured by any other company.

2 Japan's Ministry of Health, Labour and Welfare designates an orphan drug as a treatment of a rare disease that affects fewer than 50,000 patients, and which requires relatively high levels of medical care.

Refractory epilepsy: In 2012, Meiji Seika Pharma Co., Ltd. launched DIACOMIT®, a treatment for Dravet syndrome, a refractory epilepsy syndrome that develops in infancy. In 2011, DIACOMIT® received an orphan drug designation for the disease.

Brain tumors: Photodynamic therapy (PDT) is known as a less invasive treatment that has less impact on normal tissues. “Laserphyrin® 100mg for Injection”, a photodynamic therapy agent, received orphan drug designation in 2013 for the indication of primary malignant brain tumors and was approved in the same year.

Esophageal cancer: In esophageal cancer, there has been a desire for a treatment for local residual or recurrent tumors after chemoradiation therapy (CRT) or radiotherapy (RT). “Laserphyrin® 100mg for Injection”, a photodynamic therapy agent, was designated as an orphan drug in 2014 for this indication as well and received approval in 2015.

Graft-versus-host disease (GVHD): Chronic graft-versus-host disease (GVHD) is a complication with limited treatment options. It occurs after hematopoietic stem cell transplantation for hematologic cancers, such as leukemia. “RezurockÒ 200mg Tablets”, launched in 2024, is shown to be effective against this disease by exerting immunomodulatory effects through a new mechanism of action, and was designated as an orphan drug in 2023.

Infectious diseases caused by strains resistant to carbapenem antibacterial agents: “OP0595” (International Nonproprietary Name: nacubactam) is a novel b-lactamase inhibitor developed by Meiji Seika Pharma Co., Ltd. The combination with existing b-lactamase antibacterial drugs is expected to effective against antimicrobial-resistant (AMR) bacteria and is being examined in global Phase III clinical trials since May 2023. OP0595 received orphan drug designation in November 2024.

Purpura fulminans: Patients who have a congenital deficiency of a protein called protein C may develop purpura fulminans, a serious disease characterized by recurrent subcutaneous bleeding and hemorrhagic necrosis.
"Anact® C Injection 2500 units" is a preparation of purified and activated protein C from donated blood plasma, used for the treatment of purpura fulminans.
This drug has been designated as an orphan drug since 1993.

Hemophilia with inhibitors: Hemophilia patients, both hemophilia A and B, who develop antibodies (inhibitors) against Factor VIII and Factor IX involved in blood coagulation reaction may experience bleeding in joints and muscles due to impaired clotting function.
"Byclot® Combination I.V. Injection" is a preparation containing activated Factor VII and Factor X, purified from donated blood plasma, used for hemostatic treatment and bleeding prevention in hemophilia patients with inhibitors.
This drug has been designated as an orphan drug since 2014.

Guillain-Barré Syndrome (GBS): It is a neurological disorder in which the autoimmune system damages the peripheral nerves, resulting in paralysis of the hands and feet.
"Kenketsu Venilon®-I Intravenous Injection" is a preparation of purified immunoglobulin from donated blood plasma, used for the treatment of acute exacerbation of Guillain-Barré Syndrome.
This drug has been designated as an orphan drug since 1996.

Access to Medicine

Distributing the Mpox Vaccine Through the Japanese Government

In January 2025, the Japanese government supplied the Democratic Republic of the Congo with 50,000 doses of Mpox vaccine, which KM Biologics Co., Ltd. has been approved to manufacture and market. Meiji Seika Pharma Co., Ltd. and KM Biologics Co., Ltd. will collaborate with organizations such as the WHO and the Ministry of Health, Labour and Welfare to help eliminate the serious spread of the disease in African countries, particularly the Democratic Republic of the Congo, -they aim to support international public health emergency responses by expanding vaccinations in endemic areas.

Medreich Contributes to Medicine Access Through UNICEF

Medreich Limited conducts pharmaceutical manufacturing business, including CMO (contract manufacturing organization) and CDMO (contract development and manufacturing organization), in India. The company manufactures generic drugs and sells them to markets worldwide, including Europe, Asia, Africa, and Oceania. Its U.K.-based subsidiary, Medreich plc, sells pharmaceutical products manufactured by Medreich Limited to the EU and other markets. Medreich plc supplies the antibiotic amoxicillin to UNICEF. Medreich will continue improving children's access to medicine through UNICEF.

Medreich Limited

UNICEF

Quality and Safety

Quality and Safety-Related Targets

Meiji Group 2026 Medium-Term Management Plan

Materiality: Safety and reliability of product quality

Data target range or company leading initiatives
1: Consolidated subsidaries in the Food Segment
2: Consolidated subsidaries in the Pharmaceuticals Segment (excluding KM Biologics Co., Ltd. and Meiji Animal Health Co., Ltd.)

Last Updated: August 19, 2025

	Major initiatives	Metrics	Results / progress	Targets
			FYE March 2025	FYE March 2027
1	Strengthen quality initiatives by promoting Meiji Quality Comm activities based on Meiji's Global Quality Policy	Number of serious quality accidents * Definition of serious accident: Cases in which a recall was conducted due to a legal violation or a voluntary recall was conducted due to a labeling error or poor quality (including overseas)	1 case	0 cases
		Acquisition rate of GFSI recognized standards at all locations of partner companies (product outsourcing/suppliers)	94.2%	100%
		Plant audit rate for suppliers of important managed raw material	80.9%	100%

2	• Strengthen our reliability assurance system to respond to new domains and global business development • Transform the reliability assurance system throughout the product lifecycle • Prevention through the steady implementation of quality management reviews and reliability assurance activities (manufacturing site audits, safety management operations, etc.)	Number of serious nonconformities such as recalls in manufactured and sold items	0 cases	0 cases
		Number of serious indications in responses to regulatory authorities	0 cases	0 cases

Food Safety and Quality Assurance

Initiatives to Enhance Quality

Quality Policy

Meiji Co., Ltd. has established its own quality management system, Meiji Quality Communication ("Meiji Quality Comm"). This system is founded in the Meiji Group's System of Principles, and we are strengthening our quality initiatives on a daily basis.

Meiji Quality Comm has issued a Quality Policy, which provides Meiji's principles and guidelines as they pertain to quality management.

Meiji's Quality Policy

At Meiji, we pursue “Tastiness and Enjoyment” and strive to meet the expectations of our global customers for wellness, safety, and reassurance. As “Food and Health” professionals, every employee at Meiji works to fulfill the following duties.

1. Engaging in quality assurance activities within all organizations, including development and design, sourcing, production, logistics, sales and communication.
2. Providing customers with accurate information, sincerely listening to customer feedback and applying those opinions towards improving our products and services.
3. Acting based on a constant awareness of legal compliance and the commitment to providing safe products.

Quality Management System

Our Quality Assurance Regulations, founded in our Quality Policy, clearly stipulate important items with regard to safeguarding quality in a range of duties for our functional divisions, from development and design, to sourcing, to production, to logistics, to sales and communication. In addition, our Quality Assurance Standards provide detailed specific duties, procedures and criteria. Through these, we continue tomake improvements via the management cycle in all functional areas, from development and design to sales and communication, in order to gain the trust and satisfaction of our customers. Our top management also reviews these activities in assessment of our quality activities.

Meiji Quality Comm serves as Meiji Co., Ltd.'s shared posture in pursuit of customer satisfaction.

Meiji Quality Communication (1:54)

Quality Management Structure

We promote quality activities centered on the Meiji Quality Communication Review, a biannual meeting chaired Chief Operating Officer of the Food Segment. At this meeting, we check the progress of our quality-related initiatives and discuss measures to resolve any issues that may be present. In addition, we have established the Meiji Quality Communication Liaison Committee, headed by the Vice President, Quality Management Div., to plan and promote Meiji Quality Communication Advancement Activities.

Meiji Quality Comm: Overview by Process

1. Development and Design Functions
   Our Meiji Quality Comm quality management system is engaged in various processes beginning in the product development stage. This system asks, how can we create products offering value to our customers? To answer that question, we are diligently conducting a series of studies into markets and their consumers, meanwhile consistently advancing research and development founded in our accumulated expertise. Crafting a concept for our product becomes a key driver affecting all downstream functions, such as manufacturing and distribution.
2. Sourcing Function
   When selecting raw materials, safety and consistency are key. While safety is a naturally essential element, even a good raw material must be consistent in its availability in order for us to also be consistent in manufacturing the resulting products. Therefore, we must ensure that we can consistently secure raw materials meeting the applicable standards. In order to achieve this, trust and communication with suppliers is extremely important.
3. Production Function
   Within the various production processes ongoing in our plants, we have established a system to ensure safety and to build quality into our products. In order to enable production with consistent product quality versus initial designs, we provide a detailed set of instructions for each product, such as raw material mixing, process conditions, and check points. In addition, we carry out inspections and monitoring at each process step, from receipt of raw materials to mixing and filling, and a control system is in place to verify that production follows the process conditions laid out in the initial design.
4. Logistics Function
   Our logistic teams are tasked with delivering finished products from our plants to distribution centers used by dealers, wholesalers, and mass retailers. When practicing quality control, there are five key words: The five key words in practicing quality control are "product," "quantity," "freshness," "time," and "behavior." These are the "Five Promises," areas of key attention we have established to satisfy our customers and ensure that they can enjoy our products' deliciousness. We provide quality assurance through each and every one of us maintaining a keen awareness of these promises.
5. Sales and Communication Functions
   The major role of these functions is to provide a clear, accurate picture of the value of our products to the customer in a way that shares the consumer viewpoint, as well as to share that value with them. The mission for these functions is to communicate the high quality that we have built up through the functions from development and design, to sourcing, to production, to logistics. These teams are the final runner in our quality relay race, helping customers select our products knowing their value.

Food Safety Efforts

As part of our food safety efforts, we have introduced HACCP at all of our plants. In addition, in FYE March 2021, we achieved 100% acquisition worldwide of standards recognized by GFSI, a global food safety management organization.

Obtaining Anti-doping Certification for Sports Nutrition Products

The Meiji Group has obtained Informed Choice certification, a global anti-doping certification program, for the majority of our sports nutrition products. Based on the program, through analysis using advanced technologies and manufacturing process audits, products are checked to ensure they are not contaminated with any banned substances. We will continue providing certified products for athletes so that they can consume without concern as they strive to achieve their goals, and also for sports lovers.

SAVAS Muscle Elite, with Informed Choice certification

Genetically Modified Ingredients

The Meiji Group makes appropriate decisions regarding the use and labeling of genetically modified ingredients in its products in accordance with the laws and regulations of each country concerning the use and labeling of genetically modified ingredients in food products, and does not use any raw materials that are subject to mandatory labeling under the genetically modified labeling system.

Initiatives regarding the Use of Food Additives

The Meiji Group uses food additives that have been confirmed to be safe in accordance with the standards and regulations of each country. The purpose of use is clearly defined, and the amount and method of use are determined based on relevant laws and regulations.
In addition, we have established an internal committee dedicated to food safety. This committee monitors consumer concerns about food safety as well as developments in food safety administration, ensuring appropriate and timely responses.

Employee Training on Quality and Labeling

To further improve the quality level and comply with the Food Labeling Act, we conduct quality and labeling related training for employees in charge of development, manufacturing, and sales.
We will continue to conduct employee training and strive to provide customers with information on product quality, safety, and security.

Educational Program Content and Results

Unit: Persons

Educational Program Content	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Employee training on quality	8,186	9,001	8,800	8,894
Quality training for sales representatives （Calculated as the cumulative number conducted twice a year）	2,921	2,921	2,731	2,800
Basic lecture series on quality control for plant employees	6,200	6,000	6,000	6,000
Quality assurance meetings for section managers at plants	86	80	69	94
Employee training on the Food Labeling Act	230	334	371	522
Workshops for new employees	40	91	246	339
Periodic workshops for technical employees	190	190	125	111
Workshops on a particular topic	-	53	-	72

Conduct supplier audits and training in quality control

In the food business, we regularly conduct annual audits and training of suppliers, focusing on food safety and quality control systems, based on the criteria to ensure a stable supply of raw materials and packaging materials in conformance with relevant laws and regulations and our own standards.

Number of Supplier Audits

Unit: Cases

	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Meiji	41	82	66	93	91

Pharmaceutical Reliability Assurance

Quality Management Based on Reliability Assurance Systems

Reliability assurance system (Meiji Seika Pharma)

Meiji Seika Pharma has established a system for the research, development, and stable supply of world-class products, as well as a system to collect safety information and provide information on proper use. Through this reliability assurance system, we will contribute to society by earning the trust of patients and healthcare professionals.

Meiji Seika Pharma Reliability Assurance Policy

Meiji Seika Pharma has established its Meiji Seika Pharma Reliability Assurance Policy, as follows. We conduct our business with the full recognition of the meaning and the role of this policy.

Meiji Seika Pharma will make efforts to be trusted by patients and healthcare professionals and contribute to society.
In the areas of pharmaceuticals and medical devices, we conduct our business activities with the aim of contributing to society by developing useful and high-quality products; ensuring production and stable product supplies to patients and healthcare professionals and providing necessary and prompt product information to them.
To achieve this aim, we thoroughly comply with applicable regulations and standards, as well as other social or ethical requirements, and act ethically and morally as persons involved in a life-related industry.
All of us will continue to make sincere and humble efforts to offer safe use of products and information to patients and healthcare professionals.
To work together, we ask our business partners to understand the aforementioned attitude.
With this policy for business activities to assure the reliability of our products and information provided to patients and healthcare professionals, we will continue to make efforts to have their trust and contribute to society.

Product Initiatives

Meiji Seika Pharma is taking actions to improve the reliability of its products. Here, we define "products" to include not only the products themselves (pharmaceuticals and medical devices, hereinafter collectively "pharmaceuticals, etc."), but also data obtained through development, clinical trials, and other processes, as well as information on proper use after launched. The Meiji Seika Pharma Reliability Assurance Guideline form the foundation of these actions.

Meiji Seika Pharma Reliability Assurance Guideline

With the underlying policy (Meiji Seika Pharma Reliability Assurance Policy) of "earning the trust of patients and healthcare professionals, and contributing to society," we have established the Meiji Seika Pharma Reliability Assurance Guideline and take actions to ensure the reliability of our products.
In addition, regulatory authorities have set rigorous standards for pharmaceuticals, etc., from development to manufacturing, shipment, collection of information on adverse events, and provision of information on proper use. Based on these standards, we have established in-house standards and procedures to ensure tests are executed properly and test data is accurately collected, and we are working to improve the reliability of our data and information. These guidelines are also applied to Group companies*.

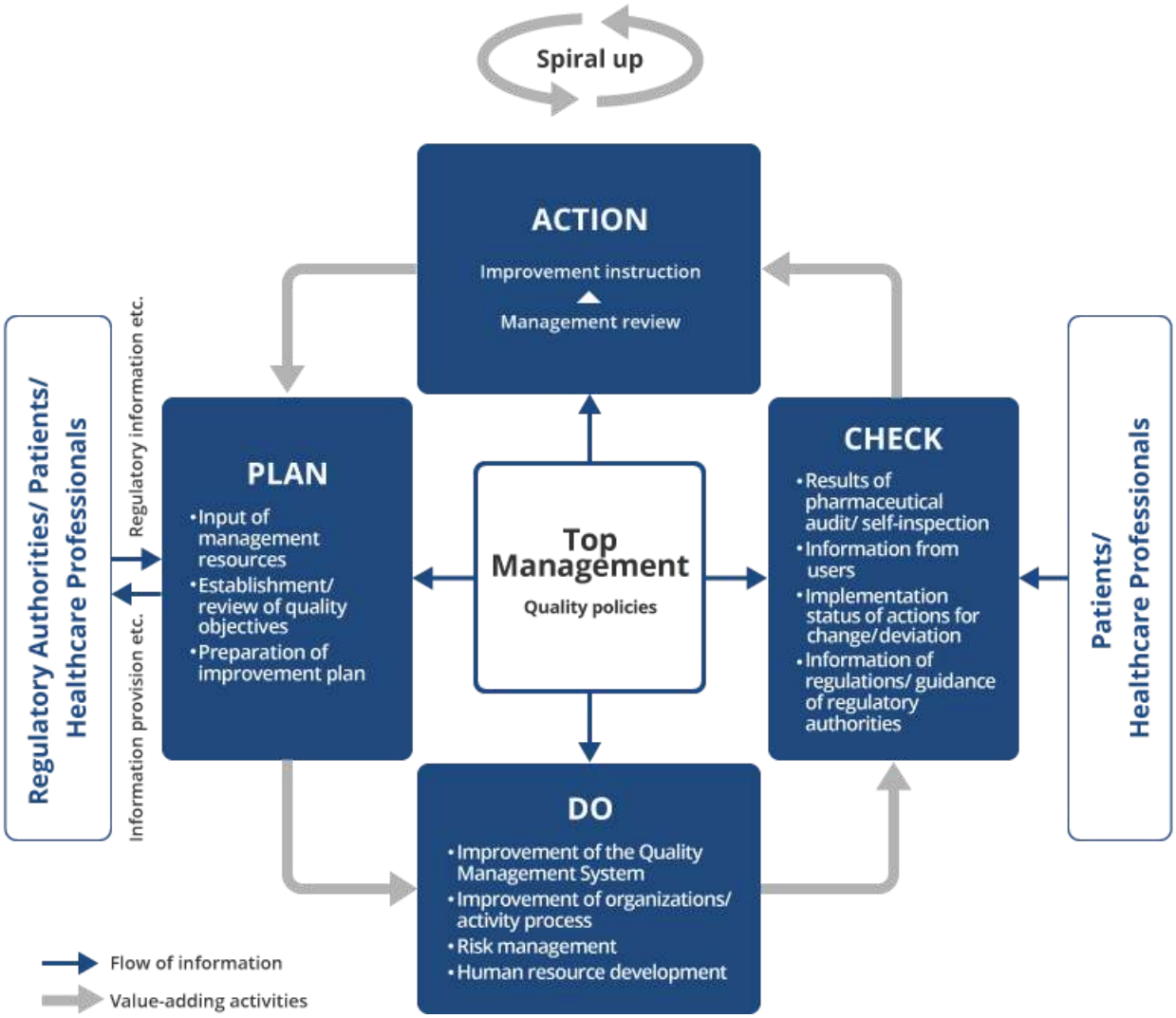
GCP: Good Clinical Practice
GMP: Good Manufacturing Practice
GQP: Good Quality Practice
GVP: Good Vigilance Practice
GPSP: Good Post-marketing Study Practice
QMS: Quality Management System
GDP: Good Distribution Practice

* (Domestic) OHKURA Pharmaceutical Co., Ltd./ Me Pharma Co., Ltd.
(Overseas) PT. Meiji Indonesian Pharmaceutical Industries/ Thai Meiji Pharmaceutical Co., Ltd./ Medreich Limited /Meiji Pharma Spain, S.A.

Plan-Do-Check-Act (PDCA) Cycle

Based on these guidelines, the Reliability & Quality Assurance Division serves to investigate and provide guidance to all Group companies regarding their compliance status with laws, regulations, and various standards concerning of the development, production, supply and pharmacovigilance of our pharmaceuticals, thereby promoting product reliability assurance. The Reliability & Quality Assurance Division operates independently of our development, production, and sales divisions, creating a system ensuring reliability based on objective judgment. Furthermore, in order to not only ensure but also improve the reliability of our products, we have established the Operational Rules of Quality Management Review as a tool to make continuous improvements while utilizing the PDCA cycle.

In order to improve the reliability of our products, the Operational Rules of Quality Management Review stipulate that each division shall set its own quality policies and targets to achieve, and that the management team shall be the core driver in periodically reviewing how well these targets have been achieved continuously improving quality through the PDCA cycle.



Quality Assurance System

As well as complying with Good Manufacturing Practice (GMP) in Japan, Europe, and the United States, Meiji Seika Pharma has established its Quality assurance policy, a policy for quality of products sold under the Meiji brand name and existing under the Meiji Seika Pharma Reliability Assurance Guideline. This policy is also applied to our products other than pharmaceuticals(ex, medical devices). By sharing this policy with Meiji Seika Pharma's fellow Group companies, we will reduce potential risks related to product quality at each stage of production (manufacturing control and quality control) and implement a global-standard quality system by practicing continuous quality improvement.

Furthermore, we are advancing consistent quality assurance activities based on our Quality assurance policy throughout the entire supply chain, from raw material sourcing to production, distribution and other operations. For example, in order to safeguard product quality, we conduct audits not only at our in-house

plants, but also at contract manufacturers and raw material suppliers in Japan and overseas, and provide risk reduction guidance on a regular basis.

In addition, when shipping pharmaceuticals to the market, our quality assurance managers check all manufacturing records in accordance with the law before approving their shipment. This system is in place so that we can deliver pharmaceuticals that patients and healthcare professionals can use with peace of mind.

Safety Management System

Meiji Seika Pharma strives to minimize safety risks by collecting safety information (e.g., information on adverse events) from Japan and overseas related to the pharmaceuticals, medical devices delivered to customers, objectively evaluating and reviewing this information, and promptly providing the information necessary for the proper use of its products.

In addition, we are working to improve the safety and reliability of our products by providing information on post-marketing use results surveys to medical professionals.

Quality Improvement and Personnel Development

We foster the ability of our employees to improve operations proactively. We hold meetings to share and discuss the achievements of quality improvement activities and engage in other activities to develop our personnel.

Response to Quality-Related Incidents

If a quality-related incident occurs, our head office collects quality information from plants, affiliated companies, and the respective divisions involved. This information is summarized and shared with senior management. We take any necessary measures and implement preventive measures as promptly as possible.

Concerning Response to Business Improvement Order

During the process of the investigation of the Kobayashi Kako itraconazole contamination incident that occurred in December 2020, it was discovered that the stability test data used in the registration application for rosuvastatin tablets, which were developed jointly with Kobayashi Kako and registered by Meiji Seika Pharma, had been modified.
As a result, a Business Improvement Order was issued by the Ministry of Health, Labour, and Welfare (MHLW) in May 2021. In response, we issued a business improvement plan in June 2021.
Subsequently, in accordance with the business improvement plan, we created a business procedure manual for joint development partners, conducted education and training to ensure comprehension of those procedures, improved the details of joint development agreements, and reinforced reliability audits for

registration application materials. We take this Business Improvement Order extremely seriously and will work to restore our credibility.

Reliability assurance system (KM Biologics Co., Ltd.)

Quality Assurance Training for Employees

Meiji Seika Pharma provides ongoing quality and safety-related education, including GVP, GMP and QMS, to all employees. Since the revision of the Pharmaceutical Affairs Law in August 2021, we have been providing training (including GVP, GMP, and QMS) to ensure compliance with laws and regulations related to pharmaceutical affairs.

<FYE 3/2025 Training Activities>

- Training (e-learning) for all employees to ensure compliance with pharmaceutical laws and regulations: Conducted 8 times a year, number of attendees 2,100 (100% attendance rate)

KM Biologics holds lectures on GMP compliance annually for all employees, and holds training regarding our pharmaceutical quality management system. Our aim is to help each and every employee realize that paying close attention to how to best manage quality at each worksite leads to quality improvements overall.

<FYE 3/2025 Training Activities>

- GMP compliance training for all employees: held annually, number of attendees: approximately 2,000
- Quality training (e-learning) for all employees: held annually, number of attendees: approximately 2,000 (100% attendance rate)

Supplier Audits

In the pharmaceutical business, we check that suppliers have effective quality systems in place based on GQP and GMP, the status of their manufacturing and quality controls, the status of their facilities and equipment management, and the status of their employee education.

Number of Supplier Audits

Unit: Cases

	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Meiji Seika Pharma	184	126	142	153	165
KM Biologics	25	21	31	73	69

Caring for the Earth

We are fully aware that our business operations depend upon the bounty of nature.The Meiji Group strives to preserve and maintain harmony with nature around the globe.We work towards this goal through our climate change mitigation and adaptation in itiatives, and in our constant efforts to make more effective use of the resources we have—that is, by focusing on reducing, reusing, and recycling.

Long-Term Environmental Vision/ Environmental Management

LEARN MORE

Click on a topic area to learn more.

- The Meiji Group Long-Term Environmental Vision
- Environmental Management

Climate Change

LEARN MORE

Click on a topic area to learn more.

- Our Climate Change Targets
- Position on Climate Change
- Reduce CO_2 Emissions
- Promotion of Renewable Energy
- Eliminate Specific CFCs

Circular Economy

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- Circular society Targets
- Waste/ Recycled Amount
- Container and Packaging Life Cycle Management
- Reduction of Food Loss
- Reduce Final Disposal Volume

Water

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- Water Resources-Related Targets
- Position on Water Resources
- Water Risk Survey Results
- Water Usage Volume Results
- Secure Water Resources

Biodiversity

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- Targets for Biodiversity Conservation Activities
- Approach to Biodiversity
- Protect Local Biodiversity
- Avoid Forest Depletion and Deforestation

Pollution Prevention

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Click on a topic area to learn more.

- Position on Pollution Prevention
- Establishing of Pollution Prevention Guideline
- Chemical Substance Management
- Preventing Water Pollution
- Preventing Air Pollution
- Preventing Soil Pollution

Long-Term Environmental Vision/ Environmental Management

The Meiji Group Long-Term Environmental Vision

The Meiji Group Long-Term Environmental Vision "Meiji Green Engagement for 2050"

A Healthy Future. For People. For the Earth

The Meiji Group relies on the bounty of nature, including raw milk, cocoa, lactobacillus and microorganisms. We believe it is our duty to live in harmony with the environment and coexist with nature. However, issues such as climate change threaten the sustainability of global environment. The biodiversity provides us the bounty of nature we enjoy, now it is in a crisis. To respond to such crisis we formulated a long-term environmental vision. We are committed to achieving coexistence with nature by engaging in global environmental issues.

The Meiji Group places the importance on delivering health through food and pharmaceutical, creating even more smiles for all. We continue creating value that goes one step further to realize a healthy future for people and the Earth.

Climate Change

Water

Circular Economy

Pollution Prevention

Climate Change

Society has become more concerned about the impact of global warming on the intensity of natural disasters and damage to biodiversity. Businesses are being asked to reduce greenhouse gas emissions to help build a decarbonized society. The Paris Agreement, an international framework for addressing climate change, requires efforts to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial revolution levels.

The Meiji Group aims to further mitigate its impact on the global environment, considering the aspirational target of the Paris Agreement to keep the temperature increase below 1.5 degrees Celsius. Accordingly, we have set a goal to become carbon neutral by 2050, eliminating all greenhouse gas emissions throughout our entire supply chain.

Climate Change

Our goals

Eliminate all CO_2 and other greenhouse gas emissions throughout our entire supply chain by 2050 (carbon neutral)

Use 100% renewable energy in facilities by 2050

CARBON NEUTRALITY BY 2050

Water

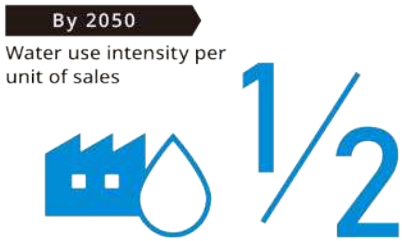
The world's population is estimated to reach 9.7 billion by 2050.[1] Consequently, the demand for water is likely to increase by some 55%[2] to keep up with the demand due to increase in food production and economic activities as a result of population growth. A total of more than 40%[2] of the global population may lose adequate access to enough water due to climate change and the resulting chronic water shortages.

Water is a finite resource. To ensure the sustainability of this limited resource, the Meiji Group aims to become water-neutral. To accomplish this goal, we will engage in initiatives that include reducing water use intensity per sales unit by half and cultivating water resources.

1. United Nations, Department of Economic and Social Affairs, Population Division. World Population Prospects 2019 (Medium Variant)
2. Organization for Economic Co-operation and Development (OECD). OECD Environmental Outlook to 2050

Water

Our goals



Reduce water use intensity per unit of sales by 50% by 2050 compared with FYE March 2021

Restore 100% of the water used as raw material for products by 2050 (water-neutral)

Address to reduce water risks in and around facilities and where we procure raw materials

Circular Economy

Although the natural capital of the earth is finite, we have wasted and discarded them for a long period. These negative activities have led to climate change, deforestation, marine plastic pollution, and numerous other environmental issues. The world must improve the sustainability of natural capital. Because the Meiji Group enjoys the bounty of nature and uses natural capital in products and packaging, we must transition to a circular economy.
To achieve this goal, we should minimize the usage of natural capital by recycling and reusing resources, not to mention achieving zero waste. We will take on the challenge of reducing our environmental impact as close to zero as possible all the way through product design to disposal.

Circular Economy

Our goals

Achieve zero waste in the manufacturing process

Use recycled materials in containers and packaging to minimize the use of natural capital

Pollution Prevention

As a result of prioritizing economic growth over the global environment, modern society suffers from air, water, and chemical pollution. As we are breathing polluted air and consuming contaminated food in our daily lives, the health risks are increasing.
The Meiji Group delivers health to the people in the world, and we believe we can build a world that doesn't suffer from pollution. Thus, we are committed to achieve zero pollution throughout the Meiji Group supply chain.

Water

Our goals

Pollution caused by chemical substances

Strive to achieve zero pollution due to chemical substances originating from our business activities

Initiatives to resolve environmental pollution-related issues

Strive to resolve environmental pollution-related issues throughout our supply chain

Environmental Management

Environmental Policy

The Meiji Group established the Meiji Group Environmental Policy. We recognize that our business operations originate from the bounty of nature, will contribute to the creation of a sustainable society.

Meiji Group Environmental Policy

Environmental Management System

There is The Group Environmental Meeting, which is made up of representatives from our Food segment and Pharmaceutical segment as well as the sustainability representatives from Meiji Holdings. Under this system, the Meeting sets a long-term vision, plans specific measures as well as carries out risk management, and essentially oversees the environmental management for the whole Group.

Past Environment-Related Deliberation Topics at the Group Sustainability Committee

- Progress toward CO reduction targets
- Identifying the state of water risks in Japan and overseas, and exploring prioritization of areas to be addressed
- Checking progress toward achieving water consumption reduction targets

Environmental Data Management System

In October 2019, Meiji Group introduced a cloud-based environmental data management system to identify the integrated environmental impact in overall operating sites of the domestic Meiji Group and accurately and quickly track our performance against targets. Using this system we can reduce input errors and thus collect and calculate data efficiently. Accordingly, we have introduced the system in our overseas operating bases from October 2020.

Certification Status of ISO14001
(As of April 1,2024)

The Meiji Group is promoting attainment of the ISO14001 environmental management certificate for its production sites. We have attained for multi-site certification across all production sites in Japan at FY 2021.

List of Certification Status of ISO14001

Response to environmental laws and accidents

At the Meiji Group, there were no violations, fines related to environmental laws and regulations during FY2024. There have been no lawsuits related to environmental issues. Regarding past major environmental accidents, we have identified the causes and taken appropriate remedial actions.

Number of environmental accidents and regulation violations

	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Number of environmental regulation violations	0	0	0	0	0
Number of major environmental accidents	2	1	0	1	0

Approach to climate change and TCFD initiatives

The business of Meiji Group is based on the abundant gifts of nature, so natural capital is an important management resource for us. We also recognize that climate change has a significant long-term impact (risks and opportunities) on our business activities and that it is an important management issue for the Group. At the same time, international frameworks such as the Paris Agreement and the Sustainable Development Goals (SDGs) are calling for increased efforts to address climate change. We are therefore implementing climate change initiatives to contribute to these international efforts by helping to realize a decarbonized society in line with our Meiji Group Sustainability 2026 Vision.

The Meiji Group agreed to join the Task Force on Climate-Related Financial Disclosures (TCFD), which was established by the Financial Stability Board* in 2019. We also joined the TCFD Consortium, which was established by the Ministry of Economy, Trade and Industry, the Ministry of the Environment, and the Financial Services Agency as a place for collaboration among supporting companies, financial institutions and others. We also established the Group TCFD Committee, which comprises relevant divisions from Meiji Holdings and its Group companies Meiji Co., Ltd. , Meiji Seika Pharma and KM Biologics, and started implementing TCFD initiatives from 2019. The purpose of this committee is to reflect climate change-related long-term risks and opportunities in our business

activities, as a member of the TCFD scenario analysis project organized by the Ministry of the Environment.

The Group TCFD Committee analyzes climate change related risks and opportunities, develop countermeasures, and manage progress of each initiative.

The Board of Directors, the Executive Committee, and the Group Sustainability Committee discuss the results of these analyses and we strengthened our systems for reflecting the results in our business activities.

In FY2021 the newly established Risk Management Department took part in the Group TCFD Committee. Their efforts strengthened Meiji Group's governance, as well as our institutional ability to respond to important climate change related risks and opportunities.

With regard to scenario analysis, in FY 2020 we performed analysis of the following key areas: dairy ingredients, cocoa, antibiotic drugs (5 Domestic Key Drugs), and vaccines. At the same time, we expanded the scope of analysis to include the entire Meiji Group, further improving our resilience to climate change.

In FY2021, the Risk Management Department took part in the Group TCFD Committee. Their efforts strengthened Meiji Group's governance by helping to establish institutions to respond to important climate change related risks and opportunities.

In addition to the 2°C and 4°C scenarios, in FY2021 we conducted a new 1.5°C scenario analysis, strengthened our analysis of impact for major raw materials, and deeply probed opportunities to further enhance our resilience to climate change. In FY2022, we have begun specific initiatives based on the analysis conducted in FY2021 and disclosed some of them. In FY2023, we recalculated the financial impact for the 1.5 degree and 4degree scenarios. In particular, the flood risk for a 4degree scenario was calculated with reference to the guidelines set out by the Ministry of Land, Infrastructure, Transport and Tourism. Since FY 2024, we have been disclosing our climate change measures by categorizing them into mitigation and adaptation.

Climate Change-related Group Sustainability Promotion System

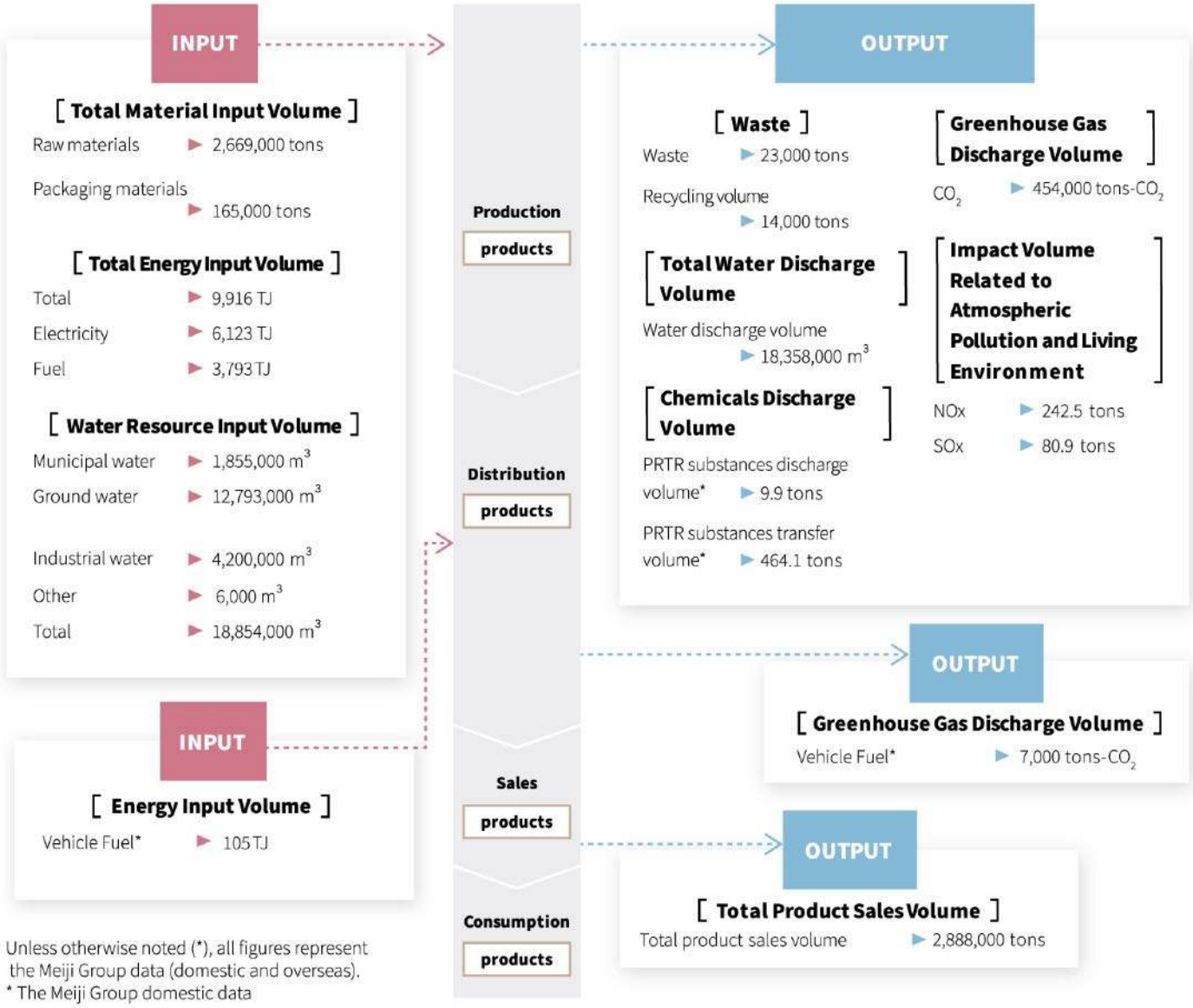
* An international organization of representatives of central banks, financial supervisory agencies, and finance ministries.

FY2024 The Meiji Group TCFD Initiative
FY2023 The Meiji Group TCFD Initiative
FY2022 The Meiji Group TCFD Initiative
FY2021 The Meiji Group TCFD Initiative
FY2020 The Meiji Group TCFD Initiative
Aug–Oct 2019: Practical guide for Scenario Analysis in line with the TCFD recommendations, a Ministry of the Environment support program for companies to analyze their own climate risks and opportunities in line with the TCFD recommendations (PDF 27MB)
Water Risk Survey Results

Adopted an Internal Carbon Pricing System

The Meiji Group has adopted internal carbon pricing (ICP) system for the Meiji Group's capital investments in energy-saving equipment and other equipment that contribute to reducing CO_2 emissions. We have set our internal carbon price at (15,000 yen/t-CO_2).
An internal carbon price is applied to estimate the cost of CO_2 emissions. We use the calculated costs as one of the decision criteria for capital investment plans that entail an increase/decrease in CO_2 emissions. By adopting this system, we can now measure financial impact and reduce CO_2 emissions.

Material Balance (FYE 3/2025)



Establishment of the framework for ESG investment of 50.0 billion yen (plans for FYE 3/2025 ~ FYE 3/2027)

Priorities(Environment)	Details of Investment
Reduction of CO_2 emissions	1. Installation of or updating to highly-efficient energy-saving equipment 2. Installation of solar panels, etc.
Measures against CFC	1. Installation of or updating to CFC-free refrigerators and freezers, etc.
Reduction of Plastic Usage	1. Reduction in weight of packaging, introduction of equipment enabling reuse 2. Introduction of environmentally conscious packaging equipment
Securing Water Resources	1. Introduction of equipment to reuse the water used for washing in production process 2. Improvement of water quality, introduction of equipment for making use of rain water, etc.

Response to CDP (Only in Japanese)

* Date of response: September 17, 2025

Climate Change

Our Climate Change Targets

Meiji Group 2026 Medium-Term Management Plan

Materiality: Climate change

Data target range or company leading initiatives
1, 3: Meiji Holdings Co., Ltd. and its 31 subsidiaries and affiliates
2: Meiji Holdings Co., Ltd. and its 32 subsidiaries and affiliates

Last Updated: August 19, 2025

	Major initiatives	Metrics	Results	Targets	Medium to long-term targets	
			FYE March 2025	FYE March 2027	FYE March 2031	FYE March 2051
1	Reduce Scope 1 and 2 CO_2 emissions by strengthening energy saving and energy creation activities, utilizing carbon credits, etc.	Scope 1, 2 emissions reduction rate (compared to FYE March 2020 as year of reference)	25.1%	32% or more	50% or more	Net-Zero
2	Reduce CO_2 emissions in Scope 3 by reducing GHG emissions in dairy farming, reducing the amount of packaging materials used, and strengthening collaborations with suppliers, etc.	Scope 3 emissions reduction rate (compared to FYE March 2020 as year of reference) * Categories 1, 4, 9, 12 (procurement/logistics/disposal)	11.1%	15% or more	30% or more	

3	Promote the transition to renewable energy by expanding the adoption of solar power generation equipment and strengthening the use of electricity derived from renewable energy	Renewable energy ratio * Ratio: Percentage of total power consumption	24.2%	30% or more	50% or more	100%

Scope 3 Category 1 is calculated based on the weight of purchased raw materials multiplied by the IDEA emission intensity from FY2022. The amount of price of purchased raw materials was used to calculate Scope 3 Category 1 until FY2021.
Due to the addition of Meiji Food Material Co., Ltd. and Meiji Feed Co., Ltd. to the scope of coverage from FY2023 and contract manufactured products and purchased products from FY2024, KPI progress is calculated by including the performance figures for Scope 3 Categories 1, 4, and 9 of Meiji Food Materia Co., Ltd. and Meiji Feed Co., Ltd. and contract manufactured products and purchased products in FY2019.

Position on Climate Change

The impact of global warming from climate change has resulted in a number of abnormal weather phenomena, including heat waves, dry spells, and concentrated heavy rains. These have caused great damage to the natural environment, including droughts and flooding. The Meiji Group recognizes climate change as a crucial social issue that must be resolved. This is because the Group's business operations originate from the bounty of nature through our value chain.

Meiji Group has set CO_2 emissions reduction targets for fiscal years 2030 and 2050 across its entire value chain. The Meiji Group's greenhouse gas (GHG) emissions reduction targets "SBT Net-Zero[1] and FLAG[2]" were approved by Science Based Targets (SBT) initiative, a global initiative, on July 5, 2025.

The Meiji Group supports the Paris Agreement, and Japanese laws pertaining to climate change, such as the Act on the Rational Use of Energy and the Act on Promotion of Global Warming Countermeasures, and reports on its progress toward achieving medium- and long-term targets for greenhouse gas emissions and energy consumption every fiscal year.

To encourage greater CO_2 reductions, we introduced an internal carbon pricing system in October 2021. Looking to the future, our efforts to mitigate climate change will continue, and we will focus on introducing energy-saving measures, making use of solar power technology, and purchasing electricity from renewable sources and reducing Scope 3 emissions through collaboration with suppliers and production sites. Meiji Group's target is to attain carbon neutrality by 2050, and we will continue to work towards further reducing greenhouse gas emissions.

1 Net-Zero is the concept of reducing greenhouse gas emissions to virtually zero.
2 FLAG stands for Forest, Land and Agriculture, and since these uses account for more than 20% of global GHG emissions, we have established GHG reduction targets specifically for forests, land, and agriculture.

CARBON NEUTRALITY BY 2050
FY2023 The Meiji Group TCFD Initiative
Related release (July 31, 2025)

CARBON NEUTRALITY BY 2050

Participation in trade associations and Initiatives

The Meiji Group is a member of the Japan Food Industry Center and actively participates in its Sustainability Committee. This center submits policy proposals to the government on critical issues facing the food industry, aiming to promote its healthy development. Through these activities, we are indirectly lobbying government policies on key issues.
Additionally, to stay abreast of the latest information on climate change, we actively participate in seminars organized by government agencies such as the Ministry of Economy, Trade and Industry, the Ministry of the Environment, and the Ministry of Agriculture, Forestry and Fisheries, as well as industry associations. This ensures that our climate change strategies remain consistent with national and industry trends.
Furthermore, we regularly check our climate change strategies and the activities of the organizations we affiliate to ensure alignment between them. If any discrepancies are identified, they are discussed and resolved in the Group Environmental Conference, which is linked to the Group Sustainability Committee chaired by our CEO. This process ensures consistency between our climate change policies and the positions of the organizations we affiliate.

Reduce CO_2 Emissions

Energy Usage[1]

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Energy consumption volume (Japan)		oil:10,000 kL	24.8	24.0	23.5	21.5	20.5
		TJ	9,766	9,424	9,236	8,315	7,956
	Per unit of sales[2]	TJ/hundred million yen	0.9	0.9	1.0	0.9	0.9
Energy consumption volume (Global)	Electricity consumption	MWh	631,404	772,659	760,199	757,827	774,189

CO_2 Emissions (Scope 1, 2)[1]

	Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Japan	ten thousand tons of CO_2	46.9	43.7	42.4	36.5	34.9
Overseas	ten thousand tons of CO_2	9.4	9.9	9.1	10.6	11.2
Total	ten thousand tons of CO_2	56.3	53.6	51.5	47.1	46.2
Per Unit of Sales[2]	t-CO_2/hundred million yen	47.2	44.8	48.4	42.7	40.0

Scope 1[1]

(Unit: ten thousand tons of CO_2)

	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Japan	21.5	22.1	20.5	17.7	17.3
Overseas	2.4	2.4	2.4	3.2	2.8
Total	23.9	24.5	22.9	20.9	20.0

Scope 2[1]

(Unit: ten thousand tons of CO_2)

	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Japan	25.4	21.6	21.9	18.8	17.7
Overseas	7.0	7.5	6.6	7.5	8.5
Total	32.4	29.1	28.5	26.3	26.1

Scope 3[3]

(Unit: ten thousand tons of CO_2)

Category	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Japan	294.8	302.7	348.4	420.5	415.3
Overseas	18.7	20.0	42.1	46.0	48.9
Total	313.5	322.7	390.5	466.5	464.2

1. Applies to Meiji Group (domestic Meiji Group and 15 overseas production companies [14 companies in FYE 3/2021, 15 companies in FYE 3/2022, 14 companies in FYE 3/2023, 15 companies in FYE 3/2025]).Until the fiscal year 2023, the performance of overseas group companies was aggregated based on the calendar year, from January to December. Starting from the fiscal year 2024, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.
2. The unit factors for FYE 3/2022 results and earlier are calculated from consolidated sales before applying the "Accounting Standard for Revenue Recognition". The unit factors for FYE 3/2023 and beyond are calculated from consolidated sales after applying the "Accounting Standard for Revenue Recognition".
3. From FYE 3/2024 results, Meiji Food Materia Co., Ltd. and Meiji Feed Co., Ltd. have been added to the scope of categories 1, 4, and 9. From EYE3/2025 results, contract manufactured products and purchased products have been added to the scope of categories 1, 4, and 9.

Click here for the CO_2 emissions (to ESG data)

Improved Environmental Data Management

We continue to improve our environmental data management system, which provides evidence of our initiatives dealing with climate change and global warming. In addition to consolidated group data collection and disclosure, we have an independent entity draft group management standards and perform audits to verify our environmental management system operations, as well as improve our data transparency and reliability.

Independent practitioner's assurance

We have obtained the independent practitioner's assurance for the energy consumption volume (Global), the CO_2 emissions Scope 1 (Global), the CO_2 emissions Scope 2 (Global) and the CO_2 emissions Scope 3 Category 1 (Japan) in FY2024 by Ernst & Young ShinNihon LLC to improve the reliability of the data.

Environmental Data FYE 3/2025 (as of August 7, 2025)
Independent Practitioner's Assurance Report (dated August 7, 2025)

Promotion of calculation of the carbon footprint of product (CFP)[1]

The Meiji Group calculates and visualizes GHG emissions in each process to help prioritize initiatives.

As specific initiatives for the dairy sector, we used methods unparalleled within the Japanese dairy industry to calculate CFP (for Meiji Organic Milk). In addition to referencing the Environmental Product Declaration (EPD), a program operated based on international standards, and guidelines issued by the International Dairy Federation (IDF) global Carbon Footprint standard for the dairy sector, we also used actual data from dairy farmers. In the confectionery sector, we participated in the Ministry of the Environment’s model business for the carbon footprint initiatives of product and services.

As part of those initiatives, we calculated our CFP for Meiji Milk Chocolate （50g） based on ISO14067.

Moving forward, we will expand CFP calculations to other products and make efforts to reduce GHG emissions with the knowledge gained from these initiatives.

1 The calculation and disclosure of greenhouse gas (GHG) emissions throughout the life cycle of products and services.

The IDF global Carbon Footprint standard for the dairy sector

Meiji Organic Milk

Meiji Milk Chocolate（50g）

Meiji Begins Initiatives to Visualize CO_2 Emissions from Meiji Milk Chocolate
Started to Calculate the Carbon Footprint of Milk Production, the First Effort in Japan

Energy-Saving Measures

In order to help fight climate change, we are employing energy-saving measures throughout our entire business operation. Our production sites are continuing efforts to make use of and introduce new low-CO_2 emission fuels and high-efficiency equipment.

Introduction of Highly Efficient Energy-Saving Equipment

In order to mitigate the impact on the global environment, we are working on energy saving. As part of the initiatives, we are installing highly efficient energy-saving equipment at some of our production plants. Additionally, along with the modification in how we use our equipment, we are aiming for improvements to our operational efficiency, as well as even greater future energy savings.

Energy-efficient transformer at Meiji Seika Pharma's Gifu Plant

Eco-Friendly Logistics Initiatives Such as the Introduction of Modal Shift

The Meiji Group is aiming to reduce energy consumption and carbon emissions by increasing the efficiency of its delivery vehicles.
For urban areas, this involves working to increase the carrying capacity of our trucks. For rural areas, we are working to increase delivery efficiency by sharing deliveries with other manufacturers.

In addition to this, we are focusing on carrying out a transportation modal shift. By moving away from truck-based transportation and towards railway and maritime transportation for our deliveries from Hokkaido to the Tokyo, Nagoya, Osaka areas, we achieved a modal shift rate of 9.6% in FY2023.

We are working to reduce electricity consumption at our transportation centers and distribution warehouses by switching from mercury lighting and fluorescent lighting to LED technology.

Additionally, we are aiming at a reduction in energy usage through switching from CFC refrigerants in our refrigerated warehouses, in favor of highly efficient natural refrigerants, as well HFCs.

Changeover to Low-Emission Vehicles; Fleet Reductions

We began changing our delivery trucks and sales vehicle fleets to eco cars in FY2012. We have also cut down the size of our sales vehicle fleet.

Click here for the Use of eco-friendly car (to ESG data)

Reduction of Scope 3 Emissions

It will be difficult to achieve carbon neutrality through initiatives of the Meiji Group alone, so we will work together with suppliers and producers to reduce CO_2 and other GHG emissions. At present, we are engaging with some ten primary suppliers with whom we have set CO_2 reduction targets and have established a system for ascertaining the status of initiatives. Additionally, we are also working with producers upstream in the supply chain.

Action for raw milk and dairy ingredients

The Meiji Group is striving to achieve sustainable dairy farming by working to improve social issues impacting the dairy industry. The GHG emissions resulting from dairy farming (the methane and nitrous oxide (N_2O) resulting from cow belching and cow manure) are a social issue. In addition to promoting reductions in GHG emissions, we are aiming to link initiatives to sustainability in the dairy farming industry by positioning reduction initiatives as a new revenue source for dairy farmers.

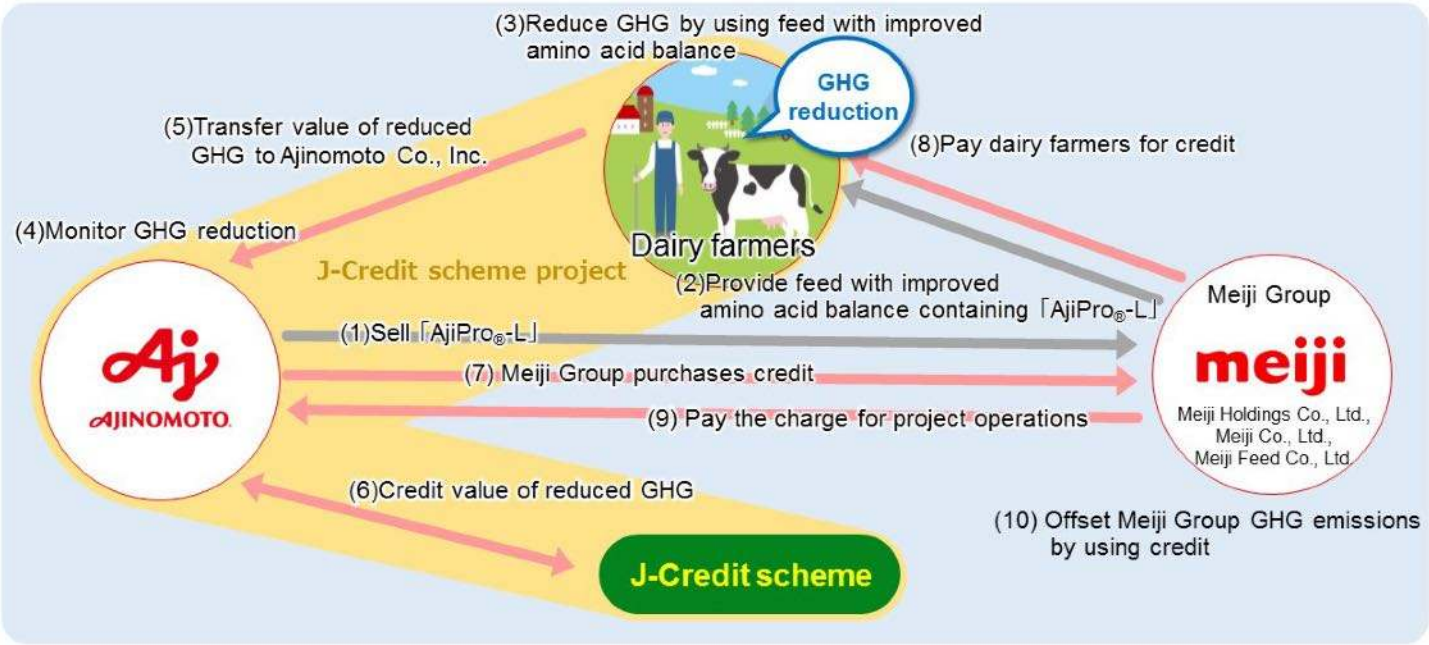
As part of those efforts, we launched initiatives aimed at reducing N_2O derived from manure produced during dairy farming and maintaining the livelihoods of dairy farmers using amino acid-balanced feed, one of the methodologies defined in the J-Credit Scheme[1]. In August 2023, we participated in the "Doto Carbon Farming Study Group" which promotes carbon farming[2] in Betsukai Town, Japanese largest milk producer, as a verification field to reduce GHG emissions in dairy.

1 A national program for recognizing credits based on CO_2 emission reductions through the installation of energy-saving facilities and the adoption of renewable energy as well as CO_2 absorption achieved through appropriate forestry management.

2 An agricultural method that aims to reduce GHG emissions by capturing CO_2 from the atmosphere into the soil and improving the quality of soil. In 2021, the European Commission announced the results of a two-year research study conducted from 2018 on the creation of a scheme to promote carbon farming, which has attracted attention as an activity to reduce GHG emissions reduction and absorption activities in the agriculture, forestry, and livestock industries.

Overview of initiatives

From March 2023, The Meiji group are collaborating with Ajinomoto Co., Inc. to launch a project aimed at reducing N_2O derived from manure produced during dairy farming via the J-Credit methodology. Using amino acid- balanced feed enables dairy cows to absorb nutrients more efficiently than conventional feed, limiting the N_2O emitted from manure due to the excess nutrients. The reduced GHG emissions will be converted to Credits and purchased by the Meiji Group. We will connect the credits to new revenue sources for dairy farmers and offset GHG emissions related to dairy farming along our entire value chain. We will use these initiatives as a opportunity for expanding future collaborations and promoting GHG reductions.



<Business model based on the J-Credit Scheme>

The Meiji Group and Ajinomoto Co., Inc. started a collaboration to realize sustainable dairy farming

<The activities of the Doto Carbon Farming Study Group>

The Meiji Group has established the "Doto Carbon Farming Study Group" (hereinafter referred to as "Doto CF Study Group") with General Incorporated Association Doto SDGs Promotion Council[1] in order to promote initiatives that lead to GHG emissions reduction in dairy. The Doto CF Study Group will promote evaluation, research, and practice of "Carbon Farming" in Betsukai Town, Hokkaido, the largest milk producer in Japan. The Doto CF Study Group will contribute to the realization of sustainable dairy by increasing GHG storage in soil . This will be the first initiative in Japan in which the local community, local residents, and dairy manufacturers will collaborate to experiment with carbon farming from the dairy and propose to society how the dairy should be in the future. In September 2023, we started a survey of carbon sequestration in the soil at the farms of members of the General Incorporated Association Doto SDGs Promotion Council.

The members of the Doto CF Study Group, including the Meiji Group, also participate in the "Hokkaido

Carbon Farming Promotion Council " established (May 25, 2023) by the Department of Agriculture, Hokkaido Government as a forum for information exchange and collaboration among a wide range of stakeholders, including producers, industry, academia, government, and financial institution, with the aim of decarbonizing agriculture in Hokkaido. Through this council, the spread of carbon farming is expected to expand throughout Hokkaido.

Kick-off meeting at Betsukai Town Hall on July 14, 2023

1. Established in 2018 in the East Hokkaido area, which holds the key to Japan's dairy production, as a voluntary organization of volunteers who are working on spreading awareness of the SDGs in the region.
   - Address: 307-2, Nakaharubetsu, Betsukai-cho, Notsuke-gun, Hokkaido
   - Representative: Chairman: Katsushi Nakayama (Representative Director and Chairman, Nakayama Farm CO., Ltd.)
   Secretary General: Teruji Yamamoto (Owner, CEO , Yamamoto Farm)
   - Established: June 2023

Action for Cocoa

We participate in the Cocoa & Forests Initiative, a global partnership for the protection and restoration of forests, and work with the government of Ghana and related organizations to aid forest conservation. In addition, we are working with cocoa farmers in Tomé-Açu, Brazil, to promote agroforestry farming*, a form of agriculture that creates forests, in our forest conservation work.
As Meiji Cocoa Support, our unique cocoa farmer support program, we donate wells, distribute free seedlings, and provide guidance on farm management, activities leading to the conservation of forests that will sequester CO_2.

*"Agroforestry farming:" A combination of the words "agriculture" and "forestry." This is an agricultural method in which a diverse set of agriculture and forestry is cultivated in keeping with the natural ecosystem on land after trees have been harvested.

Click here for Meiji Cocoa Support > Efforts to Stop Deforestation

Action for Palm oil

Promoting replacement to RSPO-certified palm oil

We have achieved 100% replacement to palm oil certified by the Roundtable on Sustainable Palm Oil (RSPO) by FY2023. This helps prevent deforestation, thereby promoting CO_2 capture.

Action for Plastic

By reducing the weight of plastic containers and packaging, we are working to reduce CO_2 emissions during product manufacturing, delivery, and disposal. We are also working with suppliers and others to switch their container and packaging raw materials from fossil fuel-derived plastics to recycled plastics and bioplastics, which have a smaller environmental impact, while still ensuring product quality.

In February 2021, we began blending bioplastics into straws, plastic cups, and other containers and packaging. Furthermore, from July 2022, we will gradually switch to bioplastics for use in the caps of Meiji Oishii Gyunyu and other products. As a result, we aim to reduce CO_2 emissions from containers by approximately 10% to 15%* compared to conventional methods.
*Our CO_2 reduction rate is certified by Carbon Trust.

Action for paper raw materials

By FY2023, we have switched 100% of product containers and packaging materials to eco-friendly paper raw materials (FSC® -certified or other forest certified paper, including recycled paper). This helps prevent deforestation, thereby promoting CO_2 capture.

* FSC® (Forest Stewardship Council®): An NPO for global forest management, dissemination, and certification

Adopted an Internal Carbon Pricing System

The Meiji Group has adopted internal carbon pricing (ICP) system for the Meiji Group's capital investments in energy-saving equipment and other equipment that contribute to reducing CO_2 emissions. We have set our internal carbon price at (15,000 yen/t-CO_2).
An internal carbon price will be applied to estimate the cost of CO_2 emissions. We will use the calculated costs as one of the decision criteria for capital investment plans that entail an increase/decrease in CO_2 emissions. By adopting this system, we can now measure financial impact and reduce CO_2 emissions.

Promotion of Renewable Energy

Renewable power sources like solar, wind, and biomass power not only help reduce consumption of non-renewable resources like petroleum, they also help us curtail emissions of greenhouse gases like CO_2. The Meiji Group is helping to fight climate change through various energy-related initiatives.

Introduction of renewable energy generation facilities, including solar generators

The Meiji group are working to reduce our CO_2 emissions by installing renewable energy generation facilities, such as solar panels. As of March 31, 2025, 22sites in Japan and overseas are using electricity from renewable energy sources such as solar and wind power generation. The annual reduction in CO_2 emissions from solar power generation facilities amount to 5,424 t- CO_2 in FY2023. We are planning further installation of renewable energy generation facilities in the future, both in Japan and abroad.

Sites Fitted with Solar Power Generating Equipment in FY2023

Moriya Plant (Operations commenced in July 2024.)

Purchase of electricity from renewable sources

We are also systematically purchasing electricity from renewable sources.
From 2018, Medreich Limited (India) has been purchasing electricity generated by solar technology.
From 2019, Medreich PLC (United Kingdom) has been purchasing 100% of its electricity from wind-power generated sources.
From April 2021, Aichi Plant of Meiji Co., Ltd. ,and from April 2022,Tokai plant began purchasing 100% renewable electricity.

Click here for the CO_2emission reduction by use of solar power (to ESG data)

Use of bioenergy

Sakado Plant of Meiji Co., Ltd. and Meiji Chewing Gum make use of methane biogas as fuel, for example in its boilers.
In addition, at Meiji Co., Ltd. Tokachi Factory, we installed equipment that uses methane fermentation to treat wastewater from whey residue generated during cheese production. The introduction of this equipment is expected to reduce the annual amount of industrial waste at the Tokachi Plant by approximately 54%* and CO_2 emissions by approximately 5.9%*.

* Compared to FY2021

Eliminate Specific CFCs

Promotion of Converting from CFCs to Natural Refrigerants, As Well As HFCs

The use of CFCs has become an important issue, due to their ability to trigger ozone depletion, thus greatly speeding up climate change.

Following the guidelines of the Montreal Protocol, we perform periodic inspection of facilities that make use of CFCs, in order to reduce the risk of CFC leakage. At the same time, as part of our climate change initiatives, we are continuing to switch over from CFCs to natural refrigerants.

We are working to completely eliminate CFC-using equipment by FY2030.

Cases of Switching to Natural Refrigerants

The Meiji Group is aiming to further reduce CO_2 emissions by introducing new energy-saving machines that use natural refrigerants. We are actively making use of subsidies from the Ministry of the Environment for this

purpose.

Meiji Co., Ltd.

- FYE 3/2016: Kyoto plant, Gunma plant
- FYE 3/2018: Kyushu plant
- FYE 3/2019: Kyoto plant, Moriya plant, Tokai Meiji
- FYE 3/2020: Kanagawa plant, Moriya plant, Nagano depot, Tokai Meiji
- FYE 3/2021: Toda Plant, Tokai Plant, Shikoku Meiji(Kagawa Plant)
- FYE 3/2022: Moriya Plant,Nagano Cheese Plant
- FYE 3/2023: Osaka Plant, Gunma Nutritionals Plant, Kansai Plant,Kansai Ice Cream Plant,Kyoto Plant,Saitama Plant, Wakkanai Plant, Toda Plant
- FYE 3/2024: Kansai Plant, Kyoto Plant, Nagano Cheese Plant, Kyushu Plant, Toda Plant

* Several location names appear repeatedly due to sequential conversion from CFC refrigerants to natural refrigerant-using machines

Meiji Seika Pharma

- No cases after FY2015

KM Biologics

- FYE 3/2016: Kumamoto plant
- FYE 3/2022: Kumamoto Production Center,Kikuchi Reserch Center,Koshi Production Center,Aso Production Center
- FYE 3/2023: Kumamoto Production Center,Kikuchi Reserch Center,
- FYE 3/2024: Kumamoto Production Center

Click here for the Reduction of CFC-using (to ESG data)

Circular Economy

Circular Economy Targets

Meiji Group 2026 Medium-Term Management Plan

Materiality: Circular Economy

Data target range or company leading initiatives
1: 7 domestic subsidiaries
2, 3: 5 domestic subsidiaries in the Food Segment
4: Meiji Co., Ltd.
5, 7: 11 domestic subsidiaries and affiliates in the Food Segment
6: 15 domestic subsidiaries and affiliates

Last Updated: August 19, 2025

	Major initiatives	Metrics	Results	Targets	Medium to long-term targets	
			FYE March 2025	FYE March 2027	FYE March 2031	FYE March 2051
1	Promote the reduction of plastic containers and packaging while promoting R&D for environmentally friendly materials	Rate of reduction for plastic use (total volume) (compared to FYE March 2018 as reference year)	TBC	25% or more	30% or more	

2	Reduce the amount of virgin plastic used by increasing the use of recycled plastics and biomass plastics	Rate of reduction for virgin plastic use (compared to FYE March 2018 as reference year)	TBC	40% or more	50% or more	100%
3	Increase the ratio of recycled plastic used in PET bottles	Percentage of recycled PET used	TBC	70% or more (FYE March 2026 target)	100%	
4	Reduce food loss by improving supply and demand accuracy to reduce defective inventory, extending best-before dates, and indicating best-before dates in months and years	Rate of reduction for product waste in the food segment (compared to FYE March 2017 as reference year)	25.0%	50% or more (FYE March 2026 target)		
5	Promoting food waste reduction along the supply chain from production (disposal of raw materials, etc.) to sales (disposal of returned products)	Reduction rate of food loss (compared to FYE March 2024 as year of reference) * Per unit of net sales	30.7%	50% or more (FYE March 2031 target)	50% or more	
6	Reduce final disposal volume by decreasing waste generation at factories, etc.	Recycling rate	85.5%	90% or more		Zero emissions
7	Reduce food waste by recycling residual animal and plant waste (conversion into feed, fertilizer, methane fermentation, etc.)	Food recycling rate for the food segment	96.5%	95% or more		

Waste/ Recycled Amount

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Waste amount[1]	Japan	ten thousand tons	2.6	2.4	2.4	2.2	1.6
	Per unit of sales (Japan)	tons/hundred million yen	2.4	2.2	2.5	2.3	1.6
	Global[2]	ten thousand tons	3.0	2.8	2.7	2.7	2.3
	Per unit of sales (Global)	tons/hundred million yen	2.5	2.3	2.5	2.4	2.0
Hazardous waste emissions		ten thousand tons	0.2	0.1	0.1	0.1	0.2
Recycled volume[1]		ten thousand tons	2.0	2.0	2.0	1.9	1.4
Final disposal volume (landfill)		ten thousand tons	0.1	0.1	0.1	0.1	0.1
Reduction of food product waste		%	△29.3	△34.1	△31.5	△26.8	△25.0
Total weight of all food loss & waste		ten thousand tons	-	-	-	2.5	2.0
Total weight of food loss & waste recycled		ten thousand tons	-	-	-	2.4	1.9
Total weight of food loss		tons	-	-	-	978	689
	Per unit of sales	tons/hundred million yen	-	-	-	0.12	0.08
Reduction of plastic usage		%	△11.7	△16.0	△18.3	△22.1	TBC

Unless otherwise noted, the data refers to the domestic Meiji Group (consolidated and equity-method affiliates).
The unit factors for FYE 3/2022 results and earlier are calculated from consolidated sales before applying the "Accounting Standard for Revenue Recognition."
The unit factors for FYE 3/2023 and beyond are calculated from consolidated sales after applying the "Accounting Standard for Revenue Recognition."
Until the fiscal year 2023, the performance of overseas group companies was aggregated based on the calendar year, from January to December. Starting from the fiscal year 2024, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.

1. Only applies to industrial waste generated from production-related sites.
2. Meiji Group (domestic Meiji Group and 15 overseas production companies [14 companies in FYE 3/2021, 15 companies in FYE 3/2022, 14 companies in FYE 3/2023, 15 companies in FYE 3/2025]).

Click here for Circular Economy (to ESG data)

Independent Practitioner's Assurance

We have obtained the independent practitioner's assurance for the waste amount (Japan) in FY2024 Ernst & Young ShinNihon LLC to improve the reliability of the data.

Environmental Data FYE 3/2025 (as of August 7, 2025)
Independent Practitioner's Assurance Report (dated August 7, 2025)

Container and Packaging Life Cycle Management

Packaging plays an important role in protecting the quality of food and pharmaceutical products, as well as in providing product information to consumers.

The Meiji Group designs the packaging in an environmentally friendly manner. To minimize the input of new resources, we reduce the amount of materials used and devise product packaging that is easy to recycle. In addition to the 3Rs (Three Rs), we work actively to utilize recycled materials and materials made from plant-derived sources and other renewable resources, pursuing “Renewable” as a fourth “R.”

We select plastics, paper, glass, aluminum, steel, and other optimal materials in conjunction with the nature of the product in question, striving to ensure all packaging are sustainable. We also pursue research and development to enhance the functionality of packaging and quality retention to extend shelf life and provide other benefits.

Further, we strive in collaboration with the government and other external parties to establish systems for collecting used packaging. In this way, we contribute to the creation of circular economy.

Packaging Initiatives

To utilize precious resources without waste, we pursue reduction of the volume and thickness of our packaging and containers while maintaining product quality. In particular, we are strengthening our efforts to recycle plastics in order to solve the problem of marine pollution caused by plastic waste. In May 2020, we set a target to reduce the volume of plastics used in containers and packaging by 25% or more (compared to FY2017) by FY2030. In June 2020, we established the Meiji Group Plastic Resource Circulation Policy and have been steadily working toward this goal. As reductions have progressed at a pace exceeding the original target, in March 2024, we revised the target upward to achieve a reduction of 30% or more (compared to FY2017) by FY2030.

In addition, we have drafted new targets through which we will aim to reduce our new use of petroleum-based plastics to half of FY2017 volume by FY2030 and to zero by 2050. Furthermore, as of 2022, 80% of the containers and packing used in Meiji Co., Ltd.’s products (60% for plastic containers and packaging) are based on recyclable design. We will further aim for 85% recyclable design for containers and packaging by FY2030 (65% for plastic containers and packaging) and 100% by FY2050.

As specific examples of our initiatives, we pursue reduction of the weight of plastic (PET) bottle used in our products, reuse and recycle plastic utensils used in storing and transporting our products, and expansion of the use of recycled plastics and plant-based plastics for product packaging bags and attached straws.

Meiji Group Plastic Policy
Related release (March 28, 2024)

Containers and Packaging Recycling Initiatives

The Meiji Group consigned recycling of containers and packaging of sold products to the Japan Containers and Packaging Recycling Association under the Containers and Packaging Recycling Act in Japan.

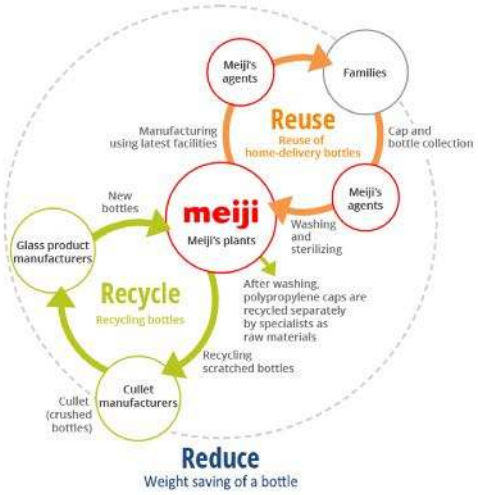
Use of containers and packaging and recycling implementation fee payments for household products

	Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Plastic	t	18,840	18,410	18,852	18,162	16,841
Paper	t	24,719	24,071	22,870	22,073	21,531
glass bottles	t	564	488	506	502	523
PET bottles	t	9,291	9,192	7,366	7,340	7,031
total	t	53,414	52,162	49,595	48,077	45,926
Recycling implementation fees	JPY million	600[1]	605[2]	745[3]	715[4]	689[5]

1. Implementation fee based on FYE 3/2020 results.
2. Implementation fee based on FYE 3/2021 results.
3. Implementation fee based on FYE 3/2022 results.
4. Implementation fee based on FYE 3/2023 results.
5. Implementation fee based on FYE 3/2024 results.

Initiatives to Reduce, Reuse and Recycle Bottles

Meiji Co., Ltd. reuses and recycles the delivery bottles used in our home delivery service. Our agents collect delivery bottles after consumers have finished with the product, after which the bottles are cleaned at our factory for reuse. After cleaning, polypropylene caps are recycled into cushioning materials and plastic bags by a specialized company. These plastic bags are utilized within Meiji Group's facilities as garbage bags and for waste storage, achieving internal resource circulation.
In pursuit of these activities, we encourage consumers to participate in collecting bottles as an environmentally friendly activity. Of course, delivery bottles will become damaged during the cycle of use and reuse. These bottles are crushed and remolded to be recycled as new bottles*. We are reducing the weight of delivery bottles, and we are also endeavoring to reduce the amount of glass used.



An Example of Using a Plastic Bag Made from Recycled Bottle Caps

	Unit	FYE 3/2020	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Collection rate for delivery bottles	%	97.7	99.5	99.3	99.7	99.7	98.0

* Our goal: Collect 100 % used delivery bottles

Initiatives to Recycle PET Bottles

Recycling PET Bottles for Delivery

Plastic packaging used exclusively for home delivery are made of 100% recycled plastic resin, and new plastic packaging are made from used plastic packaging.

Municipalities collect plastic packaging used for home delivery after use. Some of these packaging are crushed at a plastic packaging factory to become raw materials for new plastic packaging, which are then formed into plastic packaging and shipped to our plants. This approach reduces the use of petroleum resources and reduces CO_2 emissions.

“Bottle-to-Bottle” Horizontal Recycling through a scheme based on an industry-government-corporate partnership

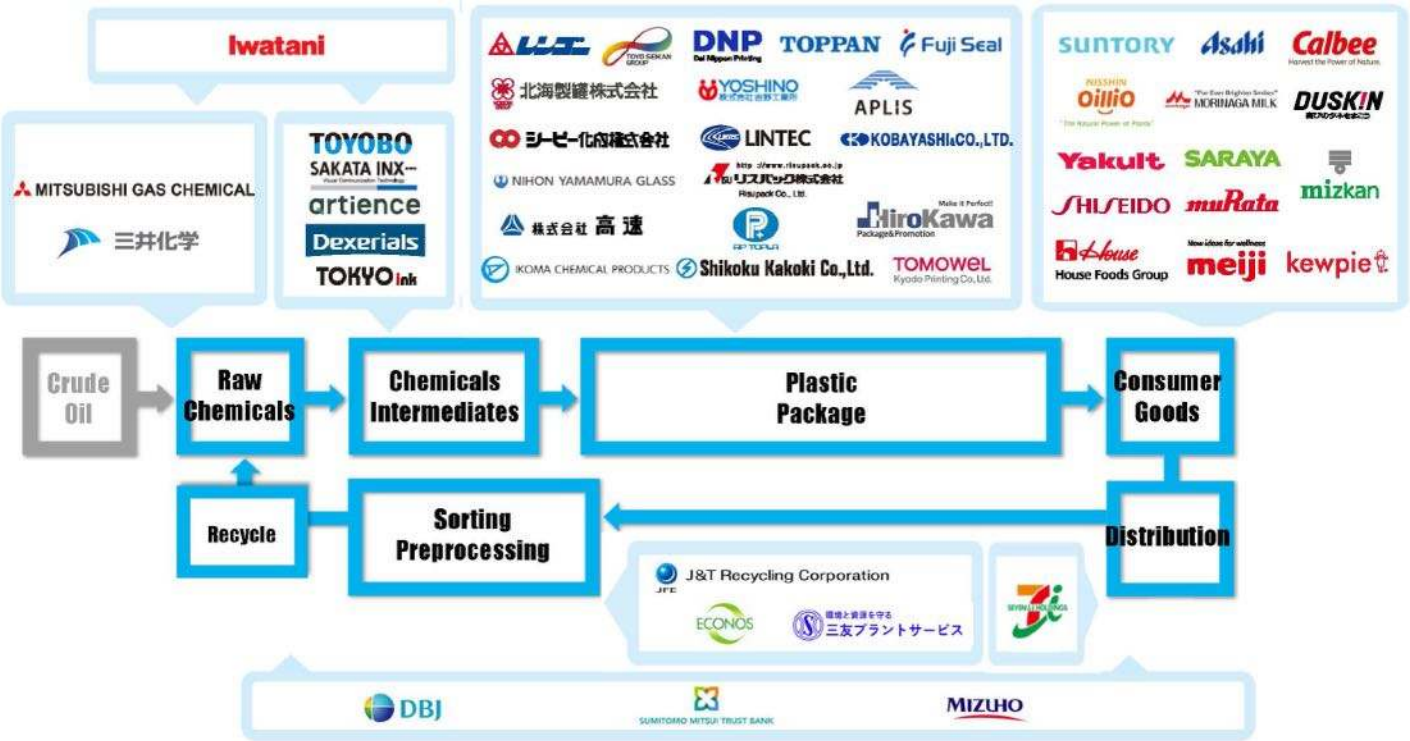
In January 2025, the Meiji Group entered into agreements with Warabi City, Toda City, the Warabi-Toda Sanitation Center, and the Suntory Group to implement "Bottle-to-Bottle" horizontal recycling. A similar agreement was signed with Inazawa City and the Suntory Group in February of the same year. Under these agreements, used PET bottles collected in each city will be recycled and repurposed as PET bottle containers for both Meiji and Suntory Group. This initiative represents a collaborative effort between industry, government, and corporate to achieve horizontal bottle-to-bottle recycling. Through these efforts, we aim to enhance plastic resource circulation and contribute to the realization of a circular economy.

Related release (January 28, 2025)

Initiatives to Recycle Used Plastics

In February 2025, Meiji Co., Ltd. invested in R Plus Japan Ltd., a joint venture dedicated to the recycling of used plastics, as part of its commitment to addressing plastic-related issues. Through participation in this joint venture, Meiji aims not only to reduce plastic usage but also to enhance the recycling of used plastics, thereby contributing to the realization of a sustainable society as an integral part of the value chain.

[Participating companies]



Paper packaging Recycling Initiatives

The Meiji Group conducts "Paper Packaging Recycling Campaign" twice a year as part of its ethical promotion activities for its domestic employees. The paper packaging recycled through this campaign are converted into tissue boxes and toilet paper and they are donated to people in need. In addition, recycling paper packaging reduces CO_2 emissions compared to simply incinerating them, hence this campaign has been registered as the "Decokatsu* Declaration" on the website of Decokatsu, which is promoted by the Ministry of the Environment.

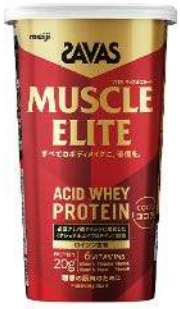
デコ活
くらしの中のエコろがけ

* A national movement to change people's behavior and lifestyles toward decarbonization. The movement is named "Decokatsu", combining "DE"carbonization, "ECO", and "Katsu" (Japanese word for activity and lifestyle).

Decokatsu

Switching from plastic cups to environmentally friendly containers

In January 2021 production of our protein brand Savas' plastic cap began progressively switching to a more environmentally-friendly mix of 10% bioplastics. The packaging now carries Japan Organics Recycling Association’s "Biomass Mark."



バイオマス
No.200077

Switching to a bioplastic mix for plastic straws attached to our products

Every year make use of around 650 million plastic straws for attachment to drink products. From February 2021 we began progressively switching to a mix of 5% bioplastics.

Examples of products with attached straws

Reduction of Food Loss

"Food Loss" refers to food that is still edible, but that is thrown away by manufacturers, retail, the food service industry, or by households. According to estimates in FY2022 by the Ministry of Agriculture, Forestry and Fisheries and the Ministry of the Environment, 4.72million tons of food is wasted domestically each year. The Meiji Group is aware that food loss is part of a serious societal problem and is taking the following steps, in line with government guidelines and industry association policies.

Definition of Food Loss

The Meiji Group defines food loss as food waste including inedible portions that has been processed and disposed of by landfill, incineration, or other means, excluding those that have been converted into feed, fertilizer, methane, mushroom beds, fuel and reducing agents by carbonization, fats, oils and fat products.

Initiatives to Reduce Food Loss

The Meiji Group is promoting to reduce food loss in various ways.

Reducing Dead Stock via Improved Demand Planning

Our manufacturing and sales divisions are cooperating to put together demand plans, taking into account various data, such as past sales and upcoming sales promotions. We are into account various data, such as past sales and upcoming sales promotions.

Changes to Best Before Date Labelling

We are progressively changing our food labelling from "Year/Month/Day" to "Year/Month".
We expect this switch to "Year/Month" labelling to enable greater coordination between production, delivery, and sales divisions. Thus, we are anticipating reduction in food loss and improvement in logistical efficiency throughout our entire supply chain.

From February 2020, we have changed the best before date of around 120 shelf-stable products, including frozen products, with long-term (at least 1 year) expiration dates over to "Year/Month" labelling.

Extending Best Before Dates Without Sacrificing Quality

We are extending the best before dates of certain confectionaries, drinks, nutritional products, and prepared foods where scientific and sensory analysis has shown it will not affect quality. This will help us reduce waste from expired, but otherwise safe and edible products.

＜Nutrition for Infants & Children＞

Products	Food Labelling (Best Before Dates)
Liquid milk formula Meiji Hohoemi RakuRaku Milk (200ml) Meiji Hohoemi RakuRaku Milk (120ml) 	14 months → 18 months 12 months → 15 months
Infant formula Meiji Hohoemi RakuRaku Cubes (small box) and other 9 products 	18 months → 24 months

Thanks to impeccable hygiene on the production line, and our new freshness-ensuring cartons (made from light-blocking materials, and filled to the brim), Meiji Oishii Gyunyu's best before date has been extended.

＜Milk＞

Products	Food Labelling (Best Before Dates)
Meiji Oishii Gyunyu 	15 days from date of production → 19 days from date of production

＜Cheese＞

Products	Food Labelling (Best Before Dates)
Meiji Hokkaido Tokachi Camembert Cheese and other 4 products 	180days → 220days
Meiji Hokkaido Tokachi Jukusei Sanshu no Cheese and other 1 product 	100days → 120days

＜Confectionery＞

Products	Food Labelling (Best Before Dates)
Chocolate Meiji Milk Chocolate and other 14 products 	12months → 14months
Gummy Kaju Gummy Grape and other 13 products 	10months → 12months

＜Nutritional Products＞

Products	Food Labelling (Best Before Dates)
Amino Collagen and other 4 products 	18months → 24months

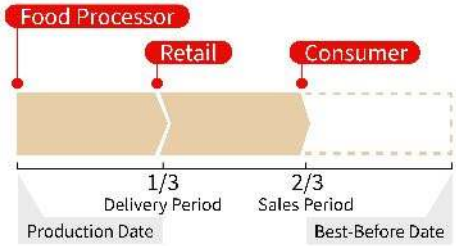
Reducing Food Losses through Recycling

Of the approximately 25,000 tons of food waste generated from our domestic food business activities, and 95% of them is recycled. This recycling primarily involves converting the waste into animal feed, fertilizer, or methane gas through methane fermentation. The main focus of the feed conversion is producing feed for pigs, but some of it is also utilized as feed for cattle, chickens, and fish.

Reducing Food Waste along the Supply Chain

Working with the Distribution Industry to Review the "One-Third Rule".

The "one-third rule" is a commercial practice that splits the time before a product's expiration date into three periods of equal length, split between manufacturer, retail, and finally consumer. This rule can lead to otherwise perfectly edible food being thrown away.



The "one-third rule" is a commercial practice that splits the time before a product's expiration date into three periods of equal length, split between manufacturer, retail, and finally consumer. This rule can lead to otherwise perfectly edible food being thrown away.

The Meiji Group is working within industry associations to review time frames for product delivery. We continue to work with retailers to relax the "one-third rule" to a "one-half rule".

In the future, we will continue with this three-pronged approach: working to relax the "one-third rule", extending best before dates, and moving to "Year/Month" labelling.

Cooperation with Related Organizations

Cooperation with the All-Japan Food Bank Promotion Council

Working together with related organizations, the Meiji group are continuing our efforts to reduce food waste. Specifically, in collaboration with food bank organizations through the All-Japan Food Bank Promotion Council, we have begun donating products such as confectionery, pouch curry, and jelly drinks to food banks from January 2019. From June 2019 we also began donating our emergency food supplies that are approaching their best before dates, for regular use at food banks.

Cooperation with the WFP

Meiji Co., Ltd. began its special sponsorship of the Japan Association for the United Nations World Food Programme's "Zero Hunger Challenge" campaign in 2020. Since the campaign was rebranded as the "Gochisousama Challenge" in 2022, we have continued our support as special sponsors. This initiative connects Japan’s efforts to reduce food loss with support for school meal program in developing nations.

Collaboration with the Consumer Affairs Agency

Meiji Co., Ltd. enlighten reducing food loss by placing on its product packaging our humorous poem that won a prize in the humorous poem contest which is the Consumer Affairs Agency's initiative to reduce food loss.

Click here for Reduction of food product waste (to ESG data)

Reduce Final Disposal Volume

We are dedicated to protecting the environment and contributing to the realization of a sustainable, circular society. To achieve this, we strive to efficiently utilize limited natural resources and further reduce the volume of final disposal. Our initiatives include controlling waste generation, collecting and separating recyclable materials, and minimizing the volume and thickness of containers and packaging.

Reduction of Waste Generated at Factories

The entirety of Meiji Group is focused on taking action to reduce the amount of waste generated.
Meiji Co., Ltd. has reduced production waste by 24 tons annually by modifying the pan release oil-spraying nozzle* used in Galbo chocolate production to change continuous operation to intermittent operation.

* Pan release oil: An (edible) oil used to prevent dough from sticking to molds during production

Water

Water Resources-Related Targets

Meiji Group 2026 Medium-Term Management Plan

Materiality: Water

Data target range or company leading initiatives: Meiji Holdings Co., Ltd. and its 31 subsidiaries and affiliates

Last Updated: August 19, 2025

	Major initiatives	Metrics	Results	Targets	Medium to long-term targets	
			FYE March 2025	FYE March 2027	FYE March 2031	FYE March 2051
1	Reduce water consumption through the efficient use of water and active adoption of water-saving equipment, etc.	Water usage reduction rate (compared to FYE March 2021 as reference year) * Per unit of net sales	27.1%	20% or more	25% or more	Reduce by half
2	Expand water resource cultivation activities such as forest conservation at factory water sources	Water source recharge rate	190.3%	80% or more	250% or more (FYE March 2041 target)	

Position on Water Resources

Global demand for water is expected to increase further due to improved living standards associated with population and economic growth. Predictions indicate that more and more areas will face water scarcity. Water is an essential resource for the Meiji Group's business activities.

For this reason, the Meiji Group recognizes securing water resources as one of its most key social issues. We have therefore established water resources targets, and making efforts to reduce environmental impact, such as through efficient use of water, and proper drainage management across the entire Meiji Group. We also conduct water risk evaluations at each of our business site both in Japan and overseas.

Further, the Meiji Group also works with its employees and stakeholders to cultivate water resources through forest and watershed conservation activities.

Water Risk Survey Results

To understand the impact of water risk on our business continuity, we use Aqueduct and other tools to survey water risk at both Japan and overseas production sites and research facilities. We also conduct interviews at these sites. Aqueduct is a tool published by the World Resources Institute to evaluate global water risk by latitude and longitude.

Using Aqueduct survey results, alongside analysis of our own domestic and overseas production sites (quantity and quality of water used, and the products manufactured), we identified sites which face a high water risk.
We can see that water consumption in areas with relatively high risks to water resources* was about 3% of the total, according to the latest data (FY2021 results).
Looking towards the future, we will identify an order of priority, and a schedule for carrying out necessary water risk countermeasures, then implement them systematically.

* Using Aqueduct, we analyzed severity of stress on water resources (including Baseline Water Stress and Baseline Water Depletion), as well as Seasonal Variability. The term "areas with relatively high risks to water resources" above refers to areas where Aqueduct's risk analysis pointed to a high current or future risk.

Survey Results Based on Aqueduct*

	Drought Risk	Flood Risk	Water Quality Risk
Total (73 Business locations)	15% (11/73)	55% (40/73)	16% (12/73)
Japan (52 Business Locations)	0% (0/52)	58% (30/52)	0% (0/52)
China (5 Business Locations)	20% (1/5)	80% (4/5)	60% (3/5)
Asia (Excluding Japan and China) (13 Business Locations)	62% (8/13)	31% (4/13)	69% (9/13)
North America and Europe (3 Business Locations)	67% (2/3)	67% (2/3)	0% (0/3)

* The locally provided water hazard map information is incorporated in the flood risk results for Japan and the United States.

Gap analysis from Aqueduct survey results

In addition to survey results from Aqueduct, we conducted questionnaire surveys at all production sites in Japan and overseas. As a result, we discovered that some water-related complaints and other issues had occurred at some sites, though no disputes had occurred.

Assessing water risks for suppliers

In 2021, we conducted questionnaire surveys with 20 major suppliers to assess their water risks. Going forward, we will promote engagement with suppliers to avoid these risks.

Water Usage Volume Results

Water Usage Volume[1]

	Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Global[*2]	thousand m^3	22,571	21,255	20,623	20,855	18,854
Per unit of sales (Global)	m^3/hundred thousand yen	1.89	1.78	1.94	1.89	1.63
Japan	thousand m^3	21,189	19,808	19,516	19,468	17,254
Per unit of sales (Japan)	m^3/hundred thousand yen	1.92	1.83	2.07	2.00	1.72

Water Usage Volume[1] (by water source)

	Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Total fresh water	thousand m^3	22,571	21,255	20,623	20,855	18,854
	%	100.0	100.0	100.0	100.0	100.0
Tap water	thousand m^3	2,391	2,259	1,851	2,043	1,855
	%	10.9	10.6	9.0	9.8	9.8
Water for industrial use	thousand m^3	4,888	4,680	4,505	4,292	4,200
	%	22.3	22.0	21.8	20.6	22.3
Rivers, lakes, and marshes	thousand m^3	0	0	0	0	0
	%	0.0	0.0	0.0	0.0	0.0
Ground water	thousand m^3	15,289	14,313	14,270	14,542	12,793
	%	66.7	67.3	69.2	69.6	67.9
Rainwater	thousand m^3	3	3	3	3	6
	%	0.0	0.0	0.0	0.0	0.0

Click here for the Water usage volume (to ESG data)

Water Drainage Volume

	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Global[2]	18,226	17,397	17,412	19,388	17,759
Japan	17,248	16,450	16,732	18,358	16,525

Water Drainage Volume by Destination

	Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Total	thousand m^3	18,226	17,397	17,404	19,388	17,759
	%	100.0	100.0	100.0	100.0	100.0
Sewerage	thousand m^3	8,156	7,979	7,483	7,319	6,871
	%	44.7	45.9	43.0	37.8	38.7
Discharge into rivers	thousand m^3	9,991	9,324	9,845	11,972	10,798
	%	54.8	53.6	56.6	61.7	60.8
Discharge into ocean	thousand m^3	0	0	0	0	0
	%	0.0	0.0	0.0	0.0	0.0
Discharge into groundwater	thousand m^3	78	94	80	93	91
	%	0.4	0.5	0.5	0.5	0.5

The unit factors for FYE 3/2022 results and earlier are calculated from consolidated sales before applying the "Accounting Standard for Revenue Recognition."
The unit factors for FYE 3/2023 and beyond are calculated from consolidated sales after applying the "Accounting Standard for Revenue Recognition."
Until the fiscal year 2023, the performance of overseas group companies was aggregated based on the calendar year, from January to December. Starting from the fiscal year 2024, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.

1. Aggregated based on water inatake volume.
2. Meiji Group (domestic Meiji Group and 15 overseas production companies [14 companies in FYE 3/2021, 15 companies in FYE 3/2022, 14 companies in FYE 3/2023, 15 companies in FYE3/2024]).

Independent Practitioner's Assurance

We have obtained the independent practitioner's assurance for the water usage volume (Global) in FY2024 by Ernst & Young ShinNihon LLC to improve the reliability of the data.

Environmental Data FYE 3/2025 (as of August 7, 2025)
Independent Practitioner's Assurance Report (dated August 7, 2025)

Secure Water Resources

Specific Initiatives to Secure Water Resources

In an effort to solve the social issue of securing water resources, the Meiji Group conducted a survey on water risks at its production sites in Japan and overseas. We are taking specific actions based on the results of this survey. In areas with drought risks, we will strengthen measures to reduce water consumption by striving toward more efficient water use and installation of water-saving equipment. In areas with water quality risks, we will establish in-house standards for water quality as it pertains to water intake and discharge, and we will also strengthen our monitoring of these. At sites with flood risks, we will take measures from both hard and soft aspects. On the soft side, we are developing a business continuity plan (BCP) that takes into account flood risk. On the hard side, we are calculating estimated damages from risks and implementing a series of measures necessary to mitigate these, starting with sites deemed to face the greatest amount of damage.

Reduce Water Consumption by Introducing Water Saving Equipment

The Meiji Group is working to increase the efficiency of its water use in all areas, including in locations that face high water risk. In FYE March 2025, we successfully took actions to cut water consumption by 16.5% across the entire Meiji Group (compared with FYE March 2021). For example, by stopping water flow outside of operation hours, coordinating dilution of discharged water, and by investigating and repairing sites of water leakage.

As a result, we are continuing to improve the efficiency of water consumption (per unit of sales) on an annual basis.

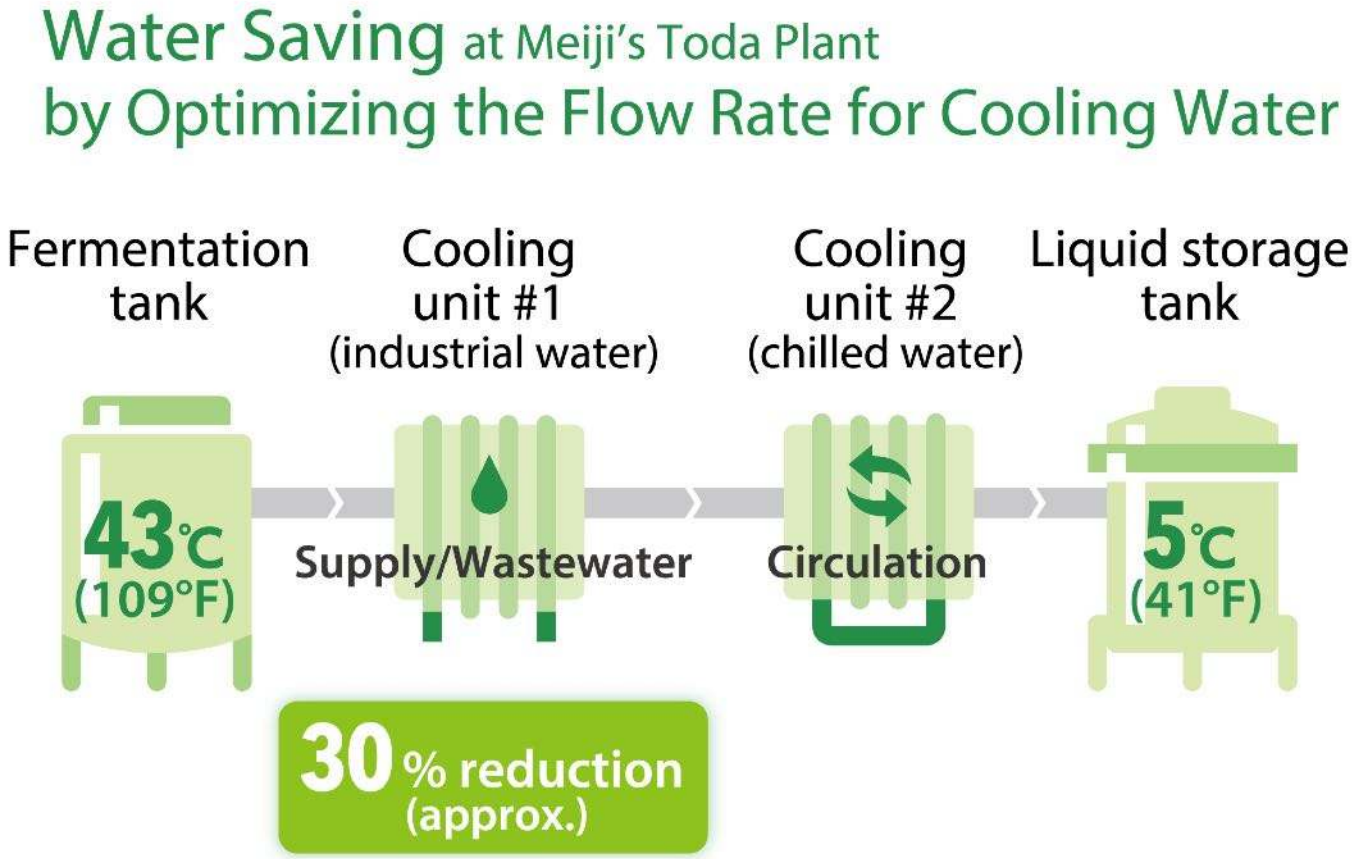
In the future, we will consider expanding the number of plants that make use of rainwater and other non-drinking water in bathrooms and similar facilities, as well as taking measures to reuse discharged water.

Water Reduction Cases at Manufacturing Sites

The Meiji Group is working to use water efficiently by installing water-saving nozzles at faucets at multiple factories. In addition, at the cheese production line at Meiji Co., Ltd. Nagano Cheese Plant used a cooling water tank to lower the temperature of well water (potable water) used in the double piping for cooling cheese products. When the temperature of the water in the tank rose, more water was added, with the overflow drained off. By installing a chiller and circulating well water (potable water) for use in cooling, the plant has saved 16,000m^3 in annual water consumption.

Chillers in Nagano Cheese Plant

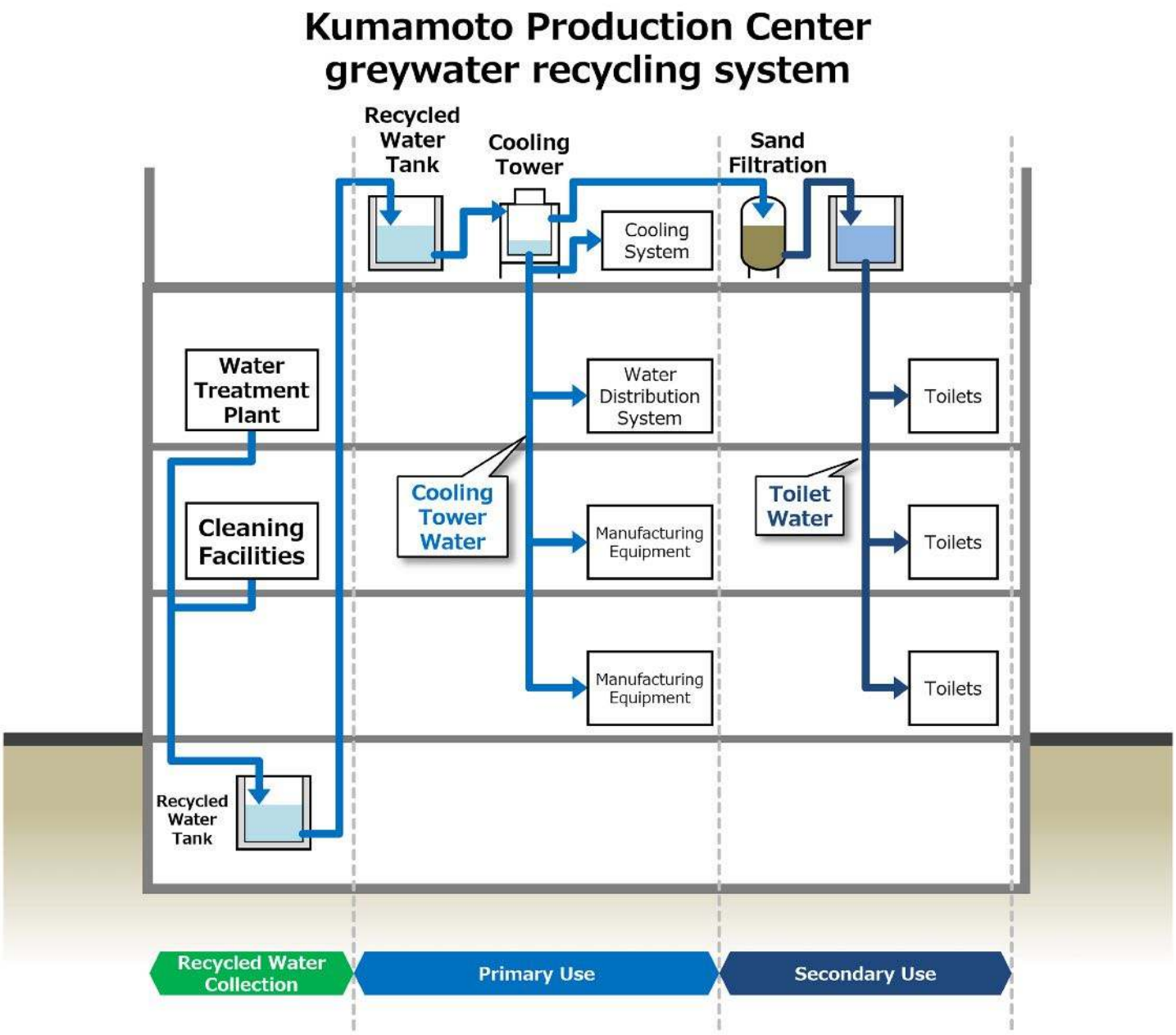
At Meiji Co., Ltd. Toda Plant, we examined various flow rates of industrial water used for cooling when transferring raw materials from fermentation tanks to liquid storage tanks and found an optimized flow rate, which reduced water usage by approximately 2,900 m^3/month.



KM Biologics has installed greywater* recycling systems in four of its manufacturing buildings at its Kumamoto Production Center. These systems collect recyclable water for primary use from production facilities. This greywater is then used as makeup water in cooling towers. Water discharged from the cooling towers as secondary use water is first filtered and disinfected, and

then used in toilets. Overall, approximately 30,000 m^3 of water is recycled annually at the Kumamoto Production Center.

* Greywater: Non-potable water that is suitable for general and industrial use



Measures to Replenish Water Resources

Meiji Group is committed to replenish an amount of water to nature equivalent to 250% of the amount used in our products by 2040. In FY2024, we replenished to nature an amount of water equivalent to 190.3% of the volume used in our products.

Field flooding project

KM Biologics uses groundwater for production and waterlogs fields (saturate the soil with water) as part of a program to reduce the impact on the environment. We replenish and recharge the groundwater by diverting water from the Shirakawa River nearby and flood the fields with water for about 3 months before planting crops. Since 2005, we have continued this effort, consistently replenishing more water than the total amount used at the head office and Kumamoto Plant. In FY2024, we successfully replenished approximately 1.2 million tons of water.

Participation in groundwater conservation group

KM Biologics joined the Kumamoto Groundwater Foundation in 2012 to work toward a healthy groundwater environment together with the local community. The Kumamoto Groundwater Foundation is a groundwater environment preservation group that has implemented effective groundwater preservation measures based on research results. As a member of this foundation, we conduct educational activities related to groundwater preservation through participating in groundwater preservation symposia to promote the importance of protecting this vital resource.
In FY2021, the company applied for the organization's "Groundwater conservation award program" and received a "Gold" rating out of three ranks (Gold, Silver, and Bronze) for its efforts in groundwater conservation, including groundwater replenishment, proper use of water, and employee education. Further demonstrating our commitment, in FY2024, the company was honored with the Grand Prize for Excellence, awarded once every three years to the most outstanding Gold Rank organization.

Forest Conservation Activities

In July 2023, as part of Gifu Prefecture's initiative “Creating Forests in Collaboration with Companies,” a forest conservation agreement was concluded for the forests in the Mugegawa area of Seki City.
Starting in FY2024, we will begin forest conservation activities to maintain and enhance the forest's water recharge capabilities, contributing to the conservation of water sources.

Initiatives on Water Quality

Initiatives on Quality of Intake Water

The Meiji Group is engaged in initiatives related to the quality of intake water.
Some of its plants have incorporated RO (reverse osmosis) membranes into their manufacturing lines, removing impurities and preventing flavor defects arising from input water quality, as well as maintaining a high standard of water quality. An RO membrane is a type of filtration membrane that can separate materials and is capable of removing ions and organic substances from aqueous solutions.

Quality Management of Discharged Water

The Meiji Group has set more stringent standards for discharged water than the legal standards in Japan, and we are working on preventing water pollution. In order to reduce our environmental footprint of discharged water, we install equipment that uses activated sludge treatment and methane fermentation at plants or for processes that discharge a lot of water.
As of FY2024, we can confirm that there have been zero breaches of laws and regulations concerning wastewater quality.

Methane fermentation process

Click here for the COD emissions (to ESG data)

Meiji's Unique *Bacillus subtilis* BN1001(BN1001) to Guarantee Wastewater Quality

Certain Meiji Group plants make use of BN1001—a microorganism discovered by ourself, then subject to research and development. Using this bacteria's unique ability to break down oils and fats, as well as unpleasant odors, we are working to further improve wastewater management.

At Shikoku Meiji's Matsuyama Plant, the BN1001's unique properties are being harnessed to deal with a certain kind of oil waste known as ‘oil balls.'

The BN1001 is a microorganism of natural origin, discovered in the late 1980s in the soil by a research institute, located at that time in Yokohama. At first, it was the subject of pharmaceutical research. However, when its exceptional ability to break down fats and oils was discovered, and its safety confirmed, it was put to work improving hygiene in areas like bathrooms and kitchens.

The BN bacillus is a helpful microbe with an outstanding ability to break down oils, and is classified as a substrain of the *Bacillus subtilis* (of the same classification as *Bacillus subtilis* var. *natto*). It was named ‘*Bacillus subtilis* BN1001’.

Initiatives to Combat Flooding

Nihon Kanzume, a Meiji Group company, suffered flood damage in 2016 as a result of a nearby river overflowing. Following this event, countermeasures were taken to combat future floods, including installation of a 3.5 meter-high water barrier, creating embankments, and so on.

In addition, at Meiji Seika Pharmatech Co., Ltd. , we have implemented provisional water stops and built new retaining walls for our power substations, and we are conducting comprehensive training programs for flooding countermeasures.

Going forward, and with consideration to BCP (business continuity plan), the Meiji Group has committed to taking further measures to progressively cover other locations facing high flood risks.

Nihon Kanzume water barrier

Provisional water stops in Meiji Seika Pharmatech Co., Ltd.

Biodiversity

Targets for Biodiversity Conservation Activities

Meiji Group 2026 Medium-Term Management Plan

Materiality: Biodiversity

Data target range or company leading initiatives

1, 2: Meiji Holdings Co., Ltd. and its 16 domestic subsidiaries and affiliates

Last Updated: August 19, 2025

	Major initiatives	Metrics	Results	Targets
			FYE March 2025	FYE March 2027
1	Promote certification registration as a Site in Harmony with Nature * Registration in the OECM international database	Number of newly certified areas	0	1 new registration (total of 2)
2	Conclude maintenance management agreements to engage in forest conservation activities	Forest area under maintenance management agreements	15ha	40ha or more
3	Analysis and formulation of countermeasures aligned with the TNFD framework for raw milk and cocoa Promote initiatives to reduce deforestation of major raw materials such as cocoa and palm oil	For KPI, use the same as initiatives to achieve zero deforestation in cocoa beans and palm oil under "Human rights and environmentally friendly raw material procurement"		

Approach to Biodiversity

Due to the world's economic activities, we are facing a critical situation amid a rapid loss of biodiversity caused by disruption of habitats by deforestation and deterioration in habitat environments, including environmental pollution. As the businesses of the Meiji Group depend on the abundant gifts of nature, including raw milk, cocoa and lactobacillus, and microorganisms used for developing antibiotics, we recognize that loss of biodiversity is a significant social issue. We identify the impact and dependency of our business activities on biodiversity throughout the entire supply chain, from raw material procurement to waste disposal, preserving and regenerating biodiversity to ensure that we enjoy the abundant gifts of nature for years to come. We comply with treaties, laws and regulations related to biodiversity, and contribute to the creation of a society that coexists in harmony with nature.

Biodiversity Conservation Activities Policy

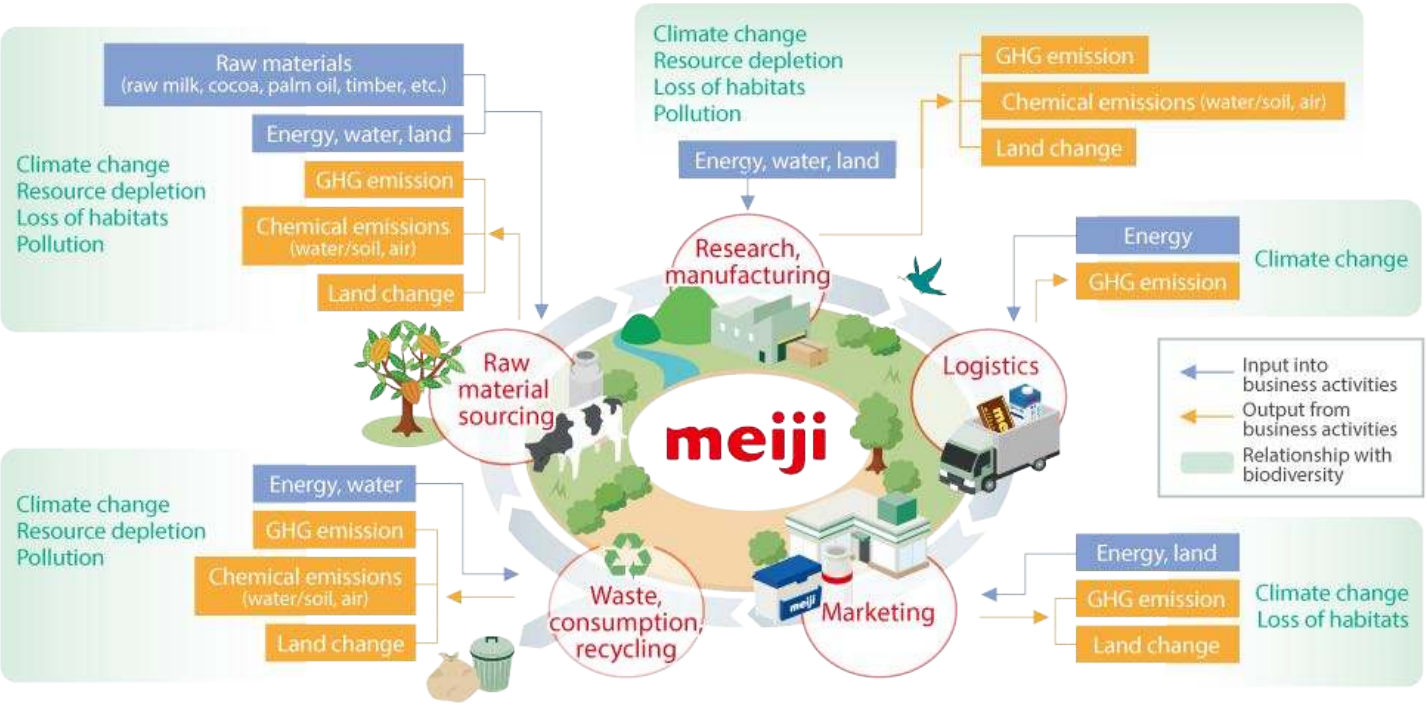
In March 2024, we revised the Meiji Group Biodiversity Conservation Activity Policy. In addition, we established the Meiji Group Nature Positive Declaration. Amid ongoing loss of biodiversity, we intend to contribute to the creation of a society that coexists in harmony with nature throughout the entire supply chain, from raw material procurement to waste disposal.

Meiji Group Biodiversity Conservation Activity Policy
Meiji Group Nature Positive Declaration

Relationship between Our Business Activities and Biodiversity

The Meiji Group is deeply involved in a variety of biological resources and ecosystems through our food and pharmaceutical businesses, and it has an impact on biodiversity throughout our entire supply chain, from raw material procurement to waste disposal. Based on this recognition, we pursue biodiversity-friendly activities, reduction in impact on biodiversity, effective use of biological resources and enhanced understanding of biodiversity among our employees.

Map of Relationship Between the Meiji Group and Biodiversity



* GHG: greenhouse gas

Collaboration with UN agencies and related organizations

To promoting biodiversity conservation, collaboration with various stakeholders is necessary. Meiji Group is strengthening our collaboration with external organizations to grasp the environmental impact of our business activities and implement concrete measures to resolve these issues.

- Japan Business Initiative for Biodiversity (JBIB)
- Taskforce on Nature-related Financial Disclosures (TNFD) Forum
- Keidanren Committee on Nature Conservation

Protect Local Biodiversity

Effect of Business Activities on Biodiversity

Environmental Risks Related to the Meiji Group's Business Activities

$$: Risks of greater importance
$: Risks of great importance
Blank: Risks of low importance or missing data

Environmental Risks Related to the Meiji Group's Business Activities

Segments	Categories	Land use change	Water resource use	Climate change	Air pollution	Water pollution, soil pollution	Waste
Food	Product manufacturing		$	$	$	$	$
Pharmaceutical	Product manufacturing		$	$	$	$$*6	$
Food	Dairy	$	$$	$$*3	$	$$*7	
	Cocoa	$$*1		$	$$*5	$$*8	
	Sugarcane	$$*1	$$*2	$	$$*5	$$*8*9	
	Palm oil	$$*1		$$*4	$$*5	$$*8*10	
	Soy	$$*1		$$*4	$$*5	$$*8	
Pharmaceutical	Eggs	$	$	$	$	$	
Food / Pharmaceutical	Timber (paper)	$		$	$	$	$

[Examples of Major Risks] *1 Conversion from forest to agricultural land *2 Irrigated cultivation of crops
*3 Methane emissions from fermentation in digestive track *4 Peatland fire caused by slash-and-burn
*5 PM2.5 emissions caused by slash-and-burn *6 Chemical substances contained in plant wastewater
*7 Water pollution due to grazing *8 Use of highly toxic and lingering pesticides in developing countries
*9 Water pollution from fertilizer application *10 Water pollution by palm oil plant wastewater

Impact of Water Risks on Yields of Main Raw Materials

1: Low 2: Somewhat high 3: High 4: Extremely high

Main Raw Materials	Water stress		Drought risk	Flood risk	
	Future (2030)	Future (2040)	Present	Future (2030)	Future (2050)
Dairy	1	1	1	2	3
Dairy ingredients (overseas)	1	1	1	3	3
Cocoa	1	1	2	4	4
Sugarcane	2	2	1	3	3
Palm oil	1	1	2	3	3
Eggs	2	2	2	4	4
Timber (paper)	1	1	1	2	3

What are Water Risks?
Stress: Degree of demand for water
(supply-demand balance of water resources)
Drought risk: Likelihood and impact of drought
Flood risk: Likelihood of floods

Biodiversity risk assessments for land owned by the Meiji Group

We assessed the dependence and impact on nature related to the Meiji Group-owned land from the standpoint of business continuity. For the 61 company-owned production sites we investigated various risks using the WWF Biodiversity Risk Filter (WWF Biodiversity Risk Filter)[1]. For company-owned production bases, the physical risk[2] of company production sites scored higher than reputational risk[3], making physical risk which type demanding greater attention. In terms of physical risks related to company-owned production bases, the risk of exposure to natural disasters due to damage to biodiversity (landslides, wildfire hazard, plant / forest / aquatic pests and diseases, extreme heat, tropical cyclones, etc.) was rated particularly high. We intend to discuss countermeasures at future Group Environmental Meetings.

1. A tool released by the World Wildlife Fund (WWF) at the World Economic Forum in Davos in January 2023 to help companies implement science-based measures after identifying risks and opportunities related to biodiversity in their businesses and supply chains.
2. Driven by how dependent businesses are on nature, certain businesses may be affected by both natural and anthropogenic conditions on land and in the ocean.
3. Companies may face reputational risk if stakeholders and local communities perceive that the company is not operating in a sustainable and responsible manner with respect to biodiversity.

Proximity of production sites to areas of biodiversity importance

We undertook studies of 61 production sites using the IBAT[1] biodiversity assessment tool to determine the potential impact of the Meiji Group business activities on biodiversity. We surveyed an area within a radius of approximately 3 kilometers from the production sites (total area of 2826 hectares)[2] to determine proximity to areas of biodiversity importance (World Natural Heritage sites, Ramsar Convention on Wetlands, UNESCO MAB, IUCN Categories Ia, Ib, Ⅱ, III, IV, and V). Our results indicated 19 sites in close proximity, two of which had IUCN Red List species nearby that were listed as vulnerable (VU) or higher and facing a high risk of extinction in the wild. The Meiji Group established the Meiji Group Environmental Policy and the Meiji Group Biodiversity Conservation Activity Policy to ensure compliance with laws and regulations, reduce environmental impact, and conserve biodiversity. We recorded no violations of environmental laws or fines in fiscal 2022, and we have yet to identify any instances in which our operations cause direct damage to biodiversity in nearby biodiversity critical areas.

Evaluation Results Using IBAT

Status as of end of March 2023

sites	Nature maintenance area, an important area of biodiversity								Areas where IUCN Red List species were identified
	World Heritage Sites	Ramsar Convention on wetlands	UNESCO MAB	IUCN Protected Area Categories					
				Ⅰa	Ⅰb	Ⅱ	Ⅲ	Ⅳ	
Worksites in Japan (43 sites)	0	1	0	0	0	0	0	18	2
Worksites in China (6 sites)	0	0	0	0	0	0	0	0	0
Asia (Excluding Japan and China, 9sites)	0	0	0	0	0	0	0	0	0
North America and Europe (3 sites)	0	0	0	0	0	0	0	0	0
Total for all worksites (61 sites)	0	1	0	0	0	0	0	18	2

1. IBAT (Integrated Biodiversity Assessment Tool): An assessment tool for environmental protection that makes use of the latest foundational data, which was developed by IBAT Alliance (the United Nations Environment Programme (UNEP), the World Conservation Monitoring Centre (WCMC), Conservation International (CI), and BirdLife International)
2. The area in which business activities at production sites directly affect biodiversity would seem to be smaller than a radius of 10 km, but in consideration of damage to biodiversity as a result of environmental accidents and other unexpected occurrences, the scope for the investigation has been set as within a radius of 3 km.

Activities in the Meiji Group Nature Conservation Area Kumamoto Sunlight Forest

We conducted research on the natural environment in Kumamoto Sunlight Forest (approx. 7 ha), land owned by KM Biologics from 2020. Kumamoto Sunlight Forest is a secondary forest consisting of Japanese cedar, cypress, Japanese chestnut oak and Konara oak. We confirmed the existence there of places where Satoyama-like natural environment has been preserved and of endangered wild plants and animals, which are listed in the Red Lists of threatened species published by the Japanese government and Kumamoto Prefecture. We also found that the forest served as an important biotope, a green corridor, for the region, with rich ecosystems being preserved and a variety of migratory birds being observed all year round.
We will endeavor to conserve biodiversity by promoting the recovery of forested lands that have been partially wasted and will carry out nature observation meetings and biodiversity conservation activities for our employees, their families and local residents. In doing so, we aim to increase our employees' understanding of biodiversity and to solve local ecosystems issues.

Kumamoto Sunlight Forest Biodiversity Conservation Activities

The Meiji Group holds biodiversity conservation program (classroom lecture, insect observation, bamboo crafts using the bamboo that grows in the forest) three times per year at Kumamoto Sunlight Forest. We will continue these activities to deepen an understanding of the role of Kumamoto Sunlight Forest in the local ecosystem and the importance of biodiversity conservation, as well as to raise the environmental awareness of the Meiji Group employees.

Status of Biodiversity Conservation Activities

Acquisition of the SEGES "Social and Environmental Green Evaluation System Excellent Stage 3" and "Shizen-kyousei site (Site in Harmony with Nature, OECM*)"

Kumamoto Sunlight Forest was certified as "Excellent Stage 3" under the SEGES "Social and Environmental Green Evaluation System" This recognition was based on survey results commending the value of Kumamoto Sunlight Forest a green space, its relevance to the local community, and the green space conservation management system. The natural environment survey of Kumamoto Sunlight Forest was conducted by the Organization for Landscape and Urban Green Infrastructure. SEGES is an objective system that evaluates and certifies the value of green spaces owned and managed by companies, and whether these efforts contribute to society and the environment. Additionally, Kumamoto Sunlight Forest was certified as "Shizen-kyousei site (Site in Harmony with Nature)" by the Ministry of the Environment of Japan, and registered in the international database as an Other Effective area-based Conservation Measure (OECM).

Forest Creation in Collaboration with Local Governments

Biodiversity Conservation in the Nemuro Nature Conservation Area

The Meiji Group carried out activities for the conservation of wild birds and biodiversity in collaboration with the Wild Bird Society of Japan from 2007 to 2019 on land (467 ha) that we owned in Nemuro City, Hokkaido. Through the activities, we confirmed that the populations of endangered wild birds, including Red-crowned crane and White-tailed eagle, have been maintained. Our employees provide volunteer work there twice a year, including planting trees, developing forests and watching birds, and this has helped to generate environmental awareness among employees. From 2010, the area had also been used for the environmental education of local children. We held nature observation meetings for local children and their guardians in collaboration with the Wild Bird Society of Japan and we actively participated in events with themes on wild birds held by Nemuro City.
Following the closure of a neighboring plant in 2020, we donated the natural environment conservation area to Nemuro City. However, will continue to work on biodiversity conservation activities in the area going forward in collaboration with the local society under the agreement we have concluded with Nemuro City, as we respect the significance of the activities we have engaged in.

In October 2024, employee volunteers participated in planting 500 seedlings in the Makinouchi area of Nemuro City.

Activities at Own Sites

Activities at Domestic Sites with Production Plants

We pursue activities for biodiversity conservation at domestic sites including Group companies with production plants (41sites).

Meiji Co., Ltd

Eniwa Plant	Cleanup of Kotonihassamu River
Wakkanai Plant	Cleanup of Koetoi Coast
Nishi Shunbetsu Plant	Tree Planting Activities at Midorigaoka Forest Park, etc.
Tokachi Plant	Participation in the Flower Town Project along National Route 38 (plant management), etc.
Honbetsu Plant	Honbetsu Town Tree Planting Festival, etc.
Tohoku Plant	Nanatsumori Satoyama conservation activities (Meiji SDGs forest creation experience), etc.
Ibaraki Plant	Cleanup of Tomoe River tributary
Moriya Plant	Cleanup of Ono River riverside

Gunma Plant Gunma Nutritionals Plant	Conservation Activities around Yubiso River, etc.
Saitama Plant	Cleanup around Central Children's Park and Furusumida River
Toda Plant	Todagahara Primrose Planting Activities
Sakado Plant	Cleanup of Koma River
Kanagawa Plant	Satoyama Conservation Activities
Nagano Cheese Plant	Cleanup of Chikuma River
Tokai Plant	Local Cleanup Activities
Aichi Plant	Cleanup of Sukatani River
Kyoto Plant Kyoto lactobacillus Plant	Cleanup of the drains around the plant and weeding the surrounding area
Kansai Plant Kansai Ice Cream Plant Kansai Nutritionals Plant	Cleanup of Nishikinohama Beach, etc.
Osaka Plant	Bamboo Forest Maintenance at Harashiroyama
Kurashiki Plant	Endangered species breeding and conservation activities
Kyushu Plant	Yame City Can and Bottle Collection Campaign (Greenbelt and River Cleanup)
Meiji Innovation Center	Rural Woodlands Conservation in Utsunuki Green Area
Donan Shokuhin Co., Ltd.	Cleanup of Kameda River
Meiji Chewing Gum Co., Ltd.	Cleanup of Shonai River
Tokai Nuts Co., Ltd.	Cleanup around Shirafuji No Sato
Tokai Meiji Co., Ltd.	Planting pine trees and clearing undergrowth at Asaba Coast
Meiji Oils and Fats Co., Ltd.	Amanogawa River Clean & Walk
Gunma Meiji Milk Products Co., Ltd.	Forest Conservation Activities in collaboration with NPO
Tochigi Meiji Milk Products Co., Ltd.	Endangered species conservation activities
Shikoku Meiji Co., Ltd. (Kagawa Plant, Matsuyama Plant)	Forest Matching (forest maintenance activities)
Okinawa Meiji Milk Products Co., Ltd.	Coral Reef Restoration Activities in Okinawa
Nihon Kanzume, Inc.	Cleanup of Memuro River
Meiji Feed Co., Ltd.	Environmental maintenance (cleanup, weeding) in the research center and surrounding areas

Meiji Seika Pharma

Gifu Plant	Forest Conservation Activities in Seki City Itonuki River cleanup activities (Genji firefly conservation activities), etc.
Ashigara Research Center	Sakawa River Cleanup/Beautification, Biotope Regeneration
Meiji Seika Pharmatech Co., Ltd.	Participation in Odawara Medaka (endangered species) foster parent program, etc.
Ohkura Pharmaceutical Co., Ltd.	Cleanup of Uji River Basin (in cooperation with Uji city)

KM Biologics

Headquarters and Kumamoto Production Center	Jointly held by Kumamoto Head Office/Office, Kikuchi Research Institute, Koshi Factory, and Aso Office Noyaki (Prescribed burn) on Mt. Aso Conservation of abandoned farmland Clean up of Lake Ezu Kumamoto Sunlight Forest Biodiversity Conservation Activities, etc.
Kikuchi Research Center	
Koshi Production Center	
Aso Production Center	

Activities at Overseas Sites with Production Plants

We pursue biodiversity conservation activities at the Meiji Group's overseas sites with production plants (12sites).

Meiji Pharma Spain, S.A. is carrying out tree planting activities in Las Palas, Meco, to reforest the rural area.

We at Medreich celebrated the world environment day with purpose and to create more awareness on the environment. Across the locations environment protection related banners were displayed.

Saplings were planted by employees to mark the importance of this very significant day. Posters were created, and employees were issued badges, environment tip cards. Employees were also encouraged to give environment related speeches to spread their knowledge on saving environments. Along with the above, employees took oath at every location for protecting environment.

Activities in Collaboration with Local Governments

The Meiji Group's sites and companies that have production plants pursue local biodiversity conservation by participating in such activities held by local governments. The Osaka Plant of Meiji Co., Ltd. participates in the "Adopt a Forest Program," hosted by Osaka Prefecture, where wasted forests, including neglected artificial and bamboo forests, are converted into broadleaf forests for the prevention of global warming and biodiversity conservation.
Shikoku Meiji, a group company of Meiji Co., Ltd participated in the "Forest Matching - Joint Forest Development Project" hosted by the Kagawa Prefectural Government and concluded an agreement with Kagawa Prefecture, Mitoyo City and the Mitoyo City Kanda Property Ward Management Association in July 2014. They named a forest (1.1 ha) located in Yamamoto-cho, Mitoyo City as Shikoku Meiji Team Wanpaku No Mori and undertake forest development activities, including cutting bamboo and planting wild cherry trees.

Meiji Co., Ltd. Gunma Plant, Gunma Nutritionals Plant and Gunma Pharmaceuticals Plant, and Tochigi Meiji Milk Products participated in the "work for installing fences to prevent the invasion of Sika deer in Oe Marsh in Oze" implemented by Minami-Aizu Branch District Forest Office in order to reduce the damage to alpine plants, including Broad dwarf day lily, from being eaten by Sika deer. In this way, we help to secure the living environment of species and biodiversity.

Participating in "Adopt a Forest Program" in OsakaPrefecture

Participating in "Forest Matching Project" in Kagawa Prefecture

Working for installing fences to prevent the invasion of wild deer in Oe Marsh in Oze

Click here for the Implementation rate of biodiversity conservation activities at manufacturing sites (to ESG data)

Avoid Forest Depletion and Deforestation

Analysis of Dependency/impact of Business Activities on Nature in Line with TNFD (LEAP Approach)

Nature-related risk analysis and response in cocoa production using the LEAP approach

Utilizing the LEAP approach under the TNFD framework, we evaluated the dependency and impact of major Meiji Group cocoa production sites (13 sites) on nature, analyzed each location, and assessed risks based on the results. The results are described below. In the future, we will pursue efforts to avoid and mitigate nature-related risks by conducting gap analysis, etc., for production areas.

Relationships of dependency and impact on nature in cocoa production areas: Evaluate and Locate

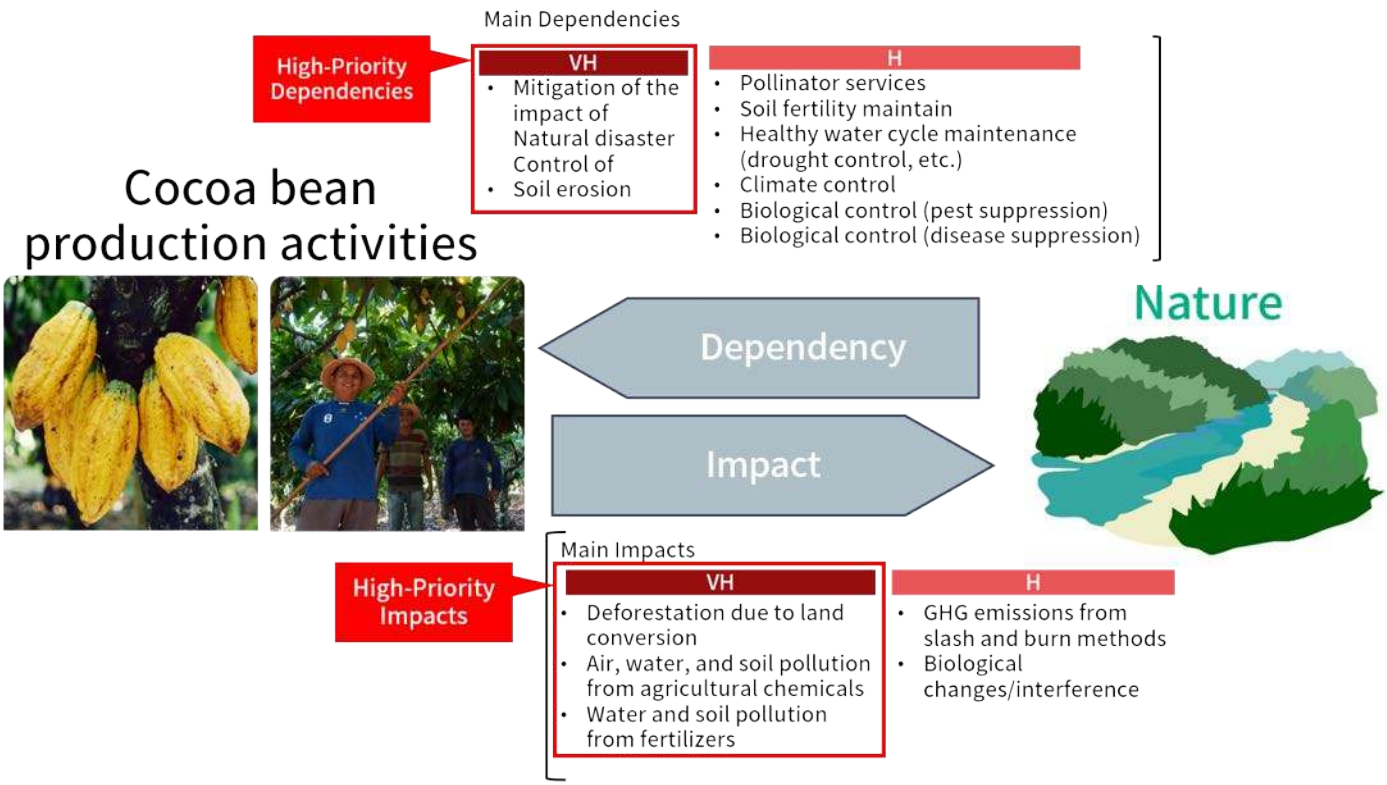


Figure Dependencies and Impacts in the Relationship Between Cocoa Cultivation and Nature

* We conducted assessments of dependency and impact on nature in cocoa bean production areas using ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure).

Risk analysis results by cocoa bean production area for priorities of impact/ dependency

Impact/ Dependency[1]	Impact				Dependency	
High priorities[2]	Changes in terrestrial ecosystem usage	Air pollution	Water pollution	Soil pollution	Mitigation of the impact of natural disasters	Control of soil erosion
Number of VH3-Assessed sites	4	1	1	1	2	2

1. We conducted an evaluation by production area using the following evaluation tools and indicators.

[Importance of Biodiversity]

・Evaluation tool: IBAT (Integrated Biodiversity Assessment Tool)

・Evaluation indicators: Proximity to areas of high biodiversity importance (KBA, Natura 2000, World Heritage, Ramsar, UNESCO MAB, IUCN Management Ia-IV)

・Evaluation area: 5 km radius from the facility evaluated

[Tree Canopy Loss Rate]

・Evaluation tool: WWF Biodiversity Risk Filter

・Evaluation indicator: Forest canopy loss

[Eutrophication Potential of Coastal Areas].

・Evaluation tool: Aqueduct

・Evaluation indicator: Coastal eutrophication potential

[Water Pollution Index]

・Evaluation tool: WWF Water Risk Filter

・Evaluation indicator: Surface water quality index

[Ecosystem Integrity].

・Evaluation tool: WWF Biodiversity Risk Filter

・Evaluation indicator: Ecosystem Condition

[Frequency of Flooding]

・Evaluation tool: WWF Water Risk Filter

・Evaluation indicator: Estimated flood occurrence

2. Itemized evaluation indicators used were as follows. In cases where there were multiple evaluation indicators, we used the maximum value for each site.
   - Change in terrestrial ecosystem usage: Importance of biodiversity, canopy loss rate
   - Air pollution: Importance of biodiversity
   - Water pollution: Importance of biodiversity, eutrophication potential in coastal areas, water pollution index
   - Soil pollution: Importance of biodiversity
   - Mitigation of the impact of natural disasters: Ecosystem integrity, frequency of flooding
   - Control of soil erosion: Ecosystem integrity
3. Abbreviation for Very High; sites with high risk of impact and dependency

Examples of Meiji Group nature-related risks in cocoa production: ASSESS Risk emergence and business approaches

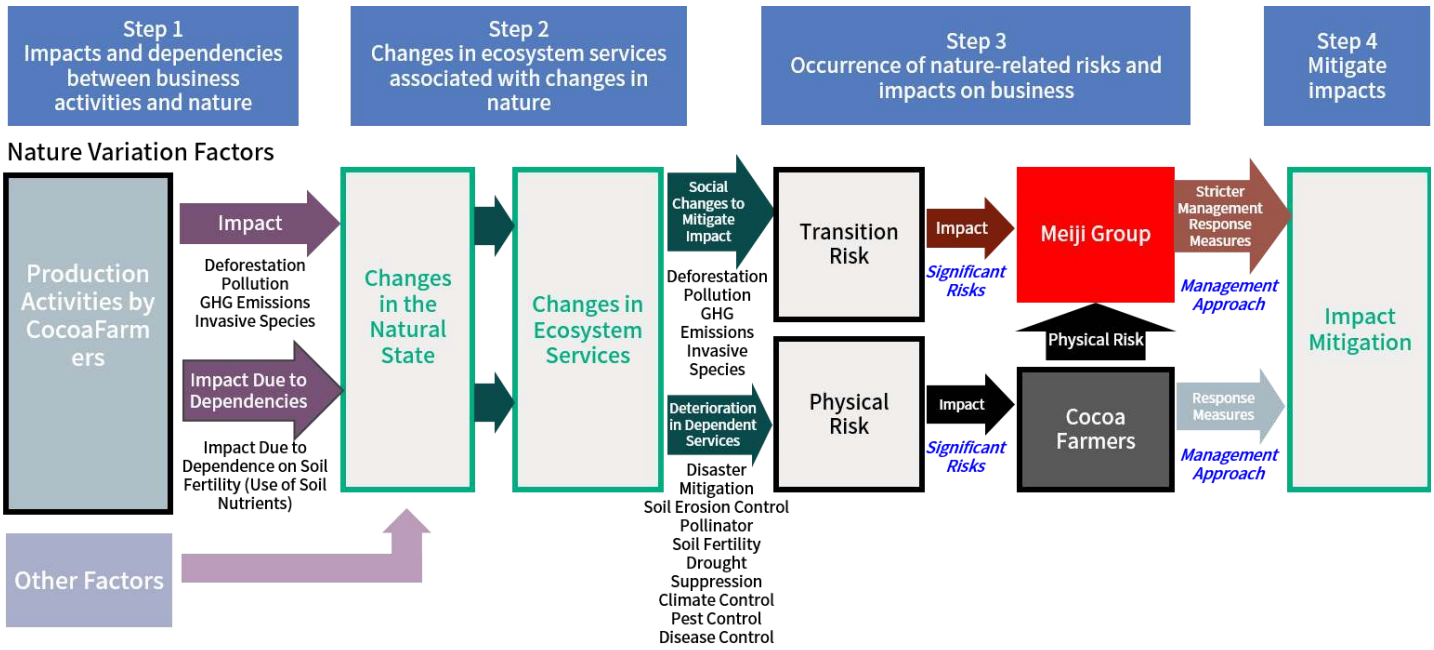


Table Linkages Among Nature-Related Dependencies, Impacts, and Risks

The relationship between risk emergence and business approaches is based on the TNFD Nature-related Risk and Opportunity Management and Disclosure Framework Final Draft - Beta v0.4 (March 2023).

Impacts and dependencies in the production of cocoa beans may be a contributing factor, and the above steps may cause changes in natural conditions and ecosystem services. Such changes could create physical and transition risks that have a financial impact on the Meiji Group.

Examples of Meiji Group nature-related risks in cocoa production

Classification		Risk
Physical Risk	Acute/Chronic	Limitations on procurement due to lower yields
		Increased procurement costs due to higher costs resulting from lower yields
Transition Risk	Regulations	Restrictions on imports and exports due to stricter regulations
		Increased costs for procurement of environmentally friendly raw materials (certified lumber, etc.) due to stricter regulations
		Increased burden of complying with new regulations (compliance with disclosure requirements)
	Market	Increased ESG investment activity in response to changing investor preferences (leading to share price instability if the Company is removed from ESG investment indexes)
		Increased ethical consumption due to changing consumer preferences (decrease in sales if products are not eligible as ethical consumption purchases)
		Soaring procurement costs due to changes in the supply-demand balance
	Technology	Increased burden in adopting new technologies
	Reputation	Decrease in sales due to decline in brand value
		Lower recruiting and employee retention rates due to declining brand value

Classifications of nature-related risks selected in reference to the TNFD Nature-related Risk and Opportunity Management and Disclosure Framework Final Draft - Beta v0.4 (March 2023).

Physical risks include the possibility that cocoa farmers may not be able to continue production activities as before, and cocoa yields may decrease if ecosystem services, such as natural disaster mitigation and soil erosion control, undergo degradation. This risk could cause the Meiji Group to limit the amount of cocoa procured and experience increased procurement costs due to rising costs.
Transition risks include aspects such as tighter regulations, market changes, response to technological innovation, and reputation. Deforestation-related regulations are being implemented mainly in the EU, and considering the spread of such regulations to Japan and other factors, the Meiji Group cannot ignore potential market and reputation impacts. In addition, air, water, and soil pollution are emerging as problems in certain areas, and there are risks associated with future tightening of regulations and new rules.

Responding to the risks posed by impact and dependence on biodiversity: PREPARE

The Meiji Group established the following KPI (Meiji Sustainable cocoa Bean Procurement Ratio) for sustainable cocoa bean production. We continue efforts to avoid and reduce environmental impacts such as deforestation and pollution in cocoa production areas through Meiji Cocoa Support.
At the same time, the evaluation of the importance of nature-related risks remains only a simplified study. In addition to this evaluation, we must continue to study the actual situation on the ground in production areas and conduct scenario analysis. In the event efforts fall short, we must implement additional

Measures to avoid or mitigate nature-related risks.

Targets for our Sustainable Sourcing Initiatives
Expanding the Meiji Sustainable Cocoa Bean Procurement Ratio
Details of Initiatives
Meiji Cocoa Support

Reference: Measures to mitigate dependency /impact on biodiversity (examples)

The following represents a portion of our efforts to mitigate biodiversity loss in terms of avoidance, reduction, regeneration, restoration, and conversion. In the future, we must conduct more detailed analyses and engage in additional initiatives to avoid or mitigate nature-related risks, as we have done in cocoa production areas.

Mitigation (Avoid)	Procuring certified raw materials (support NDPE policy: No Deforestation, No Peat, No Exploitation; adopting wider usage of RSPO certified palm oil, etc.) Sustainable Sourcing
Reduce	Reducing GHG emissions in dairy farming Make Sustainable Dairy Industry
Regeneratte and restore:	Encouraging forest-building agriculture and agroforestry practices Efforts to Stop Deforestation
Transform	Invested in cocoa cell culture startup California Cultured Inc.

Supply Chain Initiatives

Sourcing of Raw Milk
Sourcing of Cocoa
Sourcing of Palm Oil
Sourcing of Soybean
Sourcing of Paper

Pollution Prevention

Position on Pollution Prevention

In order to prevent environmental pollution resulting from our business activities, the Meiji Group is working to reduce the amount of pollutants released into the environment as well as strictly comply with environment-related laws and regulations.

Establishing of Pollution Prevention Guideline

In FY2022, Meiji Group established the Guidelines for Pollution Prevention to ensure that our production and R&D facilities in Japan and overseas work at a unified, high-level level to prevent pollution. The Guidelines consist of the following: Operation of voluntary Management standards, Monitoring, Measurement and recording, Facilities management, Training , Risk management, and Reducing of pollutant emissions.

In accordance with the Guidelines, the Group promotes compliance with environment-related laws and regulations and reduction of pollutant emissions into the environment.

Meiji Group Pollution Prevention Guideline

Chemical Substance Management

As we use a large number of chemical substance in our business activities, we are working to strictly control the amount used, ensure safe handling, and monitor the amount released into the environment.

We comply with the PRTR Law, which promotes the monitoring and management of chemical substances released into the environment. We are also improving our manufacturing methods to reduce the amount of chemicals used, replacing them with safer substances, and installing recovery equipment to reduce emissions into the environment.

(Unit: t)

		FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
PRTR emissions volume*	Japan	9.8	10.0	3.9	3.2	9.9
PRTR transfer volume*	Japan	394.6	64.2	132.4	406.3	464.1

* Dioxins is not included.

（Unit：mg-TEQ）

		FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Dioxins emissions volume	Japan	0.2	0.3	0.4	0.1	0.2
Dioxins transfer volume	Japan	0.6	1.1	1.3	0.5	0.5

PRTR emissions volume and PRTR transfers volume (ESG data)

Preventing water pollution

Wastewater treatment facilities are installed at production and R&D facilities, and wastewater treated at high levels is discharged into rivers and sewerage. We have set voluntary management standards that are stricter than legal standards, and manage wastewater treatment facilities appropriately.

(Unit: t)

		FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
BOD emissions volume[1]	Global	-	18.0	15.4	100.4	87.7
COD emissions volume[2]	Japan	-	36.0	32.3	58.3	93.5
	Overseas	-	-	2.3	2.6	2.3

1 In FYE 3/2022, only domestic Meiji Group was included.

2 COD pollution load in Japan was measured using potassium permanganate as an oxidant. The overseas COD pollution load measured by the method using potassium dichromate as an oxidant.

Preventing air pollution

By properly managing combustion equipment, we comply with soot and smoke regulations and monitor total emissions of sulfur oxides (SOx) and nitrogen oxides (NOx). In addition, because many organic solvents are used in the production of pharmaceuticals, we are working to recover Chlorine-based organic solvents and reduce emissions of volatile organic compounds (VOC) into the atmosphere.

(Unit: t)

		FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
VOC emissions volume*1	Japan	561.7	101.9	118.3	147.7	112.2
NOx emissions volume*2	Japan	140.5	164.3	157.3	162.2	242.5
SOx emissions volume*2	Japan	66.1	95.9	97.1	90.0	80.9

*1 Emissions to the air

*2 FYE3/2024, NOx and SOx emissions were calculated theoretically based on fuel consumption. From FYE3/2025 onward, the emissions are aggregated based on actual measured concentrations in flue gas.

Preventing soil contamination

We conduct regular groundwater monitoring for hazardous substances at locations where there is a potential risk of soil contamination. If detected concentrations exceed the standards stipulated by the Soil Contamination Countermeasures Act, we promptly implement appropriate measures under the guidance of the relevant authorities to prevent any adverse impact on the surrounding environment.

Thriving Communities

The Meiji Group supports various communities through communication and cooperation with stakeholders.

Human Resources

LEARN MORE

Click on a topic area to learn more.

- Diversity-Related Targets
- Promotion of Human Capital Strategy
- Human Capital Development
- Diversity, equity and inclusion
- Employee-Friendly Workplaces

Human Rights

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- Goals for Respecting Human Rights
- Respect and Promote Human Rights

Society

LEARN MORE

Click on a topic area to learn more.

- Society-Oriented Goals
- Stakeholder Engagement
- Promote Social Contribution

Human Resources

Diversity-Related Targets

Meiji Group 2026 Medium-Term Management Plan

Materiality: Growth and success for diverse human resources

Data target range or company leading initiatives
1-11: Meiji Holdings Co., Ltd., Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd. and KM Biologics Co., Ltd.
12: Domestic consolidated subsidaries

Last Updated: August 19, 2025

	Major initiatives	Metrics	Results / progress	Targets
			FYE March 2025	FYE March 2027
1	Define ideal global business human resources and conducted human resource training program to promote skill and capability improvement	Sufficient human resources with skills and capabilities that can be utilized in global business (Percentage of employees achieving a certain score or higher in internal assessments, Scope: Managers and career track employees)	29.1%	35% or more
2	Accelerate selection of human resources to lead next generation of Group management, conducted training program	Number of human resources pool for important positions in group management	20 people	30 or more people

3	Foster autonomous career development awareness and established human resource development system	Participation rate for internal voluntary training	23.3%	25% or more
4	Strengthen management skills of managers to provide career support and foster awareness among female employees, and to promote the utilization of diverse human resources	Ratio of women among executive officers	2.2%	5% or more
		Ratio of women in management positions	7.7%	12% or more
5	Proactive hiring of mid-career human resources, promotion of on-boarding, and strengthened links to and hiring of alumni	Ratio of mid-career personnel in managerial positions	10.9%	20% or more (FYE March 2041 target)
6	Strengthen human resource exchanges with overseas Group companies, established hiring scheme for overseas human resources	Ratio of foreign personnel in managerial positions	N/D	20% or more (FYE March 2041 target)
7	Establish human resources system for promoting maternity leave among male employees, and foster awareness among male employees and in the workplace	Ratio of men taking childcare leave	100%	100%
8	Create a workplace environment that is comfortable for all	Ratio of establishments with multipurpose toilets and private changing rooms	Toilets: 64.5% Changing rooms: 12.9%	100%
9	Implement policies related to improving lifestyle habits, the early discovery of illness, and mental health measures	Absenteeism	0.6%	0.3% or less
		Presenteeism (loss)	24.2%	15% or less
10	Implemented policies related to promoting dietary improvements and adopting exercise habits, and prohibiting smoking	Percentage of employees maintaining appropriate weight (FY2023 results: 65.4%)	64.6%	Yearly improvements
11	Promoting smart-working for workstyle reforms, reviewed workflows at each workplace	Annual paid leave utilization rate	77.1%	80% or more
12	Fostered awareness through safety education, strengthened facility safety	Number of serious labor accidents	0 cases	0 cases

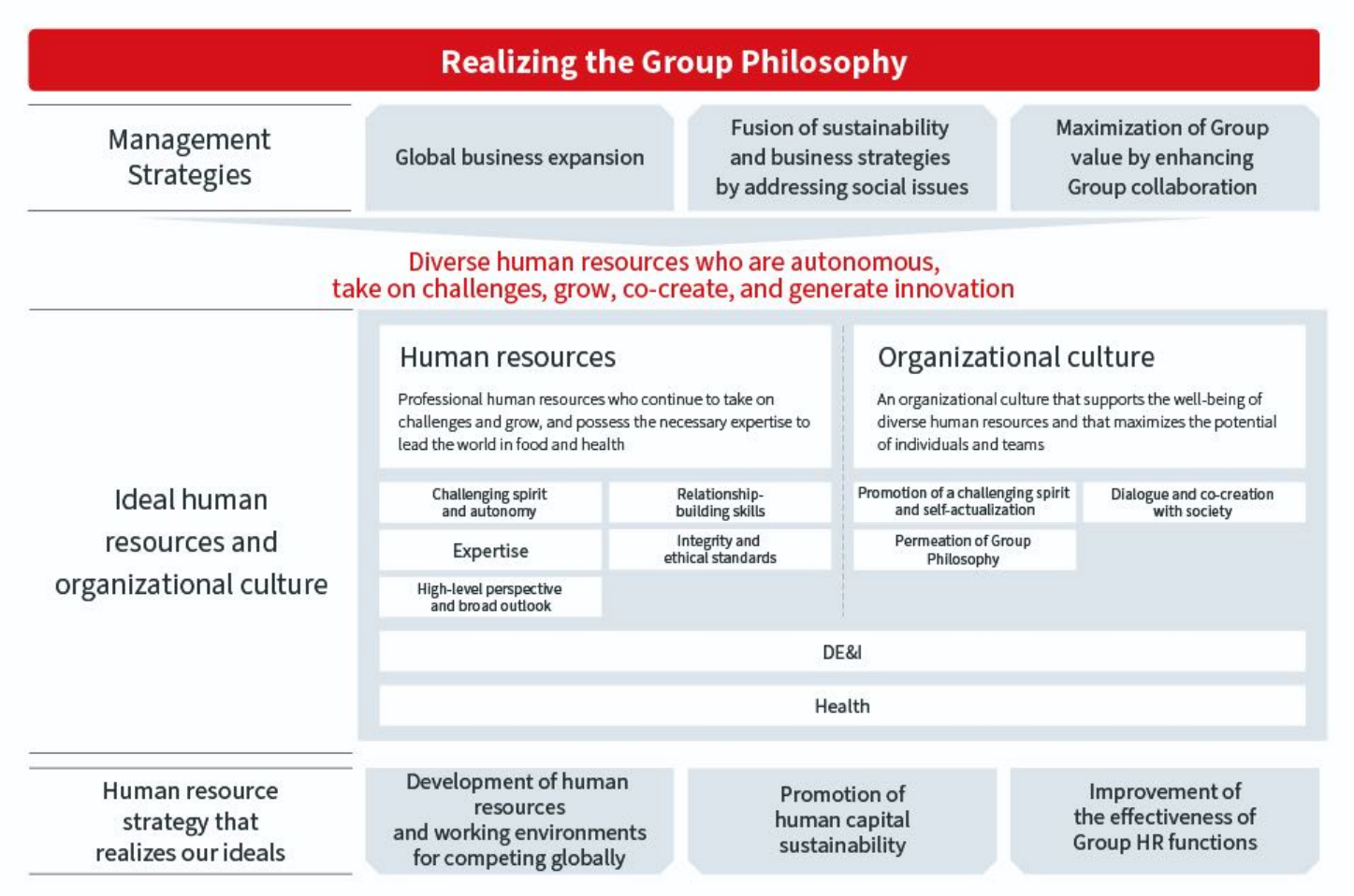
Promotion of Human Capital Strategy

Human resources are an extremely important capital that supports the Meiji Group's value creation. Respecting employee diversity and enabling individuals to perform to the best of their abilities will lead to the Group's sustainable growth. In line with our management strategy, we will make strategic investments toward developing human resources capable of creating and deploying "Meiji unique value for wellness" globally.

Concept of Human Capital Strategy

Under the 2026 Medium-Term Business Plan, we will work on evolving Meiji ROESG® management, transforming our markets, businesses, and behaviors to restore growth potential. Through global expansion of our business and fusion of sustainability and business strategies by addressing social issues, we will enhance our competitive advantage and maximize the Meiji Group's value, thereby achieving sustainable growth. Based on this management strategy, we formulated Our Value Creation Story within our human capital strategy, as a further embodiment of connections between our Group Philosophy and management strategy and our human capital strategy. The aim is to clearly define our ideal human resources and organizational culture, so that diverse human resources can continuously be autonomous, take on challenges, grow, and co-create, thereby generating innovation. To realize this human capital strategy, we will implement the development of human resources and working environments for competing globally, promote human capital sustainability, and improve the effectiveness of Group HR functions.

Our Value Creation Story



Ideal Human Resources

In Our Value Creation Story, we define ideal human resources as "professional human resources who will continue to grow and take on challenges while leading the world in food and wellness." To achieve this, we have identified five key aspects: challenging spirit and autonomy, relationship-building skills, expertise, integrity and ethical standards, and high-level perspective and broad outlook. Additionally, as foundational improvements supporting human resources and organizational culture, we have clearly defined our ideal with respect to DE&I (Diversity, Equity and Inclusion) and wellness, and based on these definitions, we are developing various measures.

New HR (Human Resources) System

For the Meiji Group to achieve sustainable growth, it is important to create a working environment where each of our employees—responsible for realizing this growth—can continue to take on challenges and grow with a high degree of motivation, and can continually demonstrate their capabilities. Based on this thinking, we introduced a new HR system in April 2025. The new system aims to encourage highly motivated human resources to thrive through the appointment of the right person to the right position and the realization of promotions and selections regardless of age. It will serve as a common Group-wide foundation, enabling diverse human resources to be autonomous, take on challenges, grow, co-create, and generate innovation, with the aim of enhancing corporate value.
Specifically, we have established a fair and reasonable evaluation system that bases grading on job duties and roles, and assesses performance based on generated results and demonstrated actions. The new HR system also includes a well-balanced and externally competitive compensation system designed to reward employees for their job duties, responsibilities, and achievements.
Furthermore, in the assessment of actions, which applies particularly to leaders and above, we seek the creation of actions that are mindful of co-creation with stakeholders and society, by incorporating items such as dialogue and co-creation with society, promotion of a challenging spirit, and self-actualization.

Evaluation System for Employee Growth

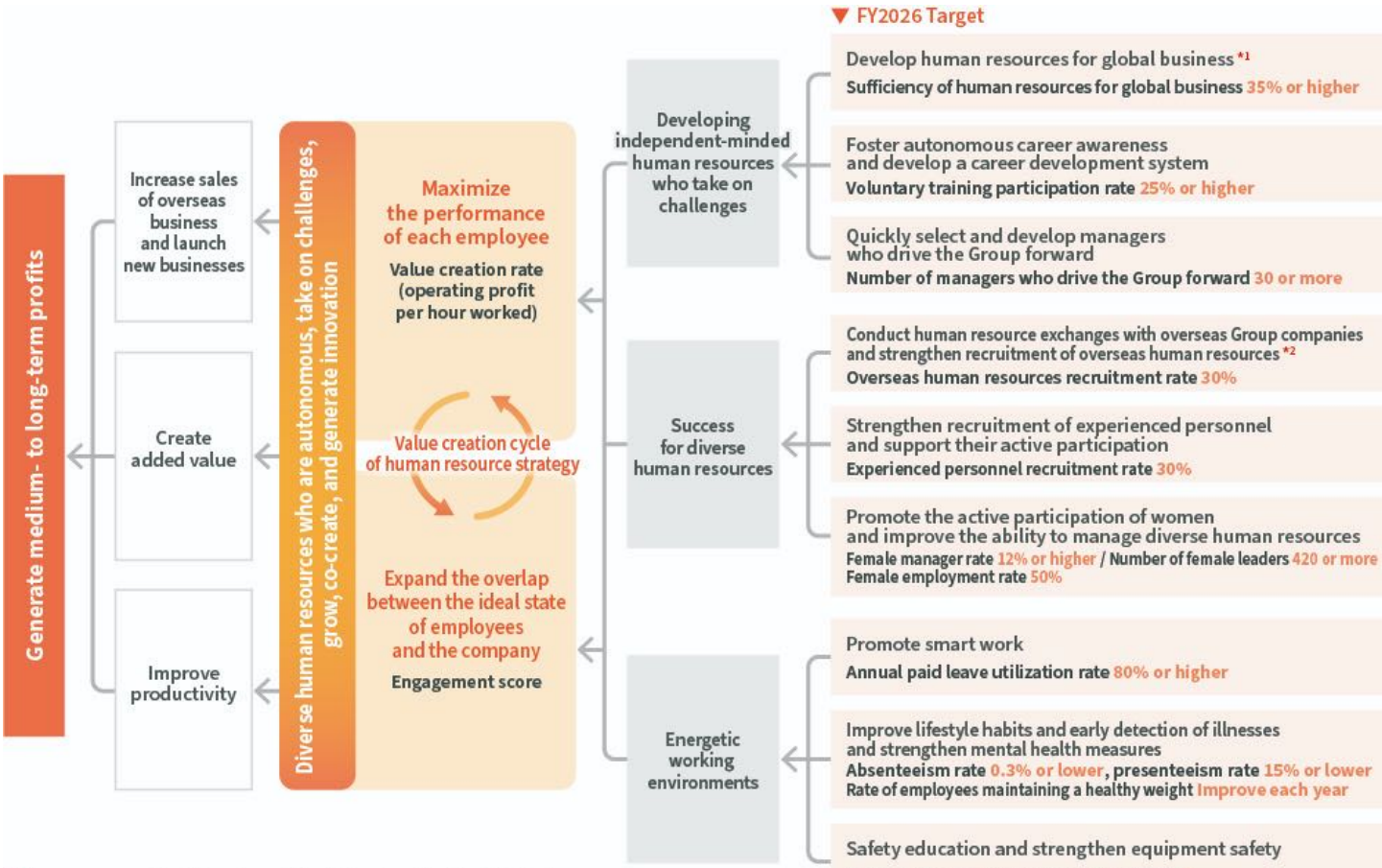
For employees to achieve high performance, they must develop professional skills, gain enriching work experiences, set challenging work goals, and push themselves to meet those goals. In the evaluation component of our new HR system, we promote and commend the setting of ambitious and challenging goals. We aim to operate the system in a way that leads to employee growth by assessing each individual's results and actions annually on an absolute scale, followed by thorough discussion and adjustment between superiors and team members to ensure high levels of understanding and acceptance.

We also conduct yearly 360-degree evaluations for managers at certain operating companies, using this multifaceted feedback to develop managers.

Meiji Human Capital Impact Path

With respect to the HR strategy, which forms the foundation of Our Value Creation Story, we have established a new Meiji Human Capital Impact Path—a visual representation of the links between our HR strategy and medium- to long-term profit creation. It serves as a concept supporting the strategy, clarifying the relationship between our ultimate goal of enhancing corporate value, the materiality of human capital, and various human capital management measures (inputs).
Specifically, we will monitor KPIs related to various inputs and, through necessary actions, aim to maximize the performance of individual employees (value creation rate) and improve the alignment of vision between employees and the Meiji Group (employee engagement score). By linking these two elements, we aim to create a virtuous cycle, and through the realization of diverse, energetic human resources, we believe this will also lead to the creation of profits in the medium to long term and the enhancement of corporate value.

Meiji Human Capital Impact Path



*1 Human resources with skills and capabilities that can be utilized in global business
*2 Human resources with at least six months of global experience, such as overseas study or residence, and including foreign nationals

Group Human Capital Committee

The Group Human Capital Committee, chaired by the CEO, meets twice annually as an advisory body to the Executive Committee. We will discuss Diversity, Equity and Inclusion (DE&I), Human Capital Development, Health and Productivity Management, Smart Work, and Occupational Health and Safety. We will then set up KPIs. We will promote the human capital strategy based on management strategy throughout the Group.

Mission of committee

1. **Enhancing Human Productivity and Value Creation Capabilities**

   From Human Resources to Human Capital

   We view employees as capital, not resources. We will strengthen human productivity and the ability to create value through investments focused on improving quality.

2. **Creating a Culture and Structure Essential for Sustainable Growth**

   From Human Resource Strategies to Management Strategies

   We will consider the ideal state of the Group's human capital and develop a system where employees perform to the best of their abilities to realize the Meiji Group 2026 Vision. In particular, we will promote a strategy that emphasizes the development of core human capital to lead management strategies.

Human Capital Development

We believe that respecting the diversity of organizations and individuals and maximizing the vitality and capabilities of each employee will contribute to the sustainable growth of the Meiji Group, and we are focusing on human resource development.

Meiji Group Human Resources Development Policy

The Meiji Group has created a basic policy concerning skills development, and the company provides a skills development structure to foster human resources.

1. Promotion of a challenging spirit and autonomy, and acquisition of leading-edge expertise
2. Support for individual growth, career development, and self-actualization
3. Cultivation of a high-level perspective and broad outlook, and building of open relationships inside and outside the Group
4. Empathy with the corporate vision and Group Philosophy

The Meiji Group is strengthening its investment in human resources based on a human capital strategy linked to its management strategy, aimed at fostering "professional human resources who will continue to grow and take on challenges while leading the world in food and wellness." Specifically, building on Our Value Creation Story, we are revising the Meiji Group Human Resources Development Policy, and at the same time, in order to realize our management strategy, we are discovering and developing human resources to be responsible for future Group management, focusing on themes such as human resources for global business, human resources for management leadership, and human resources for business transformation. We will also advance efforts that facilitate the development of human resources with digital skills as well as the active career development of employees.
Additionally, we are actively engaging in mid-career recruitment to acquire specialized and highly skilled human resources. We are also building leadership pipelines for female managers and providing opportunities for their career development.

Skills Development Structure

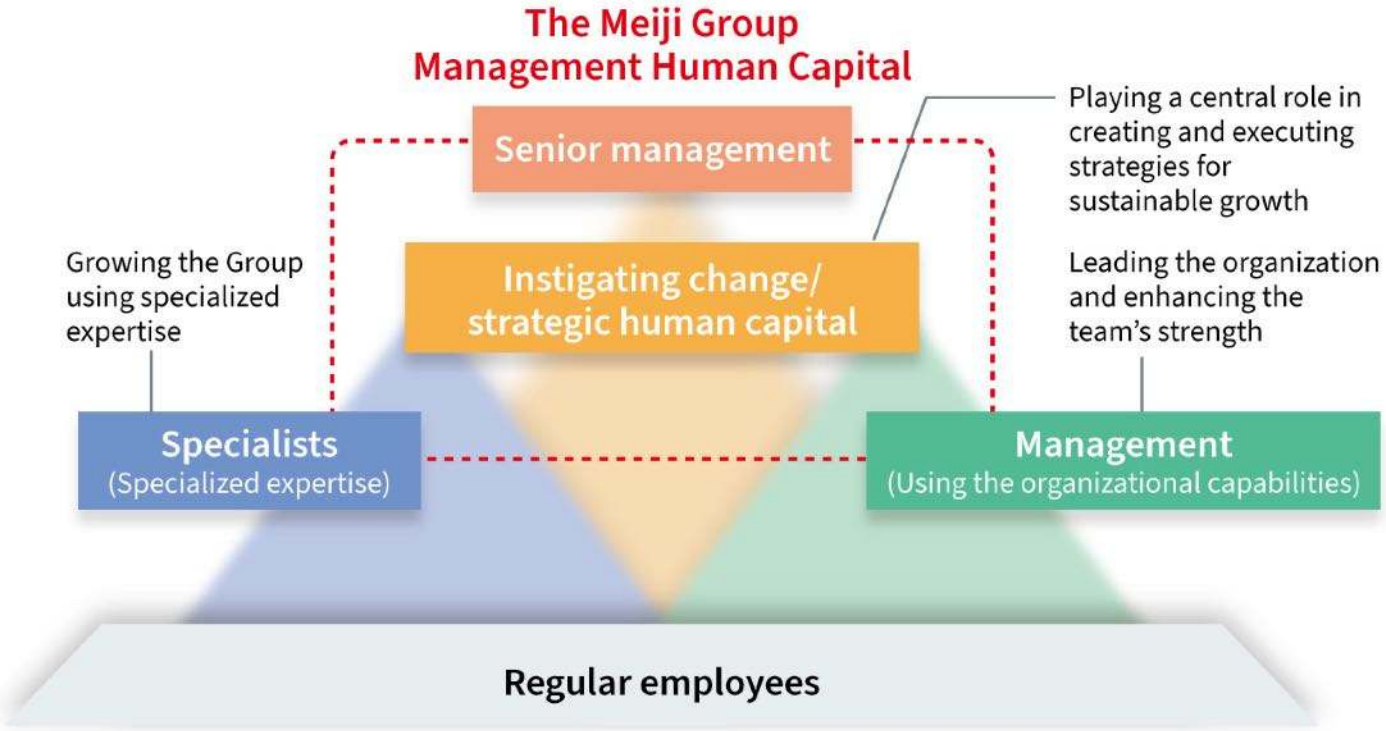
Based on the Meiji Group Skills Development Policy, we have established a skill development system that facilitates the growth and career development of each employee.

	New employees	Mid-career employees	Managers	Objectives
Developing next-generation leaders		• Training for next-generation leaders • Training at business school and external venues (Management school / Interaction with and exposure to other industries / Developing managers)	• Training for top manageme nt	• Fostering innovation • Developing next-generation leaders • Developing next-generation Manegers
Global training Diversity Management Development of DX human resources		• Global training (Language training / e-learning / Training throgh overseas assignments) • Training for employees in their childcare years • Training for the development of DX human resources	• DE&I training for new managers	• Develop personnel to work overseas • Strengthen diversity management • Improvement of the digital technology use
Rank-based training	• Training for new employees • Onboard training for mid-career hires	• Training for promoted employees • Training for career track employees • Training for clerical workers	• Training for new managers	• Train young employees • Onboarding to each stage • Enhancement of management skills
Voluntary training Career development	• Voluntary training • Career design training			• Self-development support • Promotion of career development
Division-specific training and group company training	• Division-specific training (Coporate / R&D / Quality, Manufacturing technologies / Logostics, Sales, MR / Marketing / Global / Sustainability / Information systems) • Training for Group company employees training (New employees, Business management)			• Raise the level of expertise specific to a divison • Srtengthen group companies

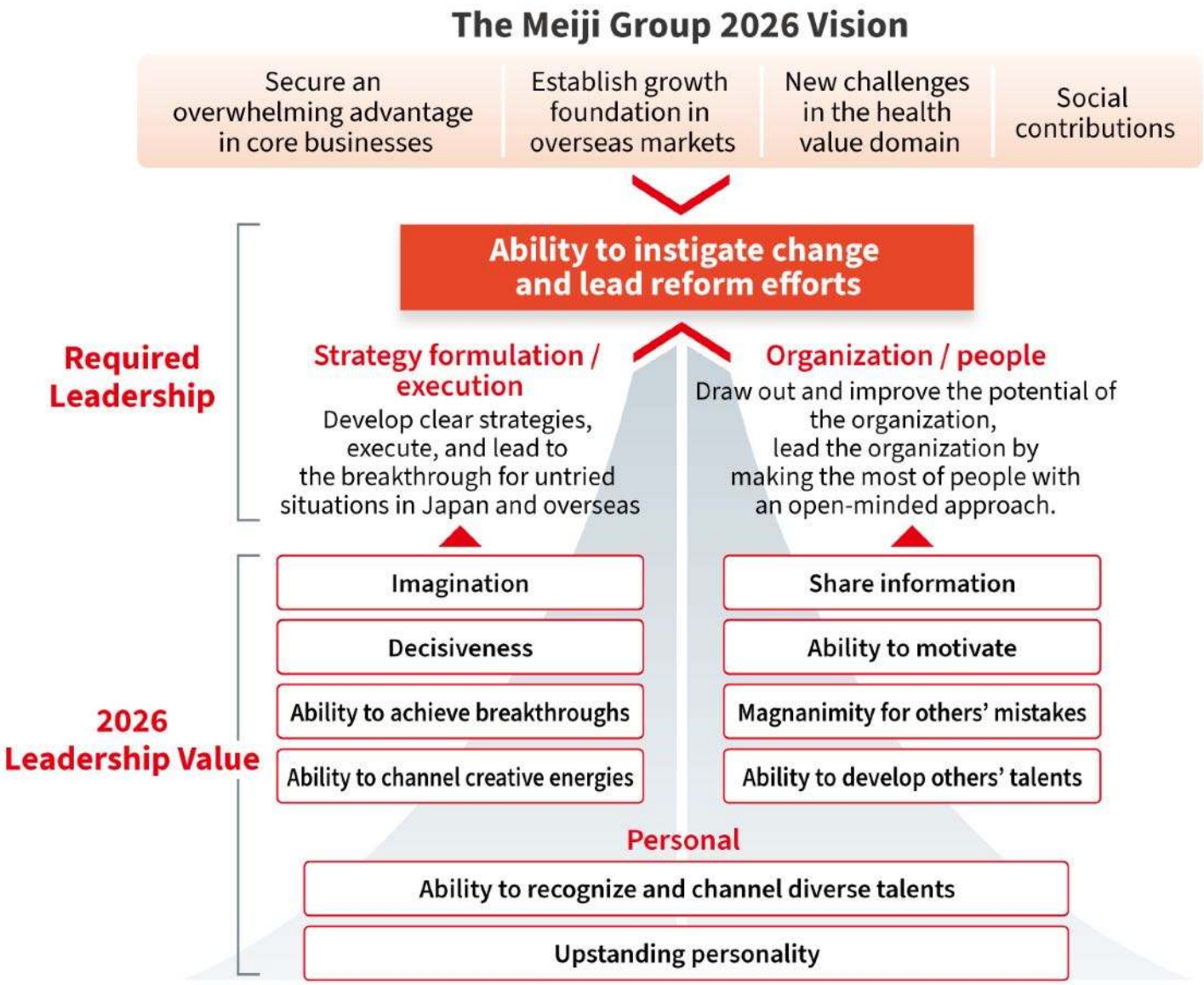
Identify and develop human capital for group management

The figure below shows three characteristics of the Group management team: instigating change/strategic human capital, management, and specialists. Our management team should consist of members whose strengths are at least one of the three characteristics.
Of the three characteristics of management human capital, development of “instigating change/strategic human capital” is critical to further strengthening the Group management. If such human capital takes the initiative in developing and implementing progressive strategies, we can compete with external rivals and survive in the future. In FY2021, we launched the Group Management Human Capital Development Program for executive officers and candidates. Through this program, we identify and develop promising individuals who could perform as future managers in the group.
We encourage every individual to bring their strengths and individuality to the job. At the same time, we develop future managers through measures that promote characteristics (leadership values) and growth, which serve as the foundation of succession management.

Required Abilities for Managers who Drive the Meiji Group Forward



Desired Management Human Resources (Leadership Value)



Implementing Group Management Human Resources Development Programs

We are implementing human resources development programs chaired by the CEO for executive officers and candidates. Program content focuses on self-development plans to reaffirm abilities, skills, and competencies, as well as reports to the CEO regarding the individual's self-directed management reform activities. Through these programs, we cultivate perspectives and views as group managers, identifying group manager candidates in the process of transforming mindsets among future corporate reformers.

Nurturing Future Leaders

In addition to in-house training, we send employees to external training programs such as cross-industry exchanges and business schools with the aim of developing human resources with a broad perspective and point of view. We offer a broad range of training programs, from learning the management sense and management leadership skills to acquiring the strategic thinking, reasoning, decision-making, and communication skills needed by the leaders of tomorrow.

Training program for the development of personnel capable of working globally

We provide a wide variety of training programs to develop personnel capable of working globally.

1. Self-development language courses
2. Language training in English- and Chinese-speaking countries for effective language-learning and understanding of different cultures
3. Programs sending selected personnel to business language schools to acquire practical language skills
4. Programs to instill perseverance, understanding of diversity, and mental toughness by sending personnel overseas to gain first-hand experience in business customs under challenging conditions

Rank-specific training, business skills training at each career stage

Systematic training for Meiji Group employees starts with new-employee training, where employees learn the basic knowledge, behavior, and attitudes they need for work at Meiji. Next, employees receive training in logical thinking, follow-through, team-leadership skills, and the qualities and capabilities of a business leader. Managers receive training at each relevant stage, helping them reflect on their management style and strengthening their ability to foster their subordinates. Training for upper management is designed to enhance management skills to make the workplace more dynamic and to cultivate an awareness of self-reform as participants seek to become management leaders.

Mechanisms to Encourage Autonomy and Challenge

Voluntary Training to Support Career Development

We provide employees having the spirit of taking on challenges with opportunities for self-development on an application basis. We also have a support system in place to help employees develop their own abilities. We will continue to introduce a training system that gives employees more opportunities than ever before to be self-motivated in their training in order to support the growth of employees toward the careers and goals they envision for themselves. We accelerate the development of autonomous human capital by encouraging employee learning autonomy, moving away from corporate-mandated training and toward self-directed training.

Click here for the employee training expenses and time (to ESG data)

FYE March 2025 Training Results

	Program Objectives	Number of attendees	Average attendance time (hours)	Average Education and training expense (unit:thousand of yen)
Developing next-generation leaders	• Cultivate human capital with broad perspectives and high vision • Develop strategic thinking, judgment, decision-making, and communication skills	146	75.6	774.0
Global training Diversity management training	• Develop personnel capable of working globally who is able to deliver results on the front lines around the world • Foster a culture in which diverse human capital feels free to play active roles	1,756	12.0	8.6
Rank-based training	Acquire skills necessary at each stage: • Strengthen the ability to nurture subordinates and junior staff • Improve management skills to inspire teams and organizations • Foster a sense of self-innovation for the next generation of management leaders	1,184	22.2	59.8
Voluntary training, self-development, etc.	• Encouragement of self-directed learning among employees and develop self-motivated human resources	3,468	21.6	25.4
Division-specific and group company training	• Acquire business skills necessary for each responsibility • Encourage self-directed learning among employees and develop self-motivated human capital	111,031	0.7	1.9
Group Philosophy training (For new employees)	• Promoting understanding of the Group's philosophy and fostering a sense of unity and belonging to the Group	341 (Percentage of participants to domestic employees: 1.4%)	3.8	41.0

Facilitating career planning through self-assessments

As part of our efforts to strengthen talent management, we are implementing an initiative where employees outline their career plans and aspirations on a Career Design Sheet in consultation with their supervisors. The self-assessment reports create opportunities for employees to reconsider their work practices and career paths, and also provide useful information for management to develop necessary training programs and help employees thrive in the workplace.

Diversity, equity and inclusion

People's values are diversifying in both the consumer and labor markets. We should promote DE&I to sustain growth in such an environment. We will accelerate diversity in our core human capital by hiring, development and promoting women, globally experienced personnel , and experienced personnel from outside the company. Also, we will strengthen our competitiveness by creating diverse career options including senior human capital.

Meiji Group Policy on Diversity, Equity & Inclusion

We have established the Meiji Group Policy on Diversity, Equity & Inclusion to promote DE&I toward realizing the Meiji Group 2026 Vision. We will promote DE&I to provide customers in Japan and around the world with progressive values in food and health.

Meiji Group Policy on Diversity, Equity & Inclusion

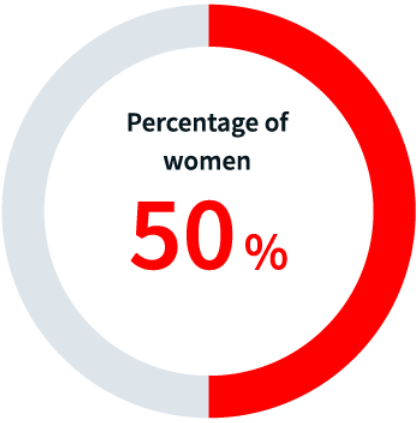
＜2050 The Meiji Group's vision of DE&I realized＞

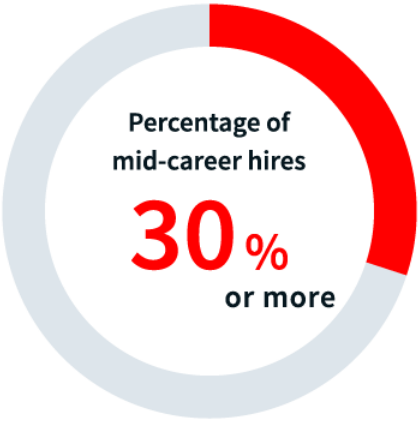
The Meiji Group aims to promote diversity, equity and inclusion by setting a 2050 target of achieving a women ratio of 50%, a mid-career hires ratio of 30% or more, and a personnel globally experienced* ratio of 30% or more.

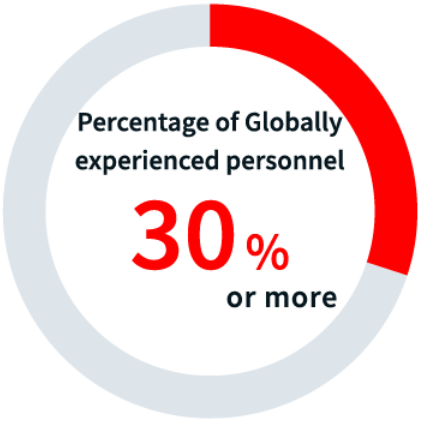
* Personnel with at least six months of global experience (studying abroad, living overseas, etc.), including those with foreign nationality.

The Meiji Group Vision for 2050 - Directors, Managers, and Career-Track Employees -

*Meiji Holdings Co., Ltd., Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd. and KM Biologics Co., Ltd. (unconsolidated)

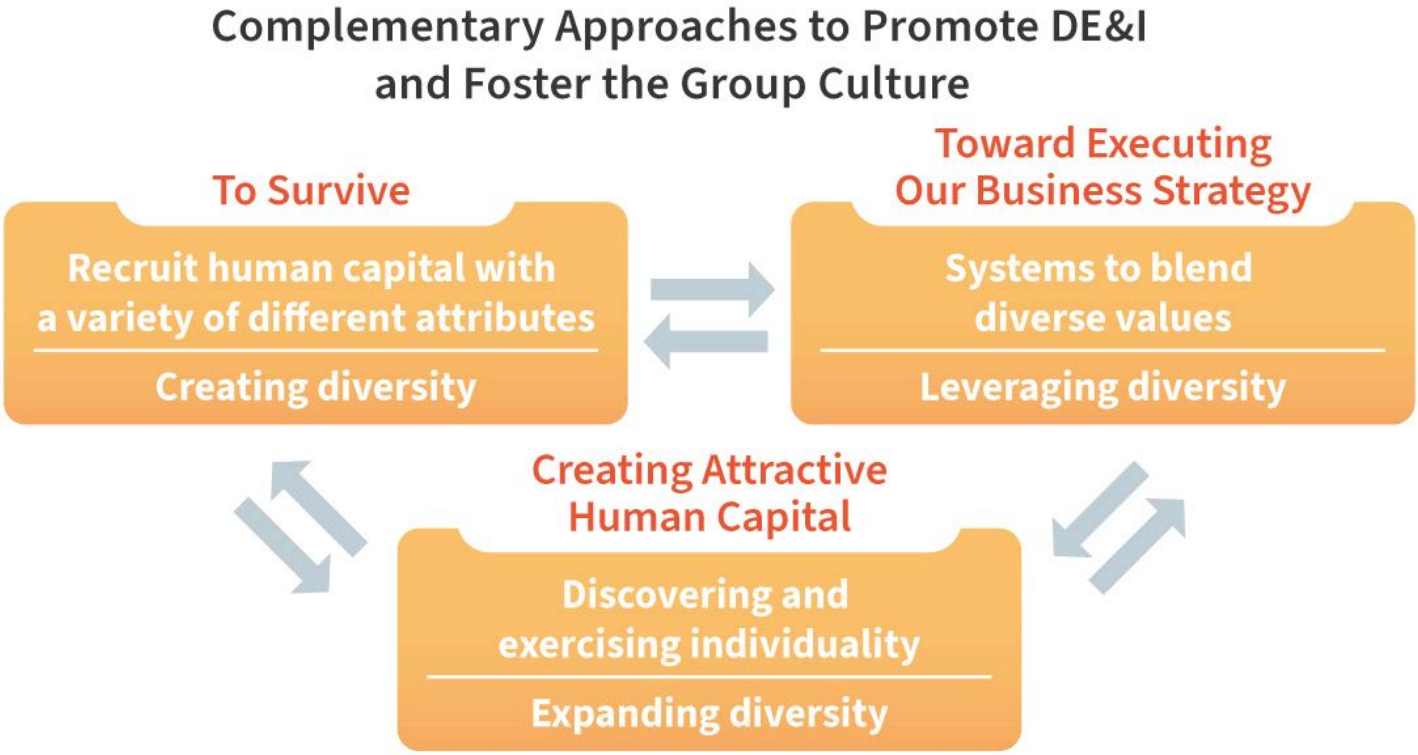






Three Approaches to Promoting DE&I

The Group promotes DE&I through three approaches: creating diversity, leveraging diversity, and expanding diversity. Through these three complementary approaches, we promote DE&I and foster the Group culture.



Promoting Female Participation

Our first step toward DE&I is to encourage women to play a more active role in our organization. To this end, senior management has committed to promoting more women to management positions, conducting unconscious bias training and career training for female employees. Further, to create organizations and workplaces in which every employee, regardless of gender, performs to the best of their abilities, we strive to offer more robust support systems that respects work-life balance. We provide regular training for managers who supervise female employees and employees in their child-rearing years, and we communicate throughout the Meiji Group to raise awareness.

Click here for the rate of female managers and number of female managers (to ESG data)

- Meiji Holdings Joins 30% Club Japan, a Campaign to Increase the Proportion of Female Corporate Executives
- Meiji Co., Ltd. The company acquired the Two-Star Eruboshi Certification for the first time. The Eruboshi Certification is awarded to companies that seek actively to empower female employees.
- Selected to Next Nadeshiko: Companies Supporting Dual-career and Co-parenting as Outstanding Company for Supporting Work-life Balance

Strengthening the Pipeline of Female Executive Officers and Managers

We are promoting measures to enable female employees to improve their skills and abilities and raise their career awareness so that they can take on challenges with an even broader perspective and point of view without any barriers. As a way of supporting female leaders in improving their careers, we held group training sessions for women who were one step away from management positions where they reported on their themes to the President. In addition, we held group training sessions for female managers where they reported on themes for management reform to the CEO as a way of helping them to gain a Group-wide perspective. As a program for managers, we introduced a mentoring program where executive officers act as mentors to develop the abilities of female managers participating in the program while supporting them with their management and career concerns.

Building a Network of Female Employees

Group Joint Networking Event for Women in Management

Every year in March, we hold a groupwide networking event for women in management in conjunction with International Women's Day. In FY2024, a total of 50 female managers participated in the event. The initiatives, including roundtable discussions with female executives and group discussions with management divided by job classification, have led to the creation of cross-group networks, and the cultivation of a perspective toward senior management, as well as the creation of a pipeline for management positions.

Training sessions to build a network of female employees

Meiji Co., Ltd. holds training sessions to help each woman work positively and vigorously in her own way through networking among female employees, and to create innovation by utilizing the power of women. The monthly training includes career sharing, seminars on women's specific concerns (such as menstruation and menopause), discussions on how to resolve company issues, and monitoring of new products.

Training for Employees in Their Childcare Years

As a groupwide initiative, we conduct training for employees and their supervisors who are raising children, with the aim of supporting a balance between childcare and work as well as supporting their success in their careers. Employees raising children learned "effective communication skills to involves colleagues," while supervisors learned "the importance of individual management and activity support." In addition, employees with childcare responsibilities and supervisors participated in a workshop to help them understand each other.

Initiatives for Mid-Career Recruitment

The Meiji Group actively recruits human resources who have built their careers at other companies with a wide range of knowledge, experience, and abilities in order to quickly respond to changes in the external environment and strengthen business development from diverse perspectives.
We are also strengthening our approach to employees who have resigned. We introduced a “come-back system” that enables reemployment in the Meiji Group with the aim of revitalizing the company through the reemployment of members who have diverse experience and knowledge outside the Meiji Group. Furthermore, we plan to establish the “alumni network” as an activity that will allow retired members to maintain contact with the Meiji Group, thereby creating new business opportunities and enhancing brand value. In addition, in FY2024, as an onboarding measure for mid-career hires, we conducted two joint training sessions on Group Philosophy. By sharing the values of Meiji Group employees with colleagues who joined during the same period, the sessions foster a deeper understanding of the Group and facilitate networking.

Click here for the percentage of mid-career workers as full-time employees (to ESG data)

Active Recruitment of Global Human Resources and Colleagues Working Around the World

With the aim of further expanding its global business, the Meiji Group actively recruits outstanding local human resources at overseas Group companies in order to develop businesses that are suited to local cultures and needs. The Meiji Group believes that hiring local human resources contributes to the sustainable development of each country and region. To encourage locally hired employees to work enthusiastically, and to strengthen collaboration among Group companies, in addition to developing a multilingual web-based in-house magazine, promote human resource exchanges between Japan and overseas, and hold learning workshops. We also actively recruit global human resources* to strengthen awareness of overseas business in Japan and to create an organizational culture in which diverse values are shared. We are building a scheme for recruiting overseas human resources by participating in recruitment events for students studying abroad and strengthening relationships with universities that have many foreign students.

* Human resources with at least six months of global experience, such as overseas study or residence, and including foreign nationals

Click here for the number of employees by country of main operations (to ESG data)

Encouraging male employees to take childcare leave

Our operating companies are a member of the initiative to develop supervisors who support individual careers. In addition, from FY2025, we have raised the maximum number of paid childcare leave days for male employees to 28 days, and will advance initiatives designed to ensure that men are more actively involved in childcare than ever before. We are continuing to encourage male employees to take childcare leave through various approaches, including offering individual counseling to eligible employees and their supervisors, posting examples of employees taking childcare leave on an internal portal site, and providing training for directors and managers. Going forward, we will continue to strive to create a workplace environment that makes the most of the values and skills of our diverse human resources, including the use of childcare leave by male employees.

Promoting Employment of People with Disabilities

The Meiji Group employs people with disabilities at over 40 workplaces across Japan, and aims to maintain its ratio of employees with disabilities above the country's legal requirement of 2.3% for large companies. These workplaces have installed barrier-free restrooms and wheelchair ramps to create comfortable work environments for all employees.

Click here for the ratio of employees with disabilities (to ESG data)

Maintaining accessible workplaces for all members

At the Meiji Group, at the initiative of an employee with a disability, there is a growing movement among workers to display a card on their chest informing them of their disability. These cards can be used by those who wish to use them in accordance with their disabilities, leading to the formation of better communication. In addition, Meiji Co., Ltd. actively promotes the acquisition of qualification of vocational counselor for the disabled, and provides basic knowledge training on disability for all employees. By deepening understanding of disabilities, we are striving to create an environment that is easy for everyone to work in.

Supporting Sexual Minorities in the Workplace

The Meiji Group is undertaking LGBTQ+ initiatives with the aim of enabling diverse human resources to work vibrantly and demonstrate their abilities in their own way. We are committed to promoting understanding among employees and improving the workplace environment.

Specific initiatives

- Promoting understanding of LGBTQ+ issues in each company's human rights training
- Switching the display of restroom for the disabled and multipurpose restroom to the display that can be used regardless of gender
- Establishment of LGBTQ+ consultation service
- Conducting seminars for hiring managers in order to promote understanding of LGBTQ+ issues
- Application of welfare benefits to same-sex partners
- Implemented bottom-up activities through its employee Ally (Alliance) network, which is a group of people who understand and support LGBTQ+
- Product development and marketing that embraces diversity

These efforts of Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd. and KM Biologics Co., Ltd. have led to the highest rating of Gold in PRIDE Indicator for three consecutive years, an evaluation index for LGBTQ+ initiatives in the workplace. Meiji Co., Ltd. has also been awarded the Rainbow Certification for three consecutive years, which recognizes companies that promote collaboration beyond sectors including the national government, local governments, academic institutions, NPOs/NGOs, and other organizations.

work with Pride Gold 2025

work with Pride Rainbow 2025

Rehiring Employees after Retirement

We have put a program in place to rehire employees after the current retirement age of 60, and to continue employment until the age of 70 in stages. The program allows these employees to not only apply the skills they have acquired over many years but also to guide and mentor younger colleagues.

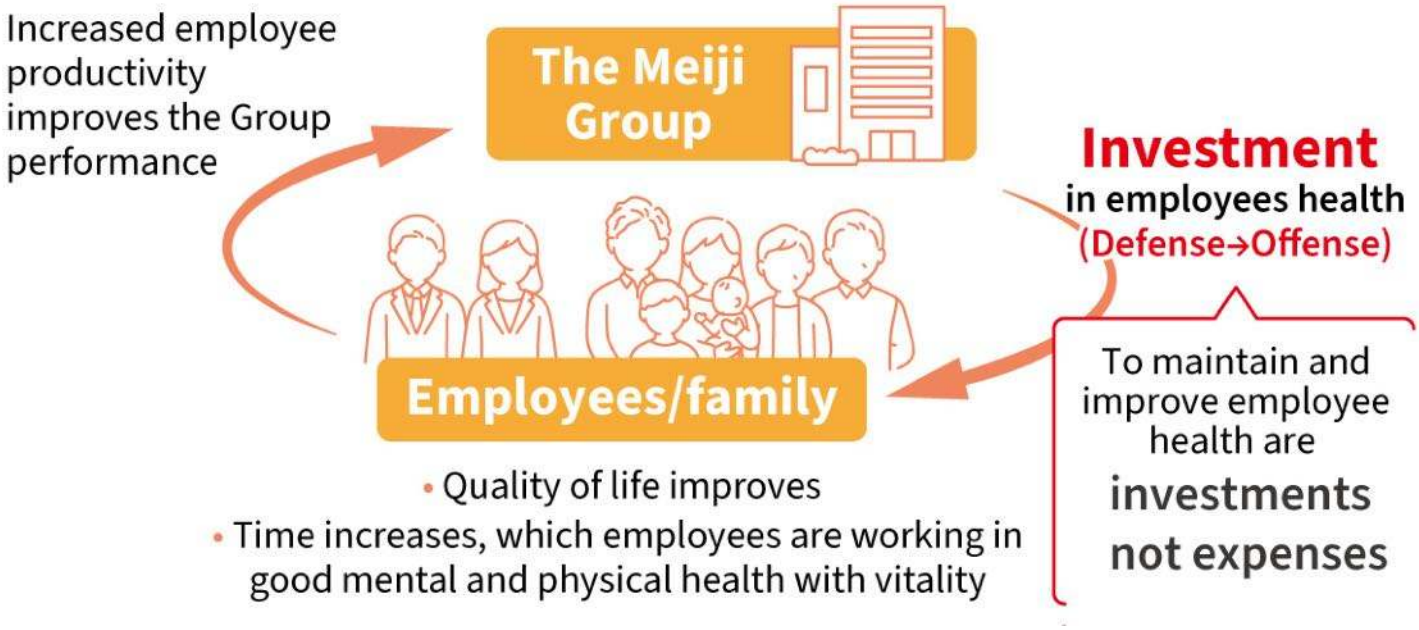
In addition, Meiji Co., Ltd. implements career development support measures for senior employees (career design training for those in their 50s, career design interviews for those in their 50s, and reskilling) in order to assist individuals in their autonomous career development and ability development, so that seniors can work actively. The company has also introduced a job matching system that allows employees to choose their internal career paths.

Click here for the number of retierment-age employees requesting re-employment (to ESG data)

Employee-Friendly Workplaces

Promoting Health Management

We strive to improve productivity by grasping the mental and physical health of employees from a managerial perspective and strategically investing in maintaining and promoting such health. As a company embodying the Group slogan “Now ideas for wellness,” we believe it is crucial for our employees to remain healthy and vigorous. To achieve this goal, we have formulated and disclosed the Meiji Group Health Management Strategy Map.
We have selected healthy lifestyle habits (diet, exercise, quit smoking) as key to preventing obesity. We have set KPIs and are promoting measures accordingly.



Committed to the Health of Employees

In 2018, the Meiji Group made an official commitment to help employees effectively manage their health and to promote wellbeing in the workplace. This commitment provides the basic principles of the Group's health management systems.

Meiji Group Commitment to the Health of Employees

The Meiji Group recognizes the fundamental importance of good physical and mental health for its employees to lead productive lives and reach their full potential. Therefore, the Group is committed to the following three activities.

1. Measures shall be taken to encourage employees to responsibly manage their own health as well as the health of their family members.
2. Programs shall be put in place to support the efforts of employees to manage their health and to enhance their ability to do so.
3. Steps shall be taken to ensure that workplaces provide comfortable and safe working environments for all of their members.

Health management challenges and goals

We have formulated and are implementing a Health Management Strategy Map that clarifies the link between investing in Health Management and the effectiveness of measures. To address the management issue of realizing a company in which employees can work comfortably and are healthy and energetic in both their mind and body, we are aiming to achieve this goal by improving the lifestyle habits of "meals," "exercise," and "smoking," with the aim of "reducing the number of obese people to prevent lifestyle-related diseases." By using the "Health Management Strategy Map" for internal communication, we will promote understanding and awareness of health management initiatives among employees and their families, in collaboration with industrial health staff, the health insurance association, and employee representatives.

Health Management Targets

Approach to Health Issues	Key Targets
	Absenteeism: 0.3% or less (target for FY2026) Presenteeism (loss) : 15% or less (target for FY2026)
Strengthen initiatives to reduce lifestyle-related diseases (high-risk individuals)	Percentage of regular health checkups received: 100%
Improvement of dietary habits	Increase the ratio of people with healthy eating habits (Support for eating breakfast and reducing the number of people who eat before bedtime)
Encouraging Exercise	Increase in the ratio of people who are regular exercisers
Early detection of disease	Cancer screening takers: Improved every year Secondary health checkup rate: Improved every year
Prevention of Passive Smoking and Encouraging Quit Smoking	Ensure no smoking during working hours Encourage employees to quit smoking and support employees who wish to quit

Click here for the employee health indicators (to ESG data)

Improvement of Dietary Habits Through Nutrition Education Caravan and Breakfast Support

Aiming to improve the percentage of Meiji Group employees with healthy dietary habits, we have been conducting the Nutrition Education Caravan at operating sites nationwide every year since FY2022. The theme for seminars held in FY2023 was techniques for controlling cholesterol and visceral fat. Additionally, since FY2024, as a trial measure aimed at increasing the percentage of employees who eat breakfast, we installed Breakfast Boxes at some operating sites. By developing a system allowing light meals to be received only during breakfast hours, we are promoting the habit of eating breakfast.

Promotion of Good Exercise Habits Through the "Walking Campaign" Workplace Challenge

The Walking Campaign is a program conducted annually to encourage employees to adopt good exercise habits, and in FY2024, it was held in an inter-workplace challenge format. By posting workplace rankings in real time, the campaign was designed to foster increased encouragement and strengthen communication within workplaces. Top-ranked teams are presented prizes and commended for their efforts as a way of strengthening employee motivation to participate.

Initiatives to Prevent Passive Smoking and Encourage Smoking Cessation

We are taking steps to prevent passive smoking and to help employees quit smoking in order to reduce the smoking rate to as close to zero as possible in the future in order to promote employee health and create a workplace environment where people can work with peace of mind. As a first step, we made the zero smoking declaration for executive officers to achieve a zero smoking rate. We also put up posters at each business site with a message from the President calling for employees to quit smoking, which includes his own story of smoking cessation. In order to raise awareness of the need to quit smoking among all employees, letters from the president are sent to the homes of employees who smoke, supporting their efforts to quit, and specifically for general managers, one-on-one interviews are conducted with medical professionals. We are working to maintain and promote the health of employees at each operating site by completely separating smoking and non-smoking during working hours, as well as setting and informing employees of no-smoking day on the 22nd of each month.

Mental Health Initiatives

As part of our efforts to address employee mental health, the Meiji Group conducts stress checks once a year at each of our operating companies. We also have a system in place for employees to meet with an industrial physician, if so desired. In addition to stress checks, we pursue mental health-related initiatives that include self-care training for employees to become aware of their own mental health issues and line-care training for managers who supervise others.

Infection Control Measures

To protect the health and safety of our employees worldwide, we provide expatriates and overseas business travelers with up-to-date information on the outbreak of infectious diseases including malaria, TB and HIV in each country, as well as preliminary guidance and support, including necessary immunizations and the provision of information from local medical institutions. In addition, we are taking all-out measures to prevent infection in the workplace, including the implementation of in-house mass vaccination for all employees in Japan as a countermeasure against seasonal influenza.

Recognized for outstanding health and productivity management

In 2025, Meiji Holdings was recognized for their outstanding health and productivity management for the nine consecutive year through a certification program operated by Japan's Ministry of Economy, Trade and Industry. The program evaluates companies based on their employee health activities, such as provision of regular checkups, healthcare guidance, counselling, and fitness programs.

Also, In 2025, Meiji Holdings was selected as the Health & Productivity Stock Selection Brand by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for three consecutive years.

Promoting Smart Work

The Meiji Group has consistently implemented work style reforms, and as a result, working environments as a whole have steadily improved. Meanwhile, it has become clear that common challenges related to "work styles" exist in both DE&I promotion and KENKO Investment for Health, and we recognize that further improvement of working environments is essential.
To achieve a state where "each employee works with high productivity and the potential of individuals and teams is maximized," we are shifting to creative work and promoting "smart work"—a work style where each employee aims to be autonomous, take on challenges, grow, and co-create.

Click here for the employee health indicators (to ESG data)

Providing Flexible Work Arrangements

The Meiji Group has introduced telecommuting and flextime systems for employees who need more flexible work arrangements. It also allows employees to continue fulfilling their work responsibilities when dealing with major life events. For example, employees can opt to work shorter work hours following a childbirth, and male employees are encouraged to take paternity leave.
We have created an environment in which employees can maximize their capabilities at their respective life events.

- Introduction of a telecommuting system
- Introduction of a flexible work hours system
- Introduction of a workcation and step out system
- Support for male employees to take childcare leave
- Thorough implementation of employment continuity support system for employees at life events
- Childcare and nursing care programs

Systems for childcare and long-term care

Childcare Nursing care	Pregnancy leave	From pregnancy to 46 days before childbirth
	Maternity leave	From 45 days before childbirth to 56 days after childbirth
	Childcare leave	Mothers can take childcare leave until the child reaches three years of age
	Childcare break during work hours	Female employees raising children under the age of one can take two childcare breaks of at least 30 minutes each per day
	Shortened work hours for childcare	• Shortening of work hours until 2.5 hours per a day • Moving forward work hours up to 2.5 hours per a day • Moving down work hours up to 2.5 hours per a day • Exemption from overtime working • Exemption from late night overtime working • Application of a flexible work hours system
	Nursing care leave (Short term)	5 days per year per eligible family member
	Nursing care leave (Long term)	Total of 365 days per eligible family member
	Nursing care: Measures to shorten work hours, etc.	Shortening/staggering of work hours, exemption from overtime/late night work, application of flextime system

Allowances, etc.	Childbirth and childcare support	At the time the employee or spouse gives birth (childbirth gift money and childcare goods)
	Next generation cultivation allowance	Monthly Allowance for Dependent Children
	Mutual aid system	Childbirth gift money, subsidy of 50% of babysitting expense (within 30 days), school entrance gift money, orphans' scholarships, etc.

Click here for the date of childcare and nursing-care (to ESG data)

Encouraging employees to take paid holidays

Through awareness-raising activities for employees and workplaces, we foster a culture that encourages employees to take annual paid leave and promoting the use of annual paid leave.

- Encourage employees to take consecutive annual paid vacations (five days)
- Establishment of specific days for encouraging employees to take annual paid leave
- Set annual leave schedules at the beginning of the fiscal year and share them throughout the workplace

Click here for the percentage of annual paid vacation days taken by employees (to ESG data)

Initiatives aimed at reducing long working hours and improving productivity

- Thorough reporting and management of appropriate working hours
- Promoting Meetings Efficiency
- Review and streamline operations at the workplace level
- Training and information dissemination related to time management

Click here for the average monthly hours of overtime per employee (to ESG data)

Occupational Health and Safety

Based on the Meiji Group Occupational Health and Safety Policy, we recognize that safety takes precedence over everything else. Based on this policy, we continually work to ensure workplace safety and strive to maintain and promote employee health. Based on this policy, we are working with not only Meiji Group employees, but also contractors working together on the premises to implement various measures related to safety and disaster prevention.

Meiji Group Policy on Occupational Health and Safety

Management system

The Meiji Group considers employee health and safety to be one of our most important imperatives. We operate a system to oversee the occupational health and safety of the Meiji Group through the Group Human Capital Committee, chaired by the CEO. Once every six months, we report and discuss the progress of health and safety targets, measures against occupational accidents at each operating company, and data, such as the number of accidents. The Executive Committee and Board of Directors receive reports related to these discussions in a timely manner.
The labor union, which represents workers, plays an important role in the Central Occupational Health and Safety Committee. In addition, we have set the goal of "zero serious accidents" as a KPI for the 2026 Medium-term Business Plan, and the entire Group has set priority initiatives to achieve this goal and is implementing the PDCA cycle.

Group Human Capital Committee

Occupational Accident Elimination Initiatives and Accidents Occurring Over Time

To achieve zero occupational accidents, we are working with contractors to reduce facility and work-related risks.
Specifically, we conduct risk assessments prior to the start of operations of new facilities and safety audits and inspections of existing facilities, and strive to prevent occupational accidents and legal violations at each business site by disseminating and complying with equipment safety measures and rules.
Furthermore, in the event of an occupational accident, we investigate the cause and then conduct safety inspections and measures to prevent recurrence.

Click here for the List of Certification Status of ISO45001

Preventive measures against occupational accidents that occurred in FYE March 2025 (excerpt of those taken for the at each operating company)

	Common Accidents	Measures Taken
Meiji Co., Ltd.	Pinching, trapping	• Fundraising and implementation of construction work to address unsafe areas • Strengthening of on-site inspections to identify unsafe areas (operating parts, rotating parts)
Meiji Seika Pharma Co., Ltd.	Falling over / falling down	• Remediation of identified risks, familiarizing plant employees • Provision of information via digital signage on the occurrence and prevention of fall-related accidents • Elimination of risks of falling over, falling down, and other occupational accidents by implementing safety patrols in the head office building, and awareness-raising campaigns for safe behaviors, such as keeping hands free when using stairs
KM Biologics Co., Ltd.	Falling over	• Slow squats and exercises to prevent lower back paines

Click here for the status of occupational accidents (to ESG data)

Workplace-specific health and safety training programs

The Meiji Group's main companies provide occupational health and safety training tailored to their specific workplaces. They also share information on safety with a view to prevent the occurrence of similar kinds of accidents.

Occupational Safety Education Results

FYE March 2025 Results / Unit: Persons

Educational Program Name	Program Content	Target Group	Participant
Training to Learn from Past Accidents	Training utilizing information about past serious accidents to prevent decaying awareness and recurrence of these accidents, to foster safety awareness, and to improve risk sensitivity	All employees	1,887
Lifter Lower Operations Educator Training	Training for educators to acquire the necessary knowledge and skills for instructing certified operators on operations in the lower part of the lifter, the area where the certified operator system has been introduced	Facility environment managers	22
ISO45001 Internal Auditor Training	Training providing education for the acquisition and practice of knowledge/awareness necessary for internal auditors based on Occupational Safety and Health Management Systems (OSHMS)	OSHMS Internal Auditors	15
Occupational Health and Safety Regulations: Safety Risk Assessment Training	Remote risk assessment training on the essential points of occupational health and safety regulations, hazard identification, risk assessment, and recurrence prevention measures. Lectures by external consultants and the Japan Industrial Safety & Health Association	Plant, laboratory, and head office employees	906
Training for prevention of Fall accidents	Learning about the causes of falls and what kind of workers are more prone to serious injuries, founded in past cases and medical evidence. Training for participants to experience locomotion checkups and slow squats as measures to prevent falls caused by functional decline of the lower extremities, and to continue these measures after the course	Workers	309
Special Training for Handling Low-Voltage Electricity	Training for personnel engaged in the operation of switchgears with exposed charging terminals on low-voltage power lines installed in areas like distribution board rooms/transformer substation rooms	Workers	66
Illness/injury/emergency response training	Training programs to understand and prepare response methods and communication systems to prevent confusion in the event of a sudden illness or injury	Production site employees	205

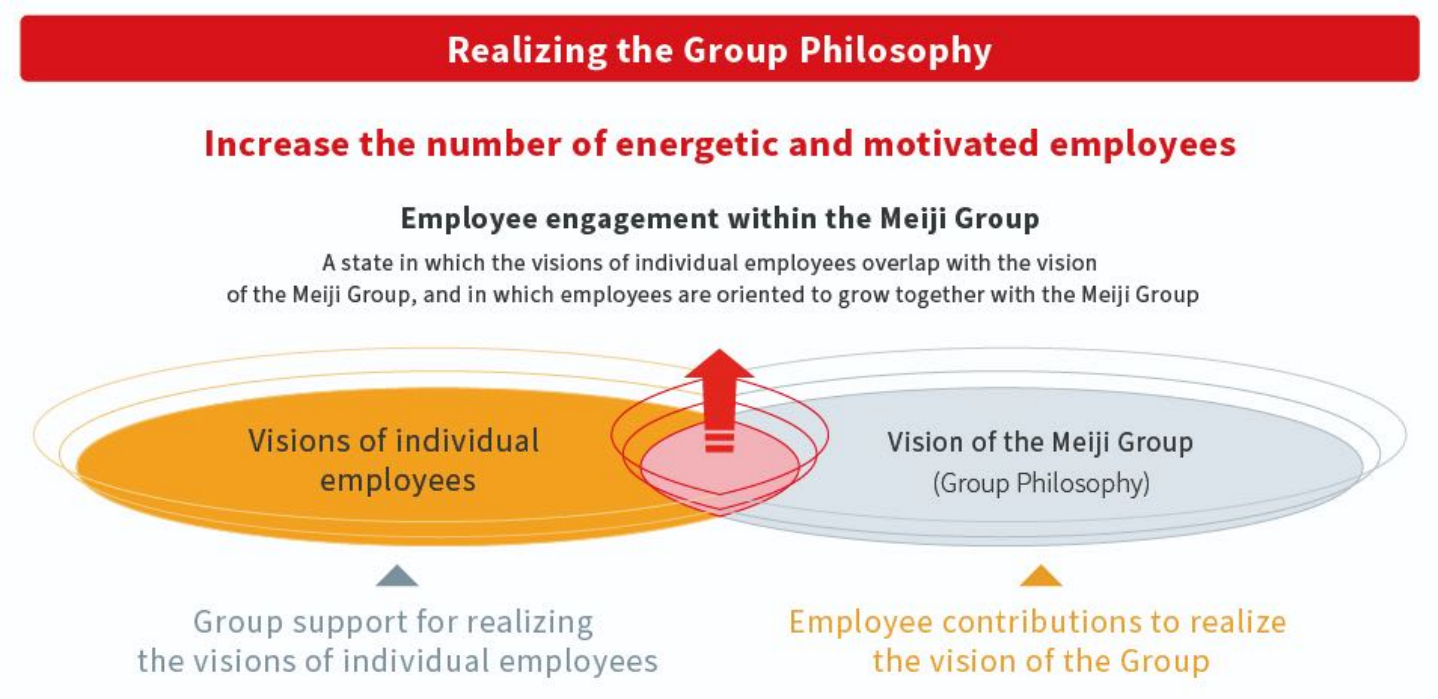
Other Initiatives for Employee Safety

The Meiji Group conducts regular disaster-preparedness drills at each operating site in accordance with firefighting plans to ready employees in anticipation of earthquakes, fires, or other disasters. In addition, we hold safety seminars before and after disaster drills to raise safety awareness.

Improving Employee Engagement

The Meiji Group views employee engagement as one of the indicators for measuring medium- to long-term improvement of corporate value, and monitors it annually through surveys. To more vigorously advance human capital management by linking our management strategy and human capital strategy, we will create an organizational culture where employees and the Group work together toward growth of the Group as a whole and the realization of our Group Philosophy and management strategy.

Employee engagement for realization of the Group Philosophy



Engagement Score

KPIs in the 2026 Medium-Term Management Plan

Overall indicator: Affirmative response rate of 60% or more

Results- FYE 3/2025

	Affirmative response rate
Overall indicator	56.6%
Philosophy and strategies	51.3%
Company foundation	79.1%

Transformation activities	48.8%
Workplace	73.5%
Supervisor	76.0%
Work	58.6%
Self	61.0%
HR system/measures	33.5%

* Respondents: 9,046 Response rate: 95.8%

Meiji Brand Project

In order to promote and embody the Group slogan "Now ideas for wellness," we are implementing a project to encourage employees to change their attitudes and behaviors in order to create a healthy value that is unique to meiji. Through direct discussions between senior management and young employees on such topics as meiji's health value and the Meiji Group's vision, as well as through dialogue with top management, we regularly hold workplace meetings to think and implement health ideas and solutions to social issues through business activities. In these ways, we are working to understand and empathize with the company's aspirations and to stimulate communications between ranks and employees.
We began the meiji Brand Awards in FY2021. These awards recognize ideas from individuals and workplaces in Japan and overseas that embody the unique meiji health values. In FY2024, from over 500 entries, gold, silver, and bronze prizes, as well as special awards and excellence awards were presented in the Ideas category and the Action category. The gold prize in the Ideas category went to the Sales Division of Meiji Co., Ltd., for their initiative "Meiji Challenge! Direct Sales Outlet for Food Loss Reduction," which involves directly selling Meiji products that are past their peak freshness. The gold prize in the Action category went to the Newborn Screening Center of KM Biologics Co., Ltd. for their initiative "Connecting Little Lives to the Future," which significantly reduced the number of testing days for newborns. Both of these initiatives are already being implemented in daily operations and are contributing to Meiji unique value for wellness.

Holding of "Case Study Presentation Meetings on the Corporate Philosophy and Conduct Guidelines" to Promote the Behavior Change by Employees

KM Biologics Co., Ltd. holds annual "Case Study Presentation Meetings on the Corporate Philosophy and Conduct Guidelines" to introduce and share results of activities embodying its Corporate Philosophy and Conduct Guidelines to the entire company under the initiative of employees. At the case study presentation for FY2024 initiatives, the grand prize was awarded to "Development and Introduction of a System for Confirming Discrepancies with Manufacturing and Marketing Approval Items Using Generative AI," which showcased the improvement of efficient and effective quality control levels through the utilization of AI technology.
This case study presentation not only motivates employees but also improves corporate competitiveness.

Efforts to comply with labor laws and regulations

The Meiji Group complies with various labor laws and regulations in each country so that employees can work with peace of mind.

Working Hours

We strictly manage employees' working hours in compliance with local laws and regulations, both in Japan and overseas.

Wages

Based on the Meiji Group Human Rights Policy, the Meiji Group complies with minimum wages stipulated by the laws of each country. We also apply a uniform compensation system for men and women in the same qualifications and job levels.

Labour Relations

All regular employees of Meiji, Meiji Seika Pharma, and KM Biologics are members of a labor union affiliated with each respective company. Excluding managers, 100% of employees belong to the unions, which negotiate on their behalf. Recognizing the importance of maintaining a positive and productive relationship with labor, the Group's management regularly meets with the union leaders to negotiate wages and benefits, and to resolve any issues that arise in the workplace, including those concerning health and safety.

Human Rights

Goals for Respecting Human Rights

Meiji Group 2026 Medium-Term Management Plan

Materiality: Respect for human rights throughout the value chain

Data target range or company leading initiatives
1: Domestic consolidated subsidaries and 1 affiliate
2: 23 overseas subsidaries
3: Meiji Holdings Co., Ltd.

Last Updated: August 19, 2025

	Major initiatives	Metrics	Results / progress	Targets
			FYE March 2025	FYE March 2027
1	Conduct employee education on business and human rights	Implementation rate for human rights education for all domestic group employees	Participation rate: 94.7%	Participation rate or 90% or more * Participation once per year
2		Implementation rate for human rights education for overseas Group companies (23 companies)	34.8% (8 companies)	Once or more * Participation over 3 years
3	Strengthen human rights due diligence overseas	Number of overseas high-risk countries for which human rights impact assessments have been conducted	0 * FY2025: Planned for implementation in 1 country	3 countries

Respect and Promote Human Rights

Meiji Group’s Basic Approaches to Human Rights

Our Corporate Behavior Charter and Code of Conduct includes respect for human rights. We recognize that all people are born free and with equal dignity and rights. We act fairly and faithfully to uphold this Policy on Human Rights in all our business activities. We engage in the greater pursuit of initiatives related to human rights, striving to accomplish our duties in this respect.

Corporate Behavior Charter
Code of Conduct

Meiji Group Human Rights Policy

Based on the United Nations Guiding Principles on Business and Human Rights, the Meiji Group supports and respects international standards on human rights, such as the International Bill on Human Rights, ILO's core labour standards, and OECD Guidelines for Multinational Enterprises.
In the pharmaceutical business, we will respect the ethical principles of the Helsinki Declaration and the guidelines of the International Council for Harmonisation of Technical Requirements for Pharmaceutical for Human Use (ICH).

We will also respect the Children’s Rights and Business Principles of UNICEF, especially with regard to children, who have strong ties to the food business.
In 2020, we established the Meiji Group Marketing Communication to Children Policy, which outlines our considerations for children in marketing related to confectionery and ice cream.

Meiji Group Policy on Human Rights
Meiji Group Marketing Communication to Children Policy

System for Promoting Respect for Human Rights

In the Meiji Group, the Chief Sustainability Officer (CSO) is tasked by the President of Meiji Holdings to be responsible for and execute measures related to human rights. Under the supervision of the CSO, Meiji Holdings' Sustainability Management Department leads execution of each of these measures as the main organization responsible for sustainability.

The Meiji Holdings Executive Committee has assembled the Group Sustainability Committee, with the aim of unifying all of Meiji Group's various sustainability-related activities, including those concerning human rights. In July 2019, we established the Group Human Rights Meeting, whose members consist of relevant departments and outside experts, and initiated human rights due diligence activities. Meiji Holdings' Sustainability Management Department, the main department responsible for sustainability, serves as the

Meeting's secretariat. The Group Human Rights Meeting has in turn set up sub-committees, each with its own individual area of responsibility. As well as this, they are investigating human rights-related issues, creating action plans for various initiatives, and taking necessary preventive measures. The Board of Directors at Meiji Holdings receives regular reports on these activities and supervises the effectiveness of activity processes and measures.

In addition, the Meiji Group has appointed Meiji Brand Promotion Officer and Meiji Brand Promotion Leader at each workplace to spread knowledge and understanding of brand promotion and sustainability. Approximately 800 Meiji Brand Promotion Leaders promote awareness of sustainability issues, including human rights, in their respective workplaces. Approximately 270 Meiji Brand Promotion Officers supervise Meiji Brand Promotion Leaders. Meiji Holdings Sustainability Management Department regularly holds online forums and seminars for Meiji Brand Promotion Officers and Leaders to enhance understanding of sustainability activities, including human rights.

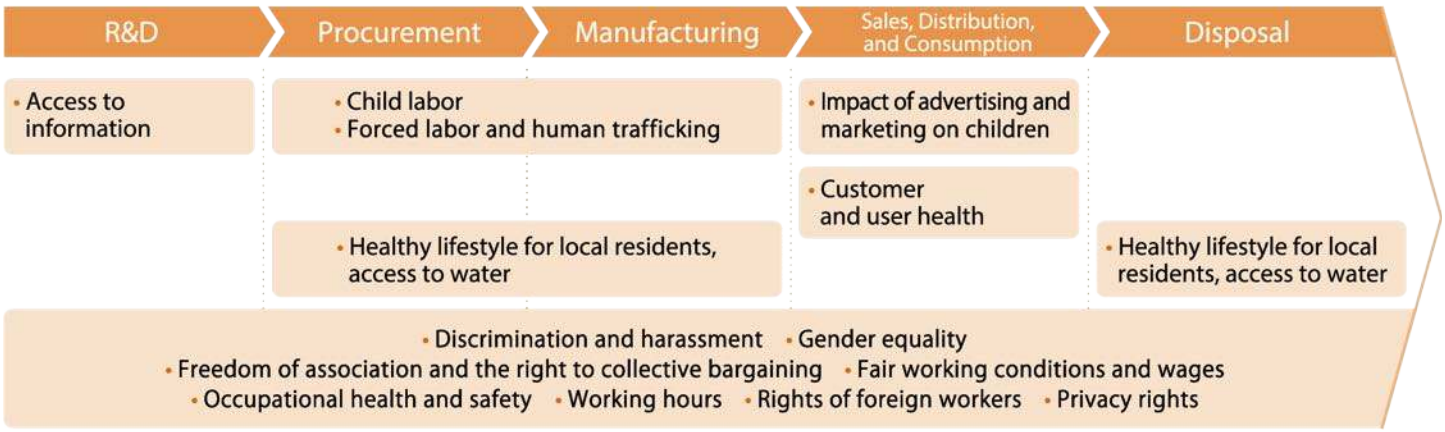
Implementing Human Rights Due Diligence

We started human rights due diligence in FY2019 and it forms our commitment to human rights based on the Meiji Group Human Rights Policy. We make constant efforts to communicate with external stakeholders by: assessing the impact on human rights caused by the Meiji Group's corporate activities and identifying issues; incorporating these evaluation results into procedures and implementing them for meaningful improvements; follow-up evaluations to review effectiveness; and timely and appropriate information disclosure. By continuous improvement through these processes, we will achieve both respect for human rights and sustainable growth of businesses.

Identifying Salient Human Rights Risks

We identify human rights risks throughout the value chain in each of the food and pharmaceutical business domains, and include objective perspectives from outside experts to identify salient human rights issues for the Meiji Group.

Identified salient human rights issues



Salient human rights issues	Potentially affected stakeholders
Discrimination and harassment	Employees, suppliers, customers, community residents, etc.
Gender equality	Employees, suppliers, customers, community residents, etc.
Child labor	Employees of the company and its suppliers
Forced labor and human trafficking	Employees of the company and its suppliers
Freedom of association and the right to collective bargaining	Employees of the company and its suppliers
Fair working conditions and wages	Employees of the company and its suppliers
Occupational health and safety	Employees of the company and its suppliers
Working hours	Employees of the company and its suppliers
Rights of foreign workers (migrant workers)	Employees of the company and its suppliers
Healthy lifestyle for local residents, access to water	community residents
Impact of advertising and marketing on children	Customers and consumers
Customer and user health	Customers and consumers
Access to information	Donors of human-derived raw materials
Privacy rights	Employees, clinical trial subjects, customers, etc.

Initiatives for risk assessment, mitigation, and remedy

The main initiatives implemented in FY2024 to mitigate and remediate human rights risks are as follows.

Overview of human rights risks	Mitigation/correction measures
1. Improve the working environment for foreign workers (migrant workers) at domestic production sites The issue is to understand the actual working conditions of technical intern trainees and other foreign workers in Japan and to create an environment where foreign workers can work with a greater sense of security.	Based on the survey results, three operating sites were visited to ascertain the actual working environments of foreign workers employed by our on-site contractors. This included checking the work sites, conducting interviews with the foreign workers, and exchanging opinions with the on-site managers. As a result, it was confirmed that operations are being conducted in accordance with the Meiji Group Guidelines for Employment of Foreign Workers, and no significant risks were identified.

2. Manage human rights risks for suppliers The results of the Sustainable Procurement Survey of suppliers conducted between FY2020 and FY2022 reveal concerns about human rights risks at some suppliers.	Based on the results of the Sustainable Procurement Survey, we exchanged opinions about human rights and labor with suppliers where human rights risks were a concern, and we confirmed the details of their initiatives. As a result, although no material human rights risks were found, we requested that ongoing efforts be made to reduce human rights risks. In FY2025, we plan to conduct the Sustainable Procurement Survey, followed by an exchange of opinions with our suppliers. Sustainable Sourcing
3. Child labor in cocoa-producing countries Child labor is an issue in the main country where we procure cocoa beans.	In the Republic of Ghana, the main country where we procure cocoa beans, we operate the Child Labor Monitoring and Remediation Systems (CLMRS) with the aim of eliminating child labor. In the year between October 2023 and September 2024, the number of farms with CLMRS was 7,871. 2024 Achievement of Meiji Cocoa Support Program Sustainable Sourcing
4. Understand the actual working conditions of foreign workers (migrant workers) on dairy farms The issue is understanding human rights risks at dairy farms where many foreign workers are employed.	In FY2023, we conducted a survey of employment conditions for foreign workers (migrant workers) at 37 dairy farms across Japan that have a relationship with the Meiji Group. To get an accurate understanding of human rights risks regarding points that could not be clarified by the survey results alone, we visited four dairy farms (in Hokkaido and Kyushu) to confirm the actual situation. No significant risks were identified. As it was determined that more detailed checks are necessary, we are considering improvements to survey questions for FY2025 as well as methods for sharing good practices from dairy farms to raise awareness of the importance of human rights initiatives.
5. Identify risks related to children's rights The issue is identifying and addressing human rights risks in business that relate to children's rights.	Based on the Children's Rights and Business Principles and other resources, we identified and listed the risks related to children's rights in the value chain. In light of the results, we are considering a review of our Marketing Communication to Children Policy.

Overview of human rights risks	Mitigation/correction measures
6. Raise employee awareness for human rights The issue is informing Group employees about our Policy on Human Rights and improving their understanding of human rights.	We have provided human rights education through e-learning and group training, with approximately 12,000 employees participating throughout the Group.
7. Introduction of a multilingual consultation and remedy service The existing whistleblowing system for Group companies in Japan was only available in Japanese. The issue therefore was to introduce a multilingual consultation service that foreign workers (migrant workers) could also use with ease.	In June 2023, a consultation and remedy service for foreign workers was established. In May 2025, the service provider was changed from JP-MIRAI to the Global Alliance for Sustainable Supply Chain (ASSC), enabling it to provide support in five languages.

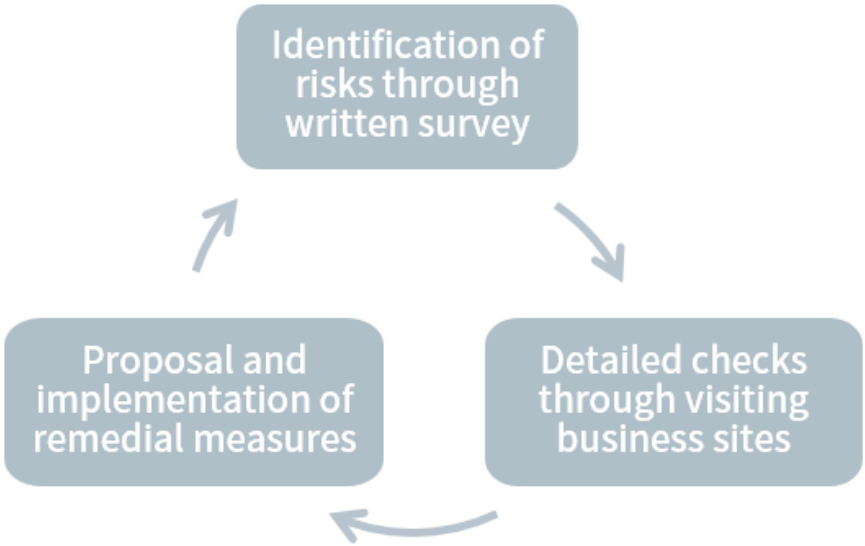
Initiatives to Reduce Human Rights Risks for Foreign Workers (Migrant Workers)

In 2022, the Meiji Group established the Guidelines for Employment of Foreign Workers and has since worked to disseminate and thoroughly implement the Guidelines among related parties within the Group as well as contractors. The Guidelines stipulate the minimum common rules to be observed in the employment and labor management of foreign workers.

<Items to be included in the guidelines for the employment of foreign workers>
1. Matters to be confirmed concerning foreign workers
2. Points to be noted when applying from foreign workers
3. Use of brokers
4. Intermediary fees and other related expenses
5. Working regulations
6. Working conditions and employment contracts
7. Prohibition of forced labor
8. Wages and working hours
9. Provision of housing such as dormitories
10. Consultation Desk and Complaint Processing System, Section
11. Occupational Health and Safety
12. Medical checkups
13. Training
14. Assistance for termination of contract, dismissal, and re-employment
15. Communicating with cooperating companies and dispatching companies

Every year, the Meiji Group conducts a written survey to confirm the employment of foreign workers at each business site as well as their employment and labor management conditions to determine if there are any human rights risks. Based on these results, for those business sites requiring more detailed checks, we visit the sites in person to confirm the actual situation and conduct interviews, and where necessary, we proceed with efforts for improvement.

Continuous improvement process for identifying and improving human rights risks in relation to foreign workers



In 2024, we held briefing sessions targeting on-site managers at each of our operating sites. The sessions aimed to boost recognition of the importance of human rights for foreign workers and to report on the results of the Survey on the Working Conditions of Foreign Workers (written questionnaire).

<Briefing session agenda>

- Global human rights (importance of respecting the human rights of foreign workers)
- Employment trends for foreign workers and the establishment of training and working systems
- Meiji Group initiatives for human rights (foreign workers)
- Report on the Foreign Workers Employment Survey
- Sharing of good practices of employing foreign workers at Group companies (production sites)

Based on the results of the Survey on the Working Conditions of Foreign Workers, three operating sites were visited to ascertain the current situation at production sites in Japan. In addition to conducting on-site checks of the working environments of foreign workers, we confirmed the presence or absence of human rights risks through interviews with the foreign workers and exchanging opinions with on-site managers. As a result, it was confirmed that operations are being conducted in accordance with the Meiji Group Guidelines for Employment of Foreign Workers, and no significant risks were identified.

Site visits and interviews about foreign workers

Interviewed period	Interviewed sites	Person interviewed	Methods
FY2021	6 group companies	7 labor managers in total	Online interview
		6 on-site managers in total	
	8 plants of Meiji Co., Ltd.	8 labor managers in total	Online interview
		8 on-site managers in total	
FY2023	5 plants of Meiji Co., Ltd.	11 plant on-site managers in total	On-site interview
		7 contractors on-site managers	
FY2024	3 plants of Meiji Co., Ltd.	9 plant on-site managers in total	On-site interview
		8 contractors on-site managers Total number of foreign workers employed by contractors: 6	

In FY2025 and beyond, we will continue this survey and site visits as part of our efforts to create working environments where foreign workers can work with confidence.

Multilingual consultation and remedy service for foreign workers

In June 2023, the Meiji Group introduced a multilingual consultation and remedy service for foreign workers which was initially provided by JP-MIRAI (Japan Platform for Migrant Workers towards Responsible and Inclusive Society). In May 2025, this service was transitioned to the Global Alliance for Sustainable Supply Chain (ASSC), which now provides remedy support. Specifically, the service offers a full range of consultations on work, wellness, and daily life, to ensure that foreign workers unfamiliar with life in Japan can work and live without any concerns. Furthermore, should workplace issues arise, foreign workers can also receive support from professional staff as needed until the problem is resolved, with all information received being strictly managed to ensure anonymity and confidentiality, thereby protecting the person seeking support. We strictly prohibit any retaliation or disadvantageous treatment toward foreign workers who use this service. We are embedding this service as a reliable consultation resource for foreign workers employed by the Meiji Group and its contractors in Japan, ensuring it becomes a well-established point of contact available at any time.

Responding to Human Rights Related Laws and Regulations in Each Country and Region

In expanding our business globally, Meiji Group will comply with the laws and regulations regarding the working environment and human rights established in each country, and will act in good faith in all business activities.

UK Modern Slavery Act 2015

Meiji Group Modern Slavery Act Transparency Statement

Australian Modern Slavery Act 2018

Modern Slavery Act Statement

California Transparency in Supply Chain Act

California Transparency in Supply Chains Act Statement

Group Employee Training

We engage in education and training activities related to respect for human rights and prohibition of discrimination, prohibition of forced and child labor, prohibition of harassment, safe and healthy workplaces, respect for fundamental rights of employees, and more, based on the Meiji Group Policy on Human Rights.

In-Company Training

In FY2024, we provided training on "business and human rights" for all employees in Japan and for employees in six countries, including United States, Thailand, United Kingdom, New Zealand, Netherlands and Australia. As part of the education programs, we explain human rights issues as they relate to the Meiji Group's businesses and work environment in an effort to raise employee awareness of human rights and to reduce risks.

Education on harassment

We conduct e-learning on harassment, which is one of the human rights issues in the workplace, for all employees. We explain the diversifying examples of modern harassment and the policy on harassment in our group to raise employee awareness of harassment. For managers, in addition to providing education through specific examples, we also provide education on how to respond to harassment consultations, and promote initiatives to prevent harassment.

Training for Hiring Personnel

In Japan, we provide training on fair recruitment and selection to hiring personnel at our offices nationwide, and ensure compliance with prohibitions on discrimination in employment and harassment, and with respect for the fundamental human rights of applicants. In addition to respecting people's ability to work of their own free will, we also strive to prevent forced labor through clear advance presentation of working conditions (including work content, hours, rest periods, vacations, holidays, wages, salary increases, and provisions on retirement, etc.) and conclude of employment contracts. We also take action to ensure that all employees meet statutory minimum age requirements at the time of hiring in order to prevent child labor.

Society

Society-Oriented Goals

Meiji Group 2026 Medium-Term Management Plan

Materiality: Marketing with high ethical standards

Data target range or company leading initiatives
1: Meiji Holdings Co., Ltd.
2: Domestic consolidated subsidaries and 1 affiliate

Last Updated: August 19, 2025

	Major initiatives	Metrics	Results / progress	Targets
			FYE March 2025	FYE March 2027
1	Establish a responsible marketing communications policy and conduct employee education	Target year for policy establishment	Not yet established	During FYE March 2025
2		Number of education sessions conducted to disseminate policy details	Once (Meiji Group Marketing Communication to Children Policy)	Once per year or more

Stakeholder Engagement

Promote Stakeholder Engagement

We take every opportunity and use every means to engage in communications with important Meiji Group stakeholders (“our customers,” “shareholders and investors,” “company employees,” “business partners,” “local communities, nature and future generations” and “government agencies , NPO/NGO and organizations”). In this way, we answer the expectations of our stakeholders and fulfill our social responsibilities.

Employee Engagement

To achieve the Meiji Group 2026 Vision and be a company that can grow sustainably, we believe improving employee engagement is essential. Therefore, we regularly conduct the “Employee Opinion Survey.”

Communicate with Shareholders and Investors

We hold briefing meetings, IR events, and publish an informative IR website to keep our shareholders and investors up to date on the direction and strategies of the Meiji Group.
Since FY2019 we have held a ESG meeting for investors on an annual basis.

Dialogues with External Experts

ESG Advisory Board meetings are held twice a year. At meetings of this organization, we will receive advice from external experts on the Meiji Group's initiatives and facilitate an exchange of opinions with the CEO, CSO, and other internal Meiji team members to further strengthen our sustainability activities.

Establishment of the ESG Advisory Board

Environmental Communication

Each plant and research laboratory conducts reporting seminars and study groups to highlight our environmental initiatives for local citizens, local governments, elementary schools, and middle schools. In addition to covering our initiatives for water and air pollution and CO_2 reduction, we also listen to feedback to incorporate into future activities.

Providing Factory Tours for Stakeholders

Factory Tours in Japan

Meiji provides tours of seven of its production plants in Japan, allowing visitors to see up close how the company produces delicious and healthy food products based on strict quality control standards. Approximately 175,000 people attended in FY2024.

Factory Tours in China

In China, we offer factory tours at three factories: Meiji Ice Cream (Guangzhou) Co., Ltd., Meiji Dairies (Suzhou) Co., Ltd., and Meiji Seika Food Industry (Shanghai) Co., Ltd.

Plant Tours and educational visits for KM Biologics

KM Biologics offers tours of its influenza vaccine manufacturing plant for students. We also host educational visits where students can study basic knowledge of immunization and the importance of preventive measures against infectious diseases. We will contribute to improve knowledge and awareness of infectious diseases through plant tours and educational visits classes.

Communicate with Our Customers

Food Segment

Our Customer Service Center strives to ensure customer trust and satisfaction through prompt, honest, fair, and appropriate service. The center receives a wide range of inquiries regarding products and services. We use this customer feedback to develop new, and improve existing, products and services.

Customer Service Center

Our Customer Service Center uses a proprietary system to record and analyze customer feedback. The center strives to respond politely and provide useful information to allow customers ease of mind in using our products. The center also shares information with related departments to develop and improve products and services for greater customer satisfaction.

Inquiries to the Customer Service Center by Subject (FYE 3/2025)

Content of Inquiries	Number of Inquiries	Composition Ratio
Product features	23,178	33%
Stores that handle products	15,135	22%
How to eat and store	13,734	20%
Food labeling and package design	4,915	7%
Foreign matter mixed in the product	3,996	6%
Sales promotion/campaign	3,650	5%
Others	4,690	7%
Total	69,298	100%

Investigation of customer satisfaction

Meiji's Customer Service Center carries out customer satisfaction surveys with the aim of improving the quality of customer support.
- FYE 3/2025 Target: 95 points (out of 100)

Customer Satisfaction Survey Results

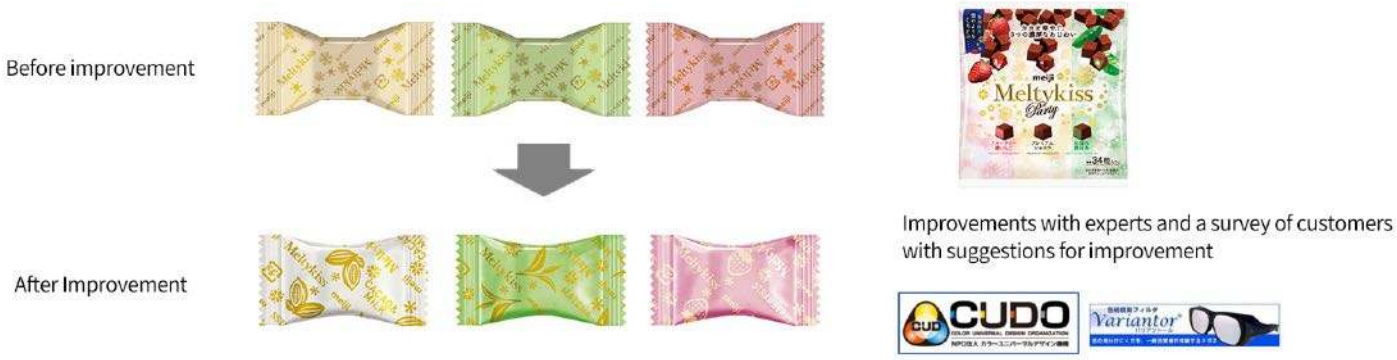
	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Customer satisfaction points	92.2	91.0	92.2	93.1	91.4

Example of improvement in response to customer feedback

Improvement of individual packaging for Meltykiss Party Assortment.

The design of the individual packaging for Meltykiss Party Assortment was changed in response to feedback from customers with color vision deficiency who found it difficult to distinguish the colors of the individual packaging.

<Details of improvement>
The visibility of individual packaging was improved by including flavor-inspired illustrations that are easily recognizable as well as switching to color tones that are also easily perceived by those with color vision deficiency.



Counseling Office for New Mothers

At Meiji's counseling office for mothers with infants, nutritionist and national registered dieticians provide consultation on nutrition and childcare for babies and mothers. Making use of an abundance of information and experience, the counseling office gives valuable advice to new mothers, family members, and other persons engaged in childcare.

Breakdown of Inquiries to the Counseling Office for New Mothers by Subject (FYE 3/2025)

Content of Inquiries	Number of Inquiries	Composition Ratio
Breast-feeding	1,599	48%
Baby food	1,193	36%
Menstruation and health	282	8%
Growth and development	121	4%
Lifestyle and habits	77	2%
Mother and pregnant woman	35	1%
Others	25	1%
Total	3,332	100%

Pharmaceuticals Segment

Medicine Support Center

Meiji Seika Pharma's Medicine Support Center uses a database to sort and analyze customer feedback. It takes customer feedback extremely seriously, and makes sure to share feedback with relevant departments to ensure better products.

Breakdown of Prescription Pharmaceutical Inquiries by Subject (FYE 3/2025)

Meiji Seika Pharma

Content of Inquiries	Number of Inquiries	Composition Ratio
Peripheral product information (packaging, expiration dates, insurance, etc.)	4,066	18%
Document requests	5,057	23%
Quality (quality, additives, stability, formulation changes, etc.)	4,318	19%
Efficacy (efficacy, dosage and administration, pharmacology, etc.)	3,842	17%
Safety (side effects, etc.)	2,422	11%
Requests	2,458	11%
Total	22,163	100%

KM Biologics

Content of Inquiries	Number of Inquiries	Composition Ratio
Document requests	260	41%
Peripheral product information (packaging, expiration dates, insurance, etc.)	221	35%
Efficacy (efficacy, dosage and administration, pharmacology, etc.)	87	14%
Quality (quality, additives, stability, formulation changes, etc.)	32	5%
Safety (side effects, etc.)	26	4%
Others	4	1%
Requests	5	1%
Total	635	100%

Measures to improve quality of customer support

With the aim of further improving customer satisfaction, Meiji Seika Pharma has undertaken an external evaluation of over-the-phone customer support at its Medicine Support Center.

We are aiming to promote appropriate usage of our pharmaceutical products by offering prompt and accurate information at all times. Through this we hope to contribute to even better medical care.
- Medicine Support Center quality target: 70 points

Medicine Support Center Evaluation Results

	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
External evaluation score (out of 100 points)	76.0	75.3	74.6	75.4	77.2

We launched an "expiration date search page" on our ethical pharmaceuticals website. (Meiji Seika Pharma)

Aiming to create a more user-friendly Q&A page for healthcare professionals, we launched an expiration date search page for ethical pharmaceuticals, a feature that had often been requested. To meet the needs of healthcare settings that operate 24 hours a day, we will continue striving to further enrich the search page.

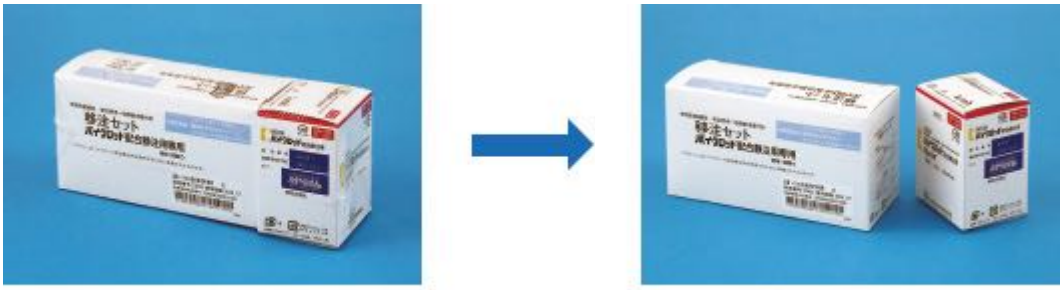
Example of improvement in response to customer feedback (KM Biologics)

Discontinued shrink-wrapping of Byclot (dried activated human coagulation factor VII concentrate containing factor X)

(Customer feedback)

- Since control labels are stuck on the film, I end up accidentally throwing them away when preparing the pharmaceuticals.
- Since wrinkles in the film overlay the barcode, the barcode could not be read when shipping.
- When storing in the refrigerator at home, it would be preferable to have a smaller box. However, the current pharmaceutical boxes and the transfusion kits are bundled together with film, and the transfusion kits take up extra space in the refrigerator.

<Details of improvement>
We stopped shrink-wrapping the transfusion kits together with the pharmaceutical boxes.



Before improvement　　After Improvement

Aiming to further improve customer satisfaction

Conducted by Nikkei Research Inc., we utilize the Brand Strategy Survey to understand the likelihood that consumers will recommend our brand. Our aim is to increase corporate value by creating customer loyalty for the Meiji Brand and maintaining and expanding our customer base over the long term. We share that information with related departments to develop and improve products for greater customer satisfaction.

	2020	2021	2022	2023	2024
Number of current user respondents[1]	697	686	663	688	648
Net promoter score (NPS)(%)[2]	51.9	50.9	48.4	46.7	47.7

1 Number of respondents who currently use Meiji products and services.

2 Percentage of current users who responded that they would recommend the brand.

NPS: Percentage of people who responded "strongly recommend" or "somewhat recommend" on a 5-point scale regarding the question: How much would you recommend each company's products and services to others?

[Survey overview]

- Survey entity: Nikkei Research Inc.
- Used data: Consumer group
- Number of corporate brands measured: 600
- Survey period: June–July each year
- Survey target: People aged 16 and older in Japan who are registered as Internet monitors with Nikkei Research Inc. and affiliated partner companies

Promote Social Contribution

Social Contribution Activities policy

In January 2021 the Meiji Group created the Meiji Group Social Contribution Activities Policy.
Our employees are helping to address various local issues, all the while contributing to sustainable development. It is our goal for each and every one of our employees to share a sense of participation in planning for society’s future.

Meiji Group Social Contribution Activities Policy

Social Contribution Activities

Activities by Topic

Meiji Group is actively engaging in social contribution activities, based on our Social Contribution Activities Policy's three core concepts of "activities to nurture people", "activities to assist society", and "activities to continue the world to the future".
"Activities to nurture people": We pursue activities in nutrition, food culture and sports to support the healthy growth and intellectual development of the children and youth who will be leaders of the future.
"Activities to support society": We pursue activities needed to support the healthy and stable lives of people in local communities involved in our business activities.
"Activities to continue the world to the future": We engage in activities to preserve the natural environment, conserve biodiversity, and encourage recycling of resources, looking ahead to the sustainable development and future of earth. We also engage in activities that support research and development tied to the creation of new health value.

Click here for the data of Social Contribution Activities (to ESG data)

Activities to Nurture People

Kinoko and Takenoko Satoyama School

This nature experience program is held jointly with the Japan Environmental Education Forum.

Christmas Children’s Festiva

We sponsor the Christmas Children's Festival, which has been held by local newspapers as a Christmas gift for children since 1953.

Nutrition education activities

Our food education seminars at elementary and junior high schools began in 2005. These make use of both in-person guest teaching at schools, as well as online-lessons.

Health and Nutrition

Activities to Support the Growth of Children

We implement projects with athletes to convey the importance of nutrition to parents and children.

Development of the Next Generation

We support the development of the next generation by holding junior golf tournaments, junior golf schools, junior challenge golf, and other events in support of sports juniors.

Activities to Support Society

The Meiji Happiness Fund

Established in March 2020, the Meiji Happiness Fund aims to raise awareness of sustainability, and instill a feeling of individual connection to social issues. The fund raises money twice annually through the generous, entirely voluntary participation of Meiji Group employees. In September 2024, over 2,300 people from all across the Meiji Group took part. With funds raised, we donated approximately 64,000 Meiji confectionery and food products to "Kodomo-Takushoku-Ouendan" (a confectionery and food delivery program for children and families in Japan) in December 2024. Through this program, we will provide support to families across Japan facing lifestyle difficulties.

Cooperation with the All-Japan Food Bank Promotion Council

With rising prices and utility costs, more families than ever are facing economic hardship. In response, the Meiji Group, working in cooperation with the National Food Bank Promotion Council, donates snacks and food items on Children's Day, during summer vacation, on Christmas, and on other occasions in the hope of bringing smiles to as many children and their families as possible. The donation in April 2025 marked our seventeenth donation, bringing the total number of donated confectionery and food products to about 960,000.

Specialized formula business

We manufacture and supply a total of 20 types of specialized formula for babies born with congenital metabolism disorders that prevent them from drinking their mother's milk, or regular commercial powdered milk. These include registered special milk, which is officially registered with the Japan Cooperative Project on Special Formula and subsidized by Japan's Ministry of Health, Labour and Welfare, as well as other special formulas (non-registered, yet subsidized) designed for treatment of non-congenital metabolic disorders. We focus at all times on safe production and distribution.

Rare diseases drug for Dravet's syndrome treatment, *DIACOMIT*®

Dravet's syndrome is an intractable form of epilepsy occurring in infancy. The disease develops in one infant in every 40,000. The syndrome is a severe disease that has a major impact on patients and their families because it causes seizures, delays physical and mental development, and has a high mortality rate.
As there was no effective drug for Dravet's syndrome treatment available, We launched *DIACOMIT*® Dry Syrup (oral suspension) and *DIACOMIT*® Capsule in 2012. We make efforts to provide accurate and timely information on the effectiveness and safety of this drug to healthcare professionals for the correct dosage to patients.

Wellness Stories: Hope for Patients with Dravet Syndrome

Donations to the Japan Hospital Clowns Association, a Non-Profit Organization

We donate a set amount per year to the Japan Hospital Clowns Association to support activities in which clowns bring smiles to children fighting illness in pediatric hospital wards.

Donations to the United Nations High Commissioner for Refugees (UNHCR)

We have donated a portion of the sales of Meiji Milk Chocolate to the Japan Association for UNHCR from 2009 to 2022, and a set amount per year from 2023 onward, to support the activities of the UNHCR, the UN's agency for assisting refugees. (Total amount: 76,117,119 yen as of March 31, 2025). The funds are used for aid programs in emergency situations in various regions and other aid destinations deemed most urgent by the UNHCR's headquarters.

Sponsorship of a Social Media Campaign Organized by the United Nations World Food Programme (WFP)

We have been a special sponsor of the United Nations World Food Programme's "Zero Hunger Challenge" campaign since 2020. The campaign encourages interest in the two food issues of food loss and hunger. It connects efforts to reduce food loss within Japan with food aid such as school lunches for children in developing nations.

Donation of Infant Formula to the National Council of Homes for Infants

In June 2019, we began donating Meiji Hohoemi to infant care centers nationwide through the National Council of Homes for Infants with the hope of helping infants grow up healthy, even if only in a small way.

Number of products donated up to January 2025

Donated item	Number
Meiji Hohoemi	3,987
Meiji Step	1,088
Meiji Hohoemi Rakuraku Milk	71,232

Meiji Hohoemi

Meiji Step

Meiji Hohoemi Rakuraku Milk

Children's Future Support Fund

We have been donating to the Children's Future Support Fund since 2017 in support of the efforts of the Children and Families Agency and other organizations to combat child poverty.

Sukoyaka Dietary Life Association

We have been a supporting member of the Sukoyaka Dietary Life Association since 2013 in support of its activities to improve the dietary habits of the visually impaired by creating recipe books using Braille and developing recipes with audio on its website.

Support of Para-Athletes

We believe that we can provide more support to para-athletes from the aspect of food, which is indispensable for their physical development, and that by supporting the success of para-athletes, we can further enhance the value of para-sports itself. With this belief in mind, Meiji Co., Ltd. concluded partnership agreements with Japan Para Athletics and the Japan Boccia Association, and is working toward the realization of a mutually supportive and symbiotic society.

Sponsorship of Paralym Art

ParalymArt is an activity conducted by Shougaisha Jiritsu Suishin Kikou Association to provide artworks by persons with disabilities to companies and individuals, and to pay compensation to the artists. Its main objective is to support people with disabilities who are unable to participate in society and are suffering financially through art. The organization promotes social participation and economic independence for people with disabilities without relying on social security funds. Meiji Holdings Co., Ltd. has been a sponsor of this activity since 2021.

Paralym Artwork

Activities to Continue the World to the Future

Paper Drink Carton Recycling Campaign

Our employees take part in the Paper Drink Carton Recycling Campaign twice annually. Through this campaign we are aiming to foster greater environmental awareness among our employees.

We are working together with various local governments and NPOs to conserve biodiversity, both in Japan and overseas. Our areas of activity include Meiji Group production sites, as well as the Meiji Group-owned “Meiji Group Nature Conservation Area Kumamoto Sunlight Forest.”

Biodiversity

Paralym Artwork

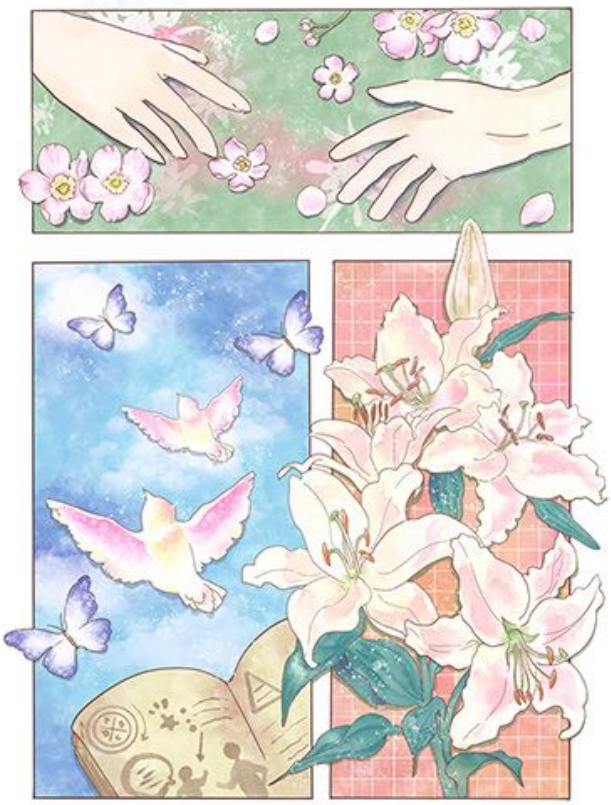
"A Journey Through Japanese Tales " by KOTO

Enlarge the image

[Artist Comments]
For me, I travel through reading stories. Sometimes I ride the Galaxy Express, and sometimes I travel with Yaji and Kita in the world of their stories. When I read a story, if feels like I am actually traveling in that world. I drew this as if I were traveling through the poems, haiku, Japanese waka poetry, and legends associated with Japan's 47 prefectures.

Examples of Utilization
Integrated Report 2024

"Flowers bear fruit and flap their wings" by miho



[Artist Comments]
I chose the subject of lilies because of the location of Yurigaoka and the name of the facility, comes from Lily (lily). In addition, I thought of using birds and butterflies to represent the flapping wings of employees who learned from the training program. The warmth of small exchanges and human interaction through a little "hand to hand" interaction is expressed by the hands. We hope that this will help our employees who use this place to gain something and bear fruit, just like flowers, and to leave for their respective places.

Examples of Utilization
The Lilyx Training Center of Meiji Seika Pharma Co., Ltd.

Enlarge the image

"To the Children of the Future" by DAIKI

[Artist Comments]
Children who died in the war could have a bright future. No one should have taken that away from them. I drew this picture with the hope that there would be no more wars on this Earth, and that the future would be peaceful, filled with respect and love.

Examples of Utilization
Integrated Report 2023

Enlarge the image

"Everybody, Milk, and Chocolate" by KOTO

Enlarge the image

[Artist Comments]
I did my best to depict the milk crowns, flowing chocolate and cocoa in a delicious way. I painted various people colorfully and food simply. I hope that people who see this picture will enjoy it and think it looks delicious.

"Smile for People Around the World" by Risa Izumi

Enlarge the image

[Artist Comments]
I was very happy to receive the request to "portray the Meiji Group, which delivers health value to customers around the world, in a cheerful and lively manner." I painted smiles on the faces of people all over the world. I expressed a world with a big heart in the middle, full of love, people with different skin colors and hair colors, but all connected with a smile. I had a lot of fun while painting this picture.

Examples of Utilization
Integrated Report 2022

Sustainable Sourcing

Targets for Our Sustainable Sourcing Initiatives

Meiji Group 2026 Medium-Term Management Plan

Materiality: Building a supply chain that takes into account human rights and the environment

Data target range or company leading initiatives
1: Consolidated subsidaries
2: Overseas consolidatd subsidaries
3, 10: Consolidated subsidaries in the Food Segment
4-8: Meiji Co., Ltd.
9: Meiji Holdings Co., Ltd.
11: Meiji Holdings Co., Ltd. and its consolidated subsidaries

Last Updated: October 1, 2025

	Major initiatives	Metrics	Results / progress	Targets
			FYE March 2025	FYE March 2027
1	Conduct engagement that includes risk assessments and audits based on the analysis of sustainable procurement survey results	Number of audits conducted on important suppliers	2 companies	Total of 30 companies or more
2		Implementation of risk assessments for overseas group company suppliers	Selected suppliers for risk assessment	15 companies or more
3	Through Meiji Dairy Advisory (MDA), support the resolution of social issues such as human growth, human rights, animal welfare, and GHG emission reduction through human resource management at dairy farms	Number of farms participating in Meiji Dairy Advisory (MDA)	56 (total)	Total of 100 or more

4	Milk Promote initiatives aimed at reducing GHG emissions from dairy farming	Number of dairy farms working to reduce GHG emissions		4 (2,100 head)	Total of 30 or more
5	Cocoa Expand the procurement of Meiji Sustainable Cocoa Beans produced in areas where farmers are supported through Meiji Cocoa Support (MCS)	Meiji Sustainable Cocoa Bean procurement ratio		100%	100%
6	Cocoa Establish traceability through to the farm for all procurement vendors	Rate of traceability through to cocoa farms		97.7%	100%
7	Cocoa Promote efforts toward zero child labor by introducing the Child Labor Monitoring and Remediation Systems (CLMRS), or an equivalent system	Rate of adoption of the Child Labor Monitoring and Remediation Systems	Suppliers in Ghana	98.7%	100%
			All suppliers	59.4%	100% (FYE March 2031 target)
8	Cocoa Identify the conditions on farms through methods such as GPS mapping and promote initiatives aimed at protecting/restoring forests	Rate of ascertaining status using GPS mapping, etc.	Suppliers in Ghana	91.2%	100%
			All suppliers	88.6%	100% (FYE March 2031 target)
9	Palm oil Promote the procurement of palm oil that is not involved in deforestation by incorporating forest monitoring to identify and verify deforestation risks along the supply chain	Number of investigations and corrective actions implemented concerning deforestation caused by palm oil		N/D	150 cases

10	Soybeans Establish traceability through to the primary collection point * for any soy protein isolate among soybeans and soybean products * First place where products are brought in from multiple farmers in the production area	Rate of traceability through to the primary collection point for soy protein isolate		90.8%	100%
11	Paper Maintain 100% use of environmentally friendly paper for product containers and packaging, and switch to environmentally friendly paper for office supplies and standard publications	Ratio of environmentally friendly paper	Product packaging	100%	100%
			Non-product (office supplies, standard publications)	99.4%	100%

Supply chain management

Approach to Supply Chain Management

In recent years, there has been international demand for fair and free competition, fair transactions, and responsible sourcing. Therefore, we should fulfill our corporate social responsibility throughout the supply chain, including both the Group and our business partners. Also, we should address social issues such as child labor, forced labor, and environmental degradation. In the Meiji Group Procurement Policy, we commit to sourcing that considers human rights and the global environment. We will develop responsible sourcing with our business partners and strive to prevent and reduce risks.

The Meiji Group has set forth its procurement activities in consideration of human rights and the global environment in the "Meiji Group Procurement Policy" and is working with suppliers to realize responsible procurement and to implement preventive and mitigating measures against associated risks.

In June 2020, we established the Meiji Group Supplier Code of Conduct, which requires our supplier business partners to fulfill their social responsibilities. Furthermore, in April 2023, we revised this Code of Conduct in order to respond to social issues that have become more diverse as the years have passed.

The Meiji Group Supplier Code of Conduct applies to suppliers of Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd., KM Biologics Co., Ltd. and other domestic and overseas group companies (consolidated).

Additionally, the Meiji Group is engaged as an active member of Consumer Goods Forum (CGF). We are continuing talks with the goal of helping to resolve social issues such as human rights violations and environmental destruction.

Meiji Group Procurement Policy

Meiji Group Supplier Code of Conduct

Conducting explanatory sessions on the Supplier Code of Conduct

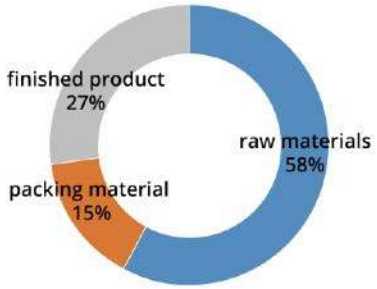
In FY2023, we held explanatory sessions on the Meiji Group Supplier Code of Conduct for domestic suppliers, both in person and online, with a total of approximately 1,100 suppliers participating. We will comprehensively educate our suppliers on compliance matters such as preventing corruption, consideration for the environment, respect for human rights, and ensuring a safe workplace. We ask suppliers to foster a corporate culture where the code of conduct is always top of mind through voluntary internal postings and repeated training. In addition, we require suppliers who agree to the contents of this Code of Conduct to sign and submit a confirmation of agreement. Since FY2024, we have also been working to explain our Supplier Code of Conduct to overseas suppliers and to request the submission of a written agreement, with the aim of further promoting awareness and understanding.

Promoting Supplier Management

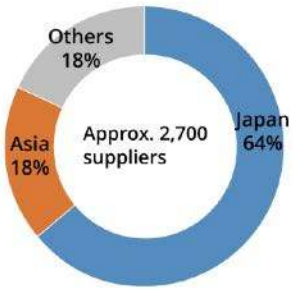
Overview of Meiji Group Suppliers

The Meiji Group procures or commissions the manufacture of food and pharmaceutical ingredients, packaging materials, and finished and semi-finished products from approximately 2,700 suppliers globally.

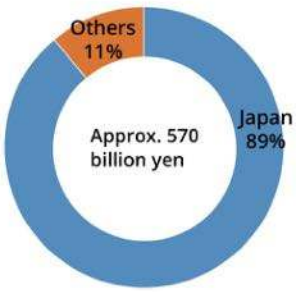
Percentage of suppliers by product supplied



Percentage of suppliers by country of location (based on number of suppliers)



Percentage of suppliers by country of location (based on procurement amount)



(FY2023 Results)

* Some of the above supplier information is now under review and will be subject to updated as appropriate.

Meiji Group's Approach to Supply Chain Management

The Meiji Group promotes supply chain management through the following steps:

◆ Step 1: Supplier Screening

Suppliers are screened from multiple perspectives, including procurement value, environmental, social, and governance (ESG) factors, country-specific risks, sector-specific risks, and product-specific risks. Though this screening process, the Meiji Group identifies suppliers with significant impact on its business.
Out of approximately 2,700 suppliers, 151 have been identified as having a significant impact on the Meiji Group.

◆ Step 2: Supplier Evaluation

For the suppliers identified as having a significant impact on the Meiji Group in Step1, we evaluate their ESG activities using assessment systems provided by EcoVadis and Asuene ESG, which offer comprehensive evaluations of corporate ESG activities.

Evaluation Item

Labor and human rights, safe and healthy work environment, environment, ethics, fairness, sustainable procurement, development of redress system and prohibition of retaliation, etc.

Evaluation Frequency

Once a year

Sustainable Procurement Questionnaire Implementation Results

		FYE 3/2021		FYE 3/2022		FYE 3/2023		FYE 3/2024		FYE 3/2025	
Total number of suppliers		Approx. 2,700[1]									
Number of suppliers assessed for risk (Including reassessment)	A single year	74		77		33		82		48	
	Cumulative total/Percentage of total suppliers	74	2.3%[2]	151	4.9%[2]	184	5.9%[2]	266	8.5%[2]	314	11.6%[3]

1 FY2023 Results

2 Percentage of total suppliers for the relevant fiscal year

3 Percentage of total suppliers for FY2023

◆ Step 3: Supplier Engagement

For suppliers who do not meet a certain score threshold in Step 2, the Meiji Group conducts individual engagement to facilitate dialogue aimed at corrective actions. Through engagement with some of our major raw material suppliers, we confirmed the progress of their initiatives to address environmental issues while mutually sharing our goals and current performance related to reducing environmental impacts such as climate change, water resources, and waste. Through this initiative, we have promoted solutions to social issues such as GHG emissions reduction and water risk. We also conduct engagement with Meiji Group companies in Japan to promote a responsible supply chain.

Number of companies that implemented the program in FY2024

- Suppliers which need to strengthen or improved initiatives: 20 companies
- Major raw material and packing material suppliers: 17 companies

◆ Step 4: Sustainability Audits

If on-site verification is deemed necessary for suppliers engaged in Step 3, a third-party sustainability audit (Workplace Conditions Assessment: WCA)* is conducted. Following the audit, the Meiji Group communicates with suppliers to address and improve any identified issues.

* Sustainability audit program conducted by Intertek Certification Japan Ltd.
Auditors from Intertek Certification Japan Ltd. visit supplier sites directly to conduct audits related to human rights, labor practices, and environmental issues.

Examples of Aspects Assessed in Sustainability Audits

Social & Labor-Aspects:

Presence of child labor or forced labor, employment contracts, wages and compensation practice, etc.

Environmental-Aspects:

Environmental management systems, waste management, pollution prevention, etc.

Number of supplier audits conducted in FY2024: 2

Sustainable raw material procurement

Sourcing of Raw Milk

The Meiji Group believes that in addition to pursuing delicious milk production, it is also one of essential efforts to support dairy farming that considers the environment and the health of cows.

We implement sourcing with consideration toward human rights, environment and animal welfare, cooperating with suppliers in accordance with the Meiji Group Procurement Policy and the Meiji Group Farm Animal Welfare Policy

As a member of the Global Dairy Platform (GDP) and the Japan National Committee of International Dairy Federation (JIDF), Meiji is working to realize a sustainable dairy industry, and to exhibit the health value of dairy products.

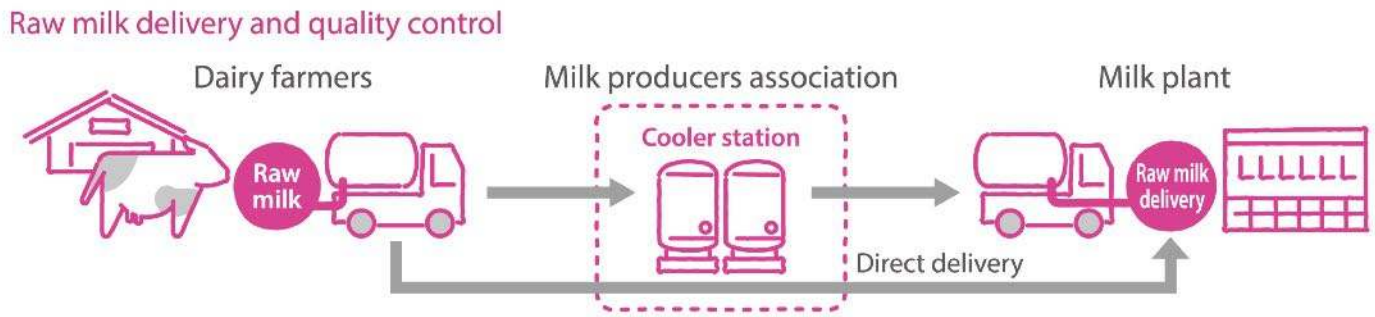
Meiji Group Procurement Policy

Meiji Group Farm Animal Welfare Policy

Make Sustainable Dairy Industry

Production, Distribution and Quality Assurance

By closely working with dairy farmers, the Meiji Group is supporting stable and high quality milk production in order to deliver our customers delicious and quality milk.



Traceability of raw milk

We ensure the traceability of raw milk we receive. (domestic and overseas Meiji Group consolidated subsidiaries)

The raw milk procurement area list

Initiatives for stable sourcing of premium quality raw milk

Production sites

- Check feed and environment for breeding cows
- Hold seminars for the milk producers association on raw milk flavor

Receiving at plants

- Train taste testers and ensure thorough incoming inspections

Research laboratory

- Physical and chemical analysis of properties and ingredients for maintaining and improving quality
- Conduct taste assessment and disseminate information
- Technology development for more accurate and quicker inspections

Supporting dairy farm management with Meiji Dairy Advisory (MDA)

MDA is an activity focused on human resource management, aiding the growth of those involved in dairy farms through improving farm operations and enhancing their business management techniques. MDA is a system for establishing a culture based on the lean production method so that farms can continue to

achieve their management goals. Meiji staff members work with farms to devise ideas together, adopting an advisory approach where the awareness of the farm staff is used to build better environments and systems. As continuous improvement progresses, this advisory work will shift its position accordingly.

We have set a KPI to increase the cumulative number of farms participating in MDA to 100 or more by FY2026. We will further strengthen these activities and contribute to the realization of sustainable raw milk production.

	FYE3/2025
Number of farms participating in Meiji Dairy Advisory (MDA)	Total 56

Meiji Dairy Advisory

Sourcing of Cocoa

The field of cocoa production has issues such as aging trees, disease and insect damage, difficulties in obtaining agricultural materials, and lack of familiarity with cultivation techniques have led to a decline in harvests, resulting in inadequate income. And in some countries and regions cocoa farmers also face social issues such as child labor and deforestation. Meiji's mission is to improve this situation, make cocoa production sustainable, and ensure the stable delivery of delicious chocolate.

The Meiji Group aims to achieve a 100% procurement of "Meiji Sustainable Cocoa Beans" produced in areas where farmer support has been provided by FY2026. Based on the "Meiji Group Procurement Policy", we are working with suppliers and conducting procurement in consideration of human rights and the environment to solve issues faced by cocoa bean production areas and farmers, contribute to make cocoa production sustainable.

Meiji Group Procurement Policy

	Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Procurement ratio of Meiji Sustainable Cocoa Beans	%	40	42	62	62	100

2024 Achievement of Meiji Cocoa Support Program

2023 Achievement of Meiji Cocoa Support Program

2022 Achievement of Meiji Cocoa Support Program

“Meiji Cocoa Support” is our unique cocoa farmer support program that began in 2006. We are aiming to enhance the sustainability of cocoa bean production by directly visiting production areas and working with various partners to address social issues. These issues include technical support to improve the quality of cocoa beans, improving the livelihoods of farmers and activities to conserve and restore the local environment.
We purchase cocoa beans at a premium price when procuring them to maintain and promote this activity.

Meiji Cocoa Support

Support for cocoa producing areas

Meiji Cocoa Support currently operates in nine countries. The challenges faced vary depending on the country or area where cocoa is produced. Meiji faces each of these challenges and provides the optimal support required by the production areas to resolve them.

For more information on the initiative, click here.

Efforts to Establish Traceability

Sustainable cocoa production requires addressing social issues such as child labor and deforestation, starting with an accurate understanding of the production area. As the first step in this process, Meiji is advancing efforts to establish traceability down to the farm level.

For more information on the initiative, click here.

Efforts to Eliminate Child Labor

In Côte d'Ivoire and Ghana, an estimated 1.56 million children are engaged in child labor in cocoa producing areas. Meiji is working with local partners and communities to eliminate child labor.

For more information on the initiative, click here.

Aiming to balance cocoa production with the richness of nature.
We are involved in a variety of initiatives, including education related to forest protection and restoration, and promotion of agroforestry.

For more information on the initiative, click here.

Sourcing of Palm Oil

Palm oil is a plant-based oil derived from oil palms cultivated in the tropics, and is widely used in the production of processed foods. Major producer nations of palm oil face human rights issues such as forced labor and child labor. These countries also face environmental issues such as deforestation and the destruction of peatland areas due to the development of agricultural land.

Our Meiji Group Procurement Policy outlines our support for the NDPE Policy to No Deforestation, No Peat (i.e. no development in peatlands) and No Exploitation. We are committed to working with our business partners to fulfill our corporate social responsibility by engaging in eco-friendly sourcing of palm oil.

Meiji Group Procurement Policy

Shifting to Certified Palm Oil

Meiji Group joined the Roundtable on Sustainable Palm Oil (RSPO) in 2016. By October 2022, 18 of our domestic plants, as well as 5 of our overseas plants, hold RSPO supply chain certification. As of FY2023, We have achieved 100% procurement of RSPO-certified palm oil using the mass balance method.

From FY2024, in order to further resolve social issues, we will verify the risk of deforestation in our supply chain through forest monitoring and promote the procurement of palm oil that is not related to deforestation.

Additionally, we are also asking our contractor to which we outsource our manufacturing activities for priority use of RSPO-certified raw materials by asking their understanding and cooperation regarding environmental impacts.

We visited plantations in Malaysia, a palm oil-producing country, twice in FY2019

As a member of Consumer Goods Forum's (CGF) Japan

Sustainability Local Group (JSLG) we are collecting and sharing

information concerning certification systems, as well as issues at palm oil production sites. In 2019, we observed plantations in Malaysia-a major producer of palm oil.

Link
RSPO Annual Communication of Progress (PDF 127KB)

	Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Ratio of Certified Palm Oil*	%	68	84	90	100	100

* As a proportion of all palm oil sourced at domestic and overseas Meiji Group production plants

Confirmation of Palm Oil Traceability

To ensure that deforestation, peatland development and exploitation are not occurring in the palm oilproduction areas, we regularly obtain traceability information from our suppliers to the oil mills and publish a list of mills.

Link
Meiji Group Palm Oil Mill List

Sourcing of Soybean

Soybeans are widely grown and used as food materials around the world and are used for a variety of purposes other than food, such as feeding livestock. Soybeans are one of the most important raw materials for the Meiji Group's business, but issues related to deforestation and human rights caused by overdevelopment of plantations have been pointed out, particularly in Brazil. Based on "Meiji Group Procurement Policy", the Meiji Group will engage in socially responsible soybean procurement activities in collaboration with supply chain partners.

Meiji Group Procurement Policy

Sourcing of Paper

Following the Meiji Group Procurement Policy, we are working with our suppliers to procure paper raw materials for product and office use in ways that care for human rights and the environment.

Meiji Group Procurement Policy

Expanding Use of Eco-Friendly Paper

We have promoted the use of FSC®* and PEFC-certified paper, as well as post-consumer paper for use in product containers, packaging, printing and copying.

By FY2023, we achieved 100% use of environmentally friendly paper raw materials for the paper used in the containers and packaging of products produced across the Group. As well as product packaging, we are continuing to expand the use of environmentally friendly paper for office supplies (business cards, envelopes, paper bags, etc.) and periodical publications (company brochures, etc.).

* FSC® (Forest Stewardship Council®): a nonprofit organization dedicated to spreading responsible forest management across the world. They carry out an international system of certification.

Usage rate of FSC®-certified paper, PEFC-certified paper, and post-consumer paper[1]

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Ratio of environmentally friendly paper	Product packaging	%	77	98	98	100	100
	Non-product (office supplies, standard publications)	%	-	-	-	-	99

* FYE 3/2021, Covers all Meiji Group companies in Japan. From FYE 3/2022, Meiji Group companies overseas were also included.

Expanding usage of FSC®-certified paper in our mainstay products

We are making use of eco-friendly paper in many of our products, including "Meiji Oishii Gyunyu 900ml,""Kinoko no Yama," and "Takenoko no Sato."

Additionally, Meiji Co., Ltd. obtained COC certification (License number: FSC®-C159538)* for our yogurt and chocolate production processes in October 2020, with the goal of increasing our usage of FSC®-certified paper.

* Chain of Custody (COC) certification is a certification system that ensures products are appropriately managed and processed during processing and distribution. It includes products using Forest Management (FM) certified wood from forests and other raw materials that lead to appropriate use of forest resources.

Link
FSC®

THE FUTURE OF CHOCOLATES BEGINS HERE.

For everyone connected through cocoa

Meiji visits cocoa production areas all over the world.
By going to cocoa production areas, we can see that there are a variety of challenges.
There are issues such as the aging of cocoa trees, the problem of pests and diseases, the difficulty of obtaining agricultural materials, and the reduction of crop yields due to immature cultivation techniques. This prevents cocoa farmers from earning enough income.
Some countries and regions also face social issues of child labor and deforestation.
As a company involved in cocoa production, we can't leave this situation behind. We face challenges and work to improve each one
And we aim to realize sustainable cocoa production.
Farmer, Meiji, Customer Make everyone smile connected by cocoa.
That's our mission.

Information (Updates)

August 5, 2025	Updated Support for cocoa producing areas Archive 2024 and results of Establishing Traceability, Zero Child Labor and Zero Deforestation.
June 30, 2025	New page "Efforts to Establish Traceability" has been launched.
June 2, 2025	CFI 2024 Progress Report has been posted.

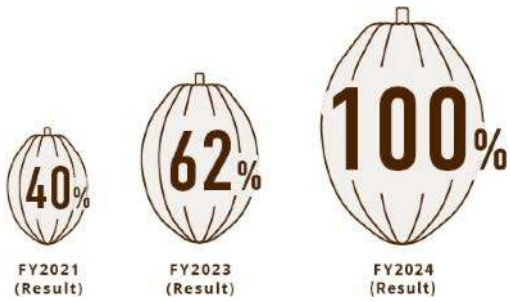
Towards Sustainability

s unique support for cocoa farmers
eiji Cocoa Support"

Meiji Cocoa Support is our unique cocoa farmer support program that began in 2006. We are aiming to enhance the sustainability of cocoa bean production by directly visiting production areas and working with various partners to address social issues. These issues include technical support to improve the quality of cocoa beans, improving the livelihoods of farmers and activities to conserve and restore the local environment.
Furthermore, to maintain and promote this activity, we purchase cocoa beans at a premium price when procuring them.

Achieved 100% procurement of "Meiji Sustainable Cocoa Beans"

We had been working to establish traceability to all contracted farms and procure 100% of "Meiji Sustainable Cocoa Beans," cocoa beans produced in areas where support for farmers has been provided by FY2026. These efforts have enabled us to achieve our target ahead of the schedule. Aiming for sustainable cocoa bean production, we keep working to solve social issues faced by cocoa bean-producing areas and farmers, such as child labor and deforestation.



Establishing Traceability
Establish traceability to the farms for all suppliers by FYE March 2027.

Click here to see the achievements

Zero Child Labor
Introduce Child Labor Monitoring and Remediation Systems (CLMRS*) or an equivalent system to all suppliers in order to aim for zero child labor.
STEP 1: Republic of Ghana by FYE March 2027 ‣ STEP 2: Other suppliers by FYE March 2031

Click here to see the achievements

* Child Labor Monitoring and Remediation Systems (CLMRS): A system developed by the International Cocoa Initiative, an NPO working to eliminate child labor and forced labor from cocoa producing areas.

Zero Deforestation
Ascertain the actual conditions of all suppliers' farms by mapping with GPS, and strive to conserve and restore forests in order to aim for zero deforestation
STEP 1: Republic of Ghana by FYE March 2027 ‣ STEP 2: Other vendors by FYE March 2031

Click here to see the achievements

Action

Stay close to the
local community
and take the best approach

Support for Cocoa Producing Areas

Towards achieving
sustainable sourcing

Efforts to Establish Traceability

Bringing smiles to the children
in
cocoa producing areas

Efforts to Eliminate Child Labor

Toward sustainable cocoa
bean
production

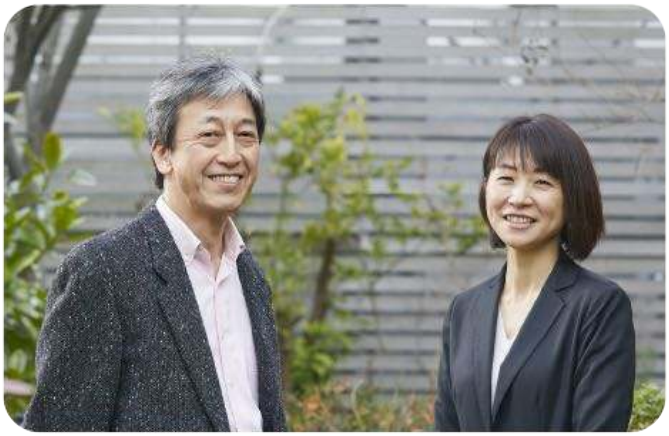
Efforts to Stop Deforestation

VALUES

Creating together a Better Future for Cocoa

INTERVIEW

The Creator of Future Cocoa



Partnership

As a member of WCF, we are
working to solve the social issues

World Cocoa Foundation (WCF) is an NPO established in 2000 by the world's major chocolate manufacturers and cocoa processing and distribution companies to establish sustainability in the cocoa sector. Meiji joined the organization in 2006 and is participating in its activities.
In addition, we are participating in the Cocoa & Forests Initiative (CFI), a partnership of 35 companies which aims to reduce deforestation and protect forests through cocoa production in Republic of Ghana and Republic of Cote d'Ivoire.

WCF

Meiji with CFI

ARCHIVE

2023 2022 2019 2018 2017 2016 2015 2014 2013

AIM FOR SUSTAINABLE COCOA BEANS

Support for production areas, which is one of the initiatives of Meiji Cocoa Support, has spread to various areas in Africa, Latin America and Asia. We look at the situation in each country or area and consider the most appropriate support.
In Central and South America, for example, we are promoting high-quality cocoa production by introducing Meiji's original fermentation method.
In order to make the production of cocoa beans sustainable, we will provide optimalt support according to the actual circumstances of the producing areas and contribute to achieving the SDGs.

Providing the optimal support needed by the producing areas.

The challenges faced vary depending on the country or area where cocoa is produced.
Meiji faces each of these challenges and provides the optimal support required by the production areas to resolve them.

THE COCOA BELT

Expanding around the Equator, this area is suitable for cocoa cultivation.Cocoa is a delicate plant.Cocoa can only be grown in a variety of conditions, such as high temperature and humidity, rich soil, and rainy areas.

Click on the colored country or national flagto see details of our support.

GHANA

Support farmers from several angles.

Well Donations

We have donated wells to ensure access to clean drinking water. These wells are also invaluable for raising seedlings.

Seedling Distribution

We are distributing seedlings of high-yield strains of cocoa, as well as tree seedlings for use in agroforestry to farmers, all free of charge.

Farming Guidance

We are offering guidance on agricultural methods for adapting to climate change, as well as actions that can prevent deforestation, including agroforestry.

Art Classes/Chocolate Classes

These children's classes involve creating art themed around cocoa, and making chocolate using cocoa harvested in the children's own villages.

Young Cocoa Farmer Award

With support from Ghanaian government bodies, we award the recipient of the annual Young Cocoa Farmer Award a gift of

a vehicle for transporting cocoa and other materials.

VENEZUELA

Improving the quality of cocoa beans

We are donating seedlings and cocoa fermentation boxes, as well as offering support in improving cocoa bean quality through the introduction of Meiji proprietary fermentation methods.

Details of support

Donation of seedling

Target: 240,000 trees by FY2026 (202,780 trees as of FY2024)

* We also donate cocoa fermentation boxes.

Toward achieving SDGs

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

BRAZIL

Grow the forest with cocoa

We are distributing fertilizer, and supporting the cultivation of cocoa through agroforestry, as well as offering support in improving cocoa bean quality through the introduction of Meiji proprietary fermentation methods.

Details of support

Donation of Fertilizer

Target: 50,000 bags by FY2026 (23,288 bags as of FY2024)

Toward achieving SDGs

15 LIFE ON LAND

PERU

Providing farm equipment that everyone can use

We are setting up tool banks for lending equipment such as pruning and weeding machinery free of charge, as well as donating cocoa fermentation boxes in order to support farmers to produce stable crops of high-quality cocoa.

Details of support

Donation of cocoa fermentation boxes

Target: 60 boxes by FY2026 (60 as of FY2024)

Target achieved

* We also donate farm equipment.

Toward achieving SDGs

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

DOMINICAN REP.

Supporting Education and Health

We are offering support in improving cocoa bean quality through the introduction of Meiji proprietary fermentation methods. We are also maintaining and donating equipment and children's school supplies to community facilities such as hospitals and schools.

Details of support

Donation of Recyclable Waste Boxes

Target: 99 by FY2026 (174 as of FY2024)

Target achieved

* We also donate school supplies and medical equipment.

Toward achieving SDGs

6 CLEAN WATER AND SANITATION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

ECUADOR

Providing tools necessary for Cocoa production

We are offering support in improving cocoa bean quality through the introduction of Meiji proprietary fermentation methods. Additionally, we are donating pruning machinery, weeding machinery, protective clothing, sun protection hats, and other equipment necessary for farming.

MEXICO

Rare cocoa to the next generation

We are offering community support to areas that cultivate the rare white cocoa, such as through maintaining public parks and digital communications infrastructure. We are also supporting the preservation and cultivation of single-strain cocoa plantations.

VIETNAM

Research and development of high-quality cocoa

We are introducing production of high-quality cocoa beans through research and development aimed at bringing out the value of cocoa beans.
By developing high-quality cocoa beans, we support the stable lives of cocoa farmers.

MADAGASCAR

Toward sustainable cocoa production

In 2020, we were certified as a JICA SDGs partner and are working on a project to create a value chain of high-quality cocoa until 2025.

ARCHIVE

2024 2023 2022 2021 2020 2019 2018 2017 2016~2009

MOVIE

Meiji Group Sustainability 2026 Vision [Sustainable Meiji Procurement] (3:

"Meiji Cocoa Support", one of the initiatives for "Sustainable Meiji Procurement", the common theme of Meiji Group Sustainability 2026 Vision

Chocolate class in Ghana 2022 (3:00)

Chocolate class at an elementary school in Moseaso Village

Art class in Ghana 2019 (2:20)

Art class at an elementary school in Wassa Akropong Village

Peru 2024 (1:19)

Working with local partners, we created a school cafeteria

Peru 2023（2:25）

Comments from farmers on the donation

Peru 2022 (2:50)

Comments from farmers on the donation of agricultural equipment

Peru 2021 (1:46)

Comments from farmers on the donation of fermentation boxes

Ghana

Held handmade chocolate classes

We held chocolate classes for 30 children each in Besease Village and Asikasu-Enkwanta Village. The chocolate made from cocoa harvested in their own villages was very well received, with many saying it was very delicious.

Class in Besease Village

Class in Asikasu-Enkwanta Village

Donated Cutlasses

We donated 115 cutlasses to farmers in Besease Village. Cutlasses are essential tools for agricultural work such as harvesting and weeding, and we received heartfelt words of thanks from the farmers.

Cutlasses Donation Ceremony

We are also conducting training sessions on topics such as child labor, deforestation, and cultivation techniques

These sessions are held in each community to deepen understanding of the respective themes. Every session includes active Q&A discussions.

Session on Child Labor

Session on Deforestation

Recognized young cocoa farmers

As a sponsor of Farmers' Day held in Accra, we donated a tricycle to a promising young cocoa farmer who was recognized at the event The tricycle will be used for transporting harvested cocoa and other farming needs.

Award Recipient (left) and Ghana Cocoa Board President

Tricycles Donated as Prizes (second and third from right)

Donated a tricycle

We donated a tricycle to the village of Donsame. It will be used for transporting cocoa and other goods.

Donated Tricycle

We support Village Savings and Loans Associations (VSLA)

To assist members of communities with limited access to financial institutions, we support the introduction of savings and loan associations (VSLA). Through VSLA, members can borrow funds for essential needs such as education and healthcare, or for starting businesses. These associations are managed by the members themselves, fostering mutual trust and contributing to the community's self-reliance.

VSLA Meeting

Fish Farming Business Started by VSLA Group

Supporting Agroforestry*-Cocoa demonstration farm

Cocoa trees planted in 2020 have begun to bear fruit, and harvesting of plantains and bananas has also started. Shade trees donated to the farms continue to be planted.

* A coined word that combines Agriculture and Forestry. Planting trees and growing crops or raising livestock between the trees.

The Plot Where Cocoa Was Planted in 2020

Cocoa Beginning to Bear Fruit

Venezuela

Donated seedlings and fermentation boxes

We donated a total of 16,400 seedlings and 5 fermentation boxes to farmers across two regions. In response, we received messages of appreciation from the farmers.

Donated Seedlings

Seedling Donation Ceremony

Donation of Fermentation Boxes

Seedling Donation Ceremony

Comments from farmers on the donation

Brazil

Donated seedlings

This year, we continued donating seedlings to farmers through the CAMTA cooperative. A total of 1,655 seedlings were donated from the Meiji Cocoa Support program, and 1,590 seedlings from the 3rd Cocoa Support Fund. Farmers expressed their gratitude for the generous support.

Donated Seedlings

Peru

Maintained tool banks, donated fermentation boxes, and improved school facilities

In addition to maintaining three tool banks and donating two fermentation boxes, we worked with suppliers to improve the kitchen and dining facilities at Sol Naciente School in the Selva de Oro region.

School Kitchen and Cafeteria (Exterior)

School Kitchen and Cafeteria (Interior)

The Dominican Republic

Updated recycling boxes and renovated school buildings

Nine recycling containers for sorting recyclable waste were updated. At Maria Modesta Cruz School, we built walls and renovated classrooms and the principal's office. We received heartfelt words of thanks from teachers and students.

Updated Recycling Containers

Students and Teachers at Maria Modesta Cruz School

Ecuador

Donated pruning tool sets

We donated pruning tool sets including saws and various types of shears o 25 farms. For two of these farms, we held an online donation ceremony and shared messages from us. Farmers expressed their gratitude.

Online Donation Ceremony at the Farm

Mexico

Donated soil analysis kits

In response to requests from local cocoa farms, we donated kits for analyzing soil and cocoa components to assess nutritional conditions and fertilizer effectiveness. These kits are already being used to collect data.

Soil Analysis in Progress

Soil Sampling

Madagascar

Donated fermentation boxes

Since 2019, we have been collaborating with JICA (Japan International Cooperation Agency) on a project to promote, demonstrate, and commercialize sustainable cocoa farming practices. Through technical support and cooperation with local farmers, we have explored methods for producing higher-quality cocoa beans. Multi-tiered fermentation boxes have helped improve production efficiency and have been very well received by users.

Donation of Fermentation Boxes

ARCHIVE

Ghana

ICT classrooms are now in place

We donated seven sets of computers, desks, and chairs to an elementary school in the village of Aserawadi, in western Ghana, to establish an ICT classroom.
Immediately after the handover ceremony, the children sat down in front of the computers and learned how to operate them.

Entrance to ICT room

Start learning computer operation

Donated Stationery

We donated stationery such as notebooks and writing materials to 600 children in two villages in western Ghana.

At Wassa Asikuma village

At Aserawadi village

Donated Cutlass

We donated a total of 65 cutlasses, which are essential for farm work, in three villages in western Ghana.
Each village leader expressed their appreciation.

At Wassa Asikuma village

At Aserawadi Village

At Moseaso Village

Held handmade chocolate class

We held chocolate classes for 30 students from primary and junior high school in each village of Wassa asikuma and Dotiem in western Ghana. Grinding the cocoa beans was hard work, but the handmade chocolates, which everyone worked together to make, were very sweet and delicious and well received.

Roasting cocoa beans (Wassa asikuma Village)

Chocolate is ready (Wassa asikuma Village)

Grinding of cocoa beans (Dotiem Village)

Tasting chocolate (Dotiem Village)

Supporting Village Savings and Loans Associations (VSLA)

We support VSLA* in several communities.
The borrowed money is used in a variety of ways to support the lives of the members.
It is also believed to have the effect of strengthening community cohesion and encouraging self-reliance through its operation.

VSLA Meetings

Savings by Members

* VSLA: A cooperative organization in which members of a community with limited access to banks make small savings to create a fund and provide loans.
  Usually each group consists of no more than 30 people.
  Members can receive loans for starting a new business, medical expenses, tuition, and other spending needs.

Participated in Farmer's Day

We visited booths at Farmer's Day in Tarkwa, Western Province in December 2023 and related events in the city of Accra.
We presented a tricycle to a promising young cocoa farmer.
The week-long event was a success, with booths set up by agricultural companies and organizations, including cocoa companies.

Award winner George (left)

Prize tricycle

Agricultural booths in the event venue

Training on cultivation techniques is provided

Climate change is also affecting cocoa production.
Even under such circumstances, training is provided in various regions on cultivation methods to help farmers make cocoa production sustainable.
Farmers who are interested in agroforestry are planting a variety of trees on their cocoa farms.

Training at the farm

Trees planted on the border of the farms

Venezuela

Donated seedlings and fermentation boxes

We donated 16,000 seedlings and 5 fermentation boxes to farmers in two communities. At the donation ceremony, we were able to hear the real opinions from the local farmers, which will be helpful for us in the future.

Seedlings donation ceremony

Fermentation box and seedlings donation ceremony

Brazil

Donated seedlings

Cocoa seedlings were distributed to farmers through the Tome-Azu Agricultural Cooperative. These cocoa seedlings were selected through joint research between Meiji and Tome-Azu Agricultural Cooperative, and are highly productive and disease-resistant.

Donated seedlings

Planting seedlings

Peru

Donated fermentation boxes and agricultural equipment

We donated seven fermentation boxes. In addition, one new agricultural equipment bank was opened (three locations in total). Both the fermentation boxes and the agricultural equipment bank were greatly appreciated by the farmers, who commented that they would use them for future cocoa production.

Cocoa fermentation boxes

Agricultural equipment bank (In the foreground right)

Comments from farmers on the donation

The Dominican Republic

We continue to purchase equipment for the elementary school and install recycle waste boxes

We provided support to the school by donating desks, chairs, steel racks, projectors, and other items, and by maintaining an outdoor basketball court. In addition, 33 recycle waste boxes were installed.

At the well-maintained court

Recycle waste boxes

Ecuador

Donated agricultural equipment

We donated 22 each of weeding machines, pruning shears, and sprayers to 21 farms and research institutions.
For some farms, the donation ceremony was held online.

Online donation ceremony

Donated weeding machines

Mexico

Donated cocoa beans sorting machine

We donated a cocoa beans sorting machine to a cocoa farm. The mechanical system is very much appreciated as it makes the work easier compared to manual sorting.

Cocoa beans sorting machine

With Mexican farmers

ARCHIVE

2023 2022 2021 2020 2019 2018 2017 2016～2009

Ghana

Held handmade chocolate class

The event was held twice in FY2022, with approximately 70 elementary and junior high school students participating. In addition to making chocolate using cocoa beans harvested in their own villages, they also learned about the history of cocoa cultivation and the importance of the cocoa industry in Ghana, and had a lively Q&A session.

Roasting cocoa beans

Handmade chocolate

Chocolate class at an elementary school in Moseaso Village

Young farmer was awarded at the 38th Farmers Day

Farmers Day is an event to award the outstanding farmers. The event was held in Koforidua, a city in eastern Ghana, with the president and related ministers in attendance. We presented tricycles and chocolates to promising young cocoa farmers.

Award winner (rignt)

Tricycle as a prize

Supporting Agroforestry*-Cocoa demonstration farm

We support agroforestry-cocoa demonstration farm operated by local NGOs for the purpose of stabilizing farmers' incomes and preserving the environment.
In addition to cash crops such as bananas, plantains and cassava, we also planted shade trees. We've been growing through trial and error to find out what kinds of crops and trees are best to grow and how.

* A coined word that combines Agriculture and Forestry. Planting trees and growing crops or raising livestock between the trees.

Section 1

Banana (right) and cocoa (middle)

Section 2

Plantain (upper right) and cocoa (middle)

Supporting the Regeneration of farms

We distribute seedlings to replant old trees with reduced yields.

Replanted cocoa seedlings and plantains providing the shade

Supporting the Agroforestry & Forestry Committee of Asin Ahantham Village

We support forest protection activities in Asin Ahantam village in central Ghana.
We hold training sessions on cocoa cultivation in response to the climate change and convey the importance of tree planting and forest protection. We are also promoting agroforestry.

Planting shade trees

Promoting Agroforestry in Konshimwa Village

The village of Konsimwa in central Ghana has been practicing agroforestry for several years with the aim of stabilizing income and improving the environment. The tree seedlings we donated are growing well, and in addition to cocoa, the cash crops such as plantains, papaya, oranges, and palms are also growing.

Agroforestry Farm

Climate Smart Cocoa (CSC) training was held in Wassa Akropong Village

A CSC training (workshop on cocoa cultivation in response to climate change) was held with the participation of farmers from Wassa Akropong village in western Ghana. The problems faced by each farmer were shared and there was a lively discussion about each solution. The workshop will be continued to hold so that everyone can participate.

Training session on cocoa cultivation for farmers

GPS mapping of the farm in Wuwuoso village

We collect and store various information on farms through GPS mapping, to confirm that the farms that procure our cocoa beans are not involved in deforestation, and to establish traceability.

Walking along the farm boundaries with a smartphone and mapping it with GPS

Workshops on child labor

We have started implementing the Child Labor Monitoring and Remediation System (CLMRS) to understand the situation in the community and take corrective action if a problem is found. At the workshop, the farmers learn about the definition, prevention and correction etc. of child labor.

The workshop

Venezuela

Donated seedlings and fermentation boxes

We donated 26,150 cocoa seedlings, which we grew over a period of six months, and five fermentation boxes to a total of 38 farmers in two districts. We received words of gratitude from the farmers (see video).

Farmers

Donated fermentation box

Cocoa seedlings grown over half a year

Words of gratitude from farmers

Peru

Donated fermentation boxes and agricultural equipment

We donated 16 fermentation boxes. We also continue to operate the Tool Bank, which lends agricultural equipment to farmers free of charge. In FY2022 we donated eight weeding machines and eight sets of pruning equipment to farmers in faraway areas.

Donated fermentation box

Donated pruning equipment

Donated weeding machines

Comments from farmers on the donation of agricultural equipment

The Dominican Republic

Donated school supplies to elementary schools.

We repaired the roofs of school buildings and donated equipment such as computers, printers, basketball goals, volleyball nets, and balls to three elementary schools. Our efforts to date have been featured in local newspapers.

https://www.eljaya.com/167251/meiji-company-beneficia-por-septimo-ano-consecutivo-comunidades-cacaoteras-de-san-francisco-de-macoris/

Donated computers etc.

Children in elementary school

Ecuador

Donated pruning machines and weeding machines.

We donated 7 pruning machines and 12 weeding machines to 6 farms and 1 research institute.
It is expected to improve the efficiency of the farm work. They were also very pleased with the "Meiji Milk Chocolate" that we gave them at the same time.

Ceremony

Mexico

Internet connection for elementary school has set up in the farm area.

We set up an internet connection at the elementary school for the children of the farm. It helps to utilize the computer room. The ''Mexican white chocolate'' we gave them at the same time was also very well received.

Entrance to an elementary school in the farm area

Hand washing area in front of the school building

ARCHIVE

2023 **2022** 2021 2020 2019 2018 2017 2016〜2009

Ghana

We hold workshops on climate change and the natural environment

Farmers are learning how climate change is affecting cocoa farming and how to ensure a stable yield. They are also deepening their understanding of the importance of the natural environment and deforestation.

On this day, women farmers mainly participated.

Discussion while eating Meiji Milk Chocolate

We donated wells to two villages

We donated wells to two villages in Western Province. The villagers now have access to clean water. The wells are used by many people.

The handing over ceremony of the well (Thurman village)

The handing over ceremony of the well (Rabichrome Village)

Young cocoa farmers awarded for 37th National Farmers Day

National Farmers' Day in 2021 was held at Cape Coast, the state capital of Central Province. We presented tricycles to young cocoa farmers. It is used to transport cocoa and other products on the winner's farm.

Awarded farmer (center), hauling harvested cocoa

Winners carrying cocoa (left)

We are planting trees for forest restoration

We planted 12,000 trees in farms and communities such as Asynasem Paneya village in Central State. We also held the workshop on the natural environment and child labor for children and farmers.

Tree planting by children

Workshops in the community

We are distributing seedling

We distributed 127,900 seedling to replace old cocoa trees.

Seedling under development

Cocoa transplanted to a farm

Support for agroforestry cocoa test farms

We supported the purchasing of seedling for cocoa and trees and the introduction of irrigation systems for farms.
In the preceding plot 1, cocoa generally grew well. We have already completed the harvest of bananas and cassava.
We are also clearing plot 2 next to it for cocoa planting. Plot 2 also planted maize and plantains for a quick cash income, and the maize is finishing its first harvest.

(Block 1) Cocoa and Banana

(Block 2)State of land readjustment

(Block 2) Preparing for cocoa planting

Ecuador

We donated pruning equipment and sunshade hats to 24 farms

We held an on-line handover ceremony with everyone working at cocoa farms and exporters. They also showed us how the pruning work was done on site.

Online Handover Ceremony

Group photo

Group photo

Hats and water bottles with meiji logo

Peru

Donated cocoa fermentation boxes

We donated a revolving cocoa fermentation boxes to six farmers. Farmers expressed their gratitude for the ability to ferment efficiently under stable conditions. It also maintains a tool bank that rents farm equipment free of charge.

Donated cocoa fermentation boxes to farmers

Comments of farmers using cocoa fermentation boxes

Venezuela

We distributed nursery-grown seedlings

To produce high-quality cocoa, we distributed 14,000 seedling to farmers and held a presentation ceremony.

Presentation ceremony

At farms

We donated seedling and cocoa fermentation boxes

We donated 12,000 seedling and 5 cocoa fermentation boxes. The farmers expressed their gratitude.

Distribution of seedling

Presentation of cocoa fermentation boxes

Mexico

Built a children's park in the cocoa farm area

For three years from 2019 to 2021, we promoted a project to support communities in the farm area.
The project name is Tortuga (turtle in Spanish). We built a park made of sturdy bamboo as a place for community interaction. Since this area is far from town, many children play in this park and is helping to revitalize the farm area. The “Mexican white chocolate'” we gave them was also very pleased.

The park

Vietnam

Donated cocoa seedlings to be planted on the new farmland

The cocoa farms we work with are working to create the farms that are as close to the nature as possible by utilizing the cycles of the ecosystem. We donated 7,000 cocoa seedlings to plant cocoa in farm areas and increase the amount of green land. After preparing the soil of the farmland, we plan to plant the seedlings. We received words of gratitude from everyone on the farm.

Cocoa seedlings being grown

Madagascar

Donated cocoa fermentation boxes to farmers

Since 2019, we have been collaborating with JICA (Japan International Cooperation Agency) to promote the project "Necessary Steps for Building the Foundations of a Sustainable Cocoa Industry: Popularization, Verification, and Transformation into a True Business" Since 2019, we have been conducting field surveys and searching for farmers to deepen our understanding of the cocoa industry in this region. In FY2021, we donated three cocoa fermentation boxes to the farmers who provide technical support.
This led to proper fermentation work at the farm and more efficient cocoa bean production, which was greatly appreciated by farmers.

Donated cocoa fermentation boxes to farmers

ARCHIVE

Ghana

We delivered masks to children and various equipment to farms

We delivered 250 masks and 12 alcohol disinfectants to students in kindergartens, elementary and junior high schools in the village of ASERAWADI, where we regularly visit. We also deliveredfertilizers, agrochemicals and sprays, pruning equipment, and boots to cocoa plantations.

Donation of masks and disinfectants

Donation of agricultural equipment

We delivered masks to children

We delivered 550 masks and 60 alcohol disinfectants to children in Domiabra Village and Evans Crom Village, where we held art classes. The masks distributed free of charge by the Ghana governmentare not suitable for children, we donated locally made small size masks.

Domiabramura Village

Eyenstrom Village

We are promoting activities to prevent deforestation

To prevent cocoa related deforestation, we are conducting educational activities for farmers and distributing highly productive cocoa's seedling and seedling for trees.

Seedling under development

Seedling transplanted to a farm

Young cocoa farmers awarded for 36th National Farmers Day

National Farmers Day has been scaled down this year due to the impact of COVID-19. However, as usual, it was held in Techman, a city in central Ghana, with the President and relevant ministers in attendance. This time, we also presented young cocoa farmers with a tricycle that can be used for cocoa farming.

Winners

prize tricycle

Donated wells

We donated wells to five cocoa producing areas in western Ghana. We are very grateful for the easy availability of filtered drinking water. In addition, committees are established and trained in each community so that residents can manage them independently.

Completed wells

Began supporting agroforestry and cocoa test farms

We began supporting the agroforestry cocoa test farm in the Sawan area of Eastern. It is located in the farms managed by the Ghana Governmental Certified NGO, Ohayo Ghana Foundation*. We are planting cocoa with bananas and cassava.

* Ohayo Ghana Fundation

Agroforestry and cocoa test farms (Block 1)

Ecuador

Donated sun hats and protective clothing for spraying pesticide chemicals to 20 farms

We connected Japan and Ecuador online and held a handover ceremony. We introduced videos of meiji cocoa support to farmers and exporters to help them better understand Meiji's activities.

Scene of the ceremony

Cocoa plantations

Peru

We donated cocoa fermentation boxes and weeding machinery

Cocoa fermentation boxes and weeding machinery were donated to farmers. "The use of cocoa fermentation boxes enables us to produce high-quality cocoa more stably and efficiently" was well received by farmers.

Cocoa fermentation boxes

Weeding machinery

Donation of cocoa fermentation boxes

Venezuela

We have distributed seedling that we have grown up in seedling center

We have distributed 29,900 seedling to farmers.

Tree-planting operations in farms

Transportation of seedling

Donated five boxes of cocoa fermentation boxes

In order to produce a stable, high-quality cocoa, we produced a cocoa fermentation boxes and donated it to five farmers.

Donation of cocoa fermentation boxes

The Dominican Republic

Donated flush toilets to elementary schools and recycle waste boxes to farmers

We donated flush toilets to elementary School. We also donated recycle waste boxes to 12 farmers in order to improve the environment of their farms.

In front of new toilets

Recycle waste boxes

ARCHIVE

Ghana

Art classes were held

This year's second art class was held for 30 elementary and junior high school students in the town of Wasa Acropon. The children drew pictures of cocoa as they like.

The Art class

December 2019 Art Class

Participated in the 35th National Farmers Day

Farmers' Day in 2019 was held in Ho, the state capital of Volta. The president and relevant ministers attended, and thousands of people gathered. We donated a tricycle to young cocoa farmers this year as well.

President's speech

The winner, a young cocoa farmer (left)

We operate Meiji demonstration farm

Since 2018, we have been operating demonstration farm for the purpose of confirming the effects of pruning. This time, we held workshops in the farm. Farmers learned about climate-change, deforestation, and other issues, and thought about sustainable agriculture.

Explanation from the instructor

Group discussions

Art classes were held

We held an art class for 30 elementary school students in the village of Ahenskrom in western Ghana. Under the guidance of an art teacher, the children wrote a draft on drawing paper and painted the colors with watercolors. The pictures that are unique to children, who usually look at cocoa trees and farm work, are finished.

Related Sites > WCF Blog

Gather around the principal (center)

Lower grade class

We are distributing seedlings

We distribute seedling, which were raised in seedling center for about six months, to nearby farmers. Seedling will be transplanted to the plantation and harvested in a few years.

Seedling to be distributed

Distributing by car

We operate Meiji demonstration farm

Opinions were exchanged with farmers. Many farmers commented that the condition of the farm has improved, such as that "pruning has improved the ventilation and reduced pest damage."

Discussions with farmers

Pruned plots

Ecuador

Donated weeding machinery

Until last time, it was a pruning equipment, but this time we donated weeding machinery to 10 farms. It's a lightweight weeding machinery that doesn't use blades from the farm, so it was very popular when it was easy to work.

Weeding machinery presentation ceremony

Weeding work

Peru

Establishment of cocoa agricultural equipment bank

A new cocoa agricultural equipment bank was established. We provide farmers with weeding machinery and pesticide sprayers.

Cocoa Agricultural Equipment Bank

Weeding operations

Venezuela

We have distributed seedling that we have grown up in seedling center

This year again, seedling grew well and we were able to distribute it to the farmers. I think it can greatly contribute to the increase of production in this region.

Distribution of seedling

Loading seedling

The Dominican Republic

We donated flush toilets to elementary schools and medical equipment to medical institutions

We donated flush toilets to an elementary school that had been requested for support for about two years. The roof, which had a terrible rain leak, was also refurbished as a new one, enabling children to live their schools with peace of mind.

Group photo in the school yard

Newly established toilets

In addition, the municipal office held a donation ceremony for medical equipment and emergency boxes, attended by people from local governments and medical institutions.

Subsequently, in 2018, we revisited hospitals that donated medical equipment and other items. These activities are introduced on the Web following interviews with local newspapers.

Click here for more information about local newspaper articles ↗

Cocoa painting at the entrance of the city office

Donation ceremony for medical equipment, etc.

ARCHIVE

Ghana

Held the art class

We held an art class for 30 elementary and junior high school students in Thurman village in western Ghana, where we had visited before. We had the students draw pictures on the theme of cocoa, which was popular not only with them but also with adults such as teachers, parents, and other adults. Students who drew excellent works were given drawing paper and crayons as prizes.

Use crayons and watercolors

Donation of cutlass

We visited Konkunso Village and donated a cutlass to a farmer. Cutlass is widely used in Africa and Latin America. It was a convenient tool that is indispensable for farm work, such as weeding, harvesting, and pruning, and it was very much appreciated.

Donation ceremony of cutlass

Attendance at the 34th National Farmers Day

This year, the festival was held in Tamare, a city in northern Ghana, and was attended by several thousand delegates, including the President and relevant ministers. This was the third time we attended the event, and as in the past, we presented young cocoa farmers with a trycycle and chocolate.

Held in front of soccer stadium

The winner, a cocoa Farmer (left)

Opening of seedling center

This year, we opened a new seedling center in six locations. Seedlings have grown steadily and will be distributed to neighboring farmers in the spring of 2019.

Growing steadily

Operation of Meiji demonstration farms

Testing results show that pruning reduces pest damage and increases the yield by a fixed amount.
In addition to sharing the findings with farmers around this farm, we also train them on crop cultivation other than cocoa, pest control, and appropriate use of pesticides.

Scene of a farm

Reunion with best farmer

We visited the farms of young farmers that were awarded at the National Farmers' Day in 2017. The farm was very well maintained, and it was very productive. He is also a leader of the local cocoa farmers.

Best farmer (Second from right)

Donated trycycle in 2017

Held hand-made chocolate class

We visited the village of Anina Billim, located in the area where we purchase our cocoa bean, and offered handmade chocolate class for junior high school students. This is an event to use locally harvested cocoa to make chocolate. Roast cocoa with charcoal and frying pans, then remove the skin, and add sugar, powdered milk, and cocoa butter to the crushed fruit. Furthermore, they are crushed, drafted, poured into molds, cooled, and finished. Not only the children but also the school teachers were interested, and we ate the finished chocolate together.

Roasted cocoa

Completed chocolate

Distribution of seedling

We distributed seedling, which we had raised carefully, to nearby farmers. Farmers take home seedling and replant them on their own farms. It will take several years for cocoa fruit to be harvested.

Farmers receiving seedlings

Ecuador

Donation of pruning equipment

We also donated pruning equipment to 10 new farmers and research institutes (INIAP). INIAP is a national agricultural research institute. They conduct a wide range of studies on cocoa, and they also own an extensive cocoa plantations.

Test farm in INIAP

Donation of pruning equipment to 10 farmers

Peru

Donation of cocoa fermentation boxes

Cocoa Agricultural Equipment Bank, which was installed in 2017, has been very popular and will continue to operate in the future. In addition, in 2018 we donated cocoa fermentation boxes to ensure the stable manufacture of high-quality cocoa.

Distribution of cocoa fermentation boxes

Cocoa fermentation boxes with Meiji logo

Venezuela

Distribution of seedling and establishment of new seedling centers

This year, we continued to nurture seedling in existing seedbeds and distribute it to neighboring farmers. We also established a new seedling center. We plan to distribute seedling to neighboring farmers in about half a year.

Traditional seedling center

New seedling center under preparation

Brazil

Distribution of fertilizers through Tome-Azu agricultural cooperative

Tome-Azu agricultural cooperative distributed well-received fertilizers this year as well.

Cocoa farmer (right) and fertilizers distributed

Agroforestry plantation

The Dominican Republic

Donation of school equipment and medical equipment

We donated desks, chairs, and other equipment and school supplies to two elementary schools. We also donated various medical equipment to local medical centers. Cocoa farms accounts for 70% of this region, and it is a healthcare center relied on by cocoa farmers.

Donated school equipment and school supplies to two elementary schools

Donation of medical equipment and other items to hospitals

ARCHIVE

Ghana

Established seedling center

We established seedling center in five locations in western Ghana. After six months of growing seedling, it will be distributed to farmers, but it will take several more years for cocoa fruit to be harvested by replanting it in the farm.

Newly established seedling center

Cocoa's seedling that has begun to grow

Participated in the 33rd National Farmers Day

This year's National Farmers Day was held in Kumasi, the largest city after the capital, Accra, where thousands of people, including the president and relevant ministers, gathered at the venue. As in the previous year, we awarded young cocoa farmers and presented tricycle and chocolate as prizes. We look forward to seeing the use of this technology for cocoa cultivation in the future.

Award winner cocoa farmers (third from the right)

Prize tricycle

Reunited best farmer

We visited the farms of the young farmer that was awarded at the National Farmers' Day last year. He was saying that the tricycle of prizes we donated was used to transport cocoa and was very helpful. The farm was carefully maintained, and the high productivity was visually recognized and worth the award.

Best Farmer (left)

Drying cocoa

Revisit the village of Aserawadi

We revisited the village of Aserawadi, where we have been interacting for many years. This time, we donated school uniforms to the children. Everyone was pleased and dressed gently to take a group photo. We also donated fertilizers, pesticides, and sprayers for use in cocoa farms. Looking forward to seeing cocoa grow in the future.

Donated uniforms

Donation of fertilizers, pesticides, and sprayers

A year has passed since we began operating Meiji demonstration farm

A year has passed since we began operating a demonstration farm. We provided The yield of cocoa beans in plots with fertilizer and pesticides is higher than in plots without fertilizer and pesticides, and farmers are realizing the results. When we visited our farms, we were able to confirm that a large number of flowers and cocoa pods were born in trees. We will continue to operate this farm and provide effective cultivation guidance.

Survey of the Farms condition

Training school at the farm

Held homemade chocolate class

We visited Atass Village, which is located in our cocoa purchasing area, and held chocolate class to junior high school students. This is an attempt to make chocolate using cocoa harvested in their village. Roast cocoa with charcoal and frying pans, then remove the skin, and add sugar, powdered milk, and cocoa butter to the crushed fruit. Furthermore, they are crushed, drafted, poured into molds, cooled, and finished. The students were saying “Handmade chocolate was easier and tastier than I had imagined”, and it was very well received.

Roasted cocoa beans

Removal of skin

Held the art class

We visited the village of Abesewa Gaman, located in the area where our cocoa was purchased, and held the art class for 40 elementary and junior high school students. Under the careful guidance of the teacher, we had them to draw pictures themed on the theme of cocoa pods and cocoa trees using crayons and watercolors. Ten students were given a notebook or pencil as a prize for excellence.

Class of junior high school students

Class of elementary school students

Ecuador

Donation of pruning equipment used in farms

We donated pruning equipment to the farms where we are purchasing cocoa. The pruning of cocoa trees is of great importance. By removing branches and leaves to make them more sunny and airy, it can promote growth and control diseases and diseases. By using this tool, you can efficiently perform such tasks as cutting high branches.

Donation ceremony for pruning equipment

Trying to cut high branch

Donation of water bottles used in farms

We donated water bottles to farms that we are purchasing cocoa to supply water between farm works. It was very popular because it also helped to reduce the amount of plastic bottles discarded.

Everyone on the farm

Peru

Cocoa agricultural equipment bank established

In collaboration with exporters, we established cocoa agricultural equipment bank in Peru, one of our key cocoa sources. This means that farmers can borrow agricultural equipment for pruning, weeding, and pesticide spraying at no cost, in preparation for cocoa bean buying place.
As banks also carry out repairs and maintenance, the burden on farmers is less than in the past. We expect that we will be

Cocoa agricultural equipment bank

Weeding with equipment borrowed in the bank

able to produce the high-quality cocoa that we want in a stable manner.

Venezuela

Established seedling center and distributed seedling

We established a seedling center in the area where we purchase cocoa, and spent about six months raising seedling and distributing it to neighboring farmers.
We hope that Meiji's unique fermentation method using cocoa fermentation boxes we donated will produce high-quality cocoa.

Seedling distribution ceremony

Seedling distributed

Brazil

Distribution of fertilizers through Tome-Azu agricultural cooperative

Fertilizer was distributed to cocoa farmers through Tome-Azu agricultural cooperative in Palau. We expect that fertilizer will increase the amount of harvest next season.

Fertilizer distributed

Agroforestry plantation

The Dominican Republic

Revisited of two elementary schools visited in the spring

We revisited two elementary schools that we visited in the spring. We were very pleased with the donation of stationery, blackboards, bookshelves, maps, fans, inverters, and other items that each school had strongly requested. We also distributed chocolates containing Dominican cocoa. We will continue to strengthen partnerships with production areas through a variety of activities.

Overjoyed by Japanese chocolate

Group photo in the school grounds

Donation of stationery and other items to elementary schools

We visited two elementary schools in our cocoa purchasing area and donated school bags, notebooks, writing utensils, etc. We think they will be useful for future learning.

Click here for more information about local newspaper articles ↗

Group photos at schools

ARCHIVE

2016

Ghana

Farmer training school held

We held training school in 2016. The farms in Domiabra village, where we visited, explained and demonstrated the proper harvesting, pruning, and pesticide spraying methods. Active Q&A sessions were also held between instructors and farmers. At the end of the school, the farmers ate chocolate made from cocoa harvested on their farms to ascertain the flavor of cocoa they had grown.

Present prototype chocolate

Explanation of harvesting methods

Started operation of Meiji demonstration farm

We built Meiji demonstration farm in a plot of Domiabra village. This is to make farmers realize that if they manage fertilizer , pruning, weeding, and pesticide use as instructed, the harvest will increase.

Gave Meiji T-shirt

At the demonstration farm with the farmer (left)

Participated in the 32nd National Farmers Day

In Ghana, a National Farmers' Day event is held annually to honor outstanding farmers for each crop, such as cocoa, coffee, and shea nuts, and that day is a national holiday. This was the 32nd time the festival was held in a town called Kintanpo in the north. The President of Ghana attended and thousands of people gathered. The sponsor, Meiji, commended promising young cocoa farmers selected by the Ministry of Food and Agriculture. Awards were presented for the Tri-Cycle (with a cargo vehicle attached to the back of the motorcycle) and Meiji Milk Chocolate.

The winner, a cocoa farmer (left)

Prize tricycle

Held art class

We held an art class to 80 elementary school students in Aserawadi village. At cocoa farms near the school, they used crayons and pens to draw pictures of cocoa under the guidance of the teacher, and they had a great time. Finally, the best works were selected and awards were given.

Art class

Art class

Ecuador

Donated sun hats for use on farms

We donated a sun hats to farmers who work at farms where we purchase our cocoa beans.

Donation of sun hats

Distribution of seedling

Meiji, with the assistance of the Ministry of Agriculture, Farming and Fisheries (MAGAP) in Ecuador, held an event to distribute seedling to farmers who we had been supporting. 2000 of seedling and Meiji Milk Chocolate were distributed to about 100 farmers gathered at the hall.

Distribution of seedling

2015

Ghana

Farmer training school in 2015

Thirty farmers placed their chairs on cocoa farms and looked at the posters to hear the instructors' explanations on appropriate cultivation methods, methods of using pesticides, health/safety, and the environment. Group discussions and presentations were held after the question and answer session. The farmer studied hard.

Training School on cocoa farms

Held art class

We visited Domiabra village in cocoa purchasing area and held an art class to 60 elementary school students. They painted with crayons and watercolors on cocoa trees, families, and homes. After the class, 9 excellent works were selected, and a scribble book and pen were presented to the winners.

In elementary school classrooms

Ecuador

Donated work clothes

We donated working clothes to farmers who worked at the farms that purchased cocoa when they used fertilizers and pesticides. Employees from the Meiji visited each farm to hold a donation ceremony and handed it to each individual.

Donated work clothes

Wear work clothes at the farm

Attended at graduation ceremony of farmer support program

Meiji employees attended the graduation ceremony for the program that wesupport through cocoa suppliers.
The region's plantations are small, but more than 100 years ago cocoa cultivation has been prevalent and is known worldwide for producing high-quality cocoa. The farmer assistance program aims to increase income through

Graduation ceremony

Best farmers get milk chocolate

increased harvests and better farming operations, thereby improving the lives of farmers.
477 farmers attended the graduation ceremony. Farmers with excellent grades were presented with seedling, pruning equipment, and fertilizers. Meiji gave Meiji Milk Chocolate.

2014

Ghana

Dream cocoa house creation

Meiji gave a third art class to 60 elementary and junior high school students in Aserawadi Village.
The kids colored the assembled wooden houses with paint and decorated to express "cocoa house I want to live in."
Finally, 5 excellent works were selected, and presented them with T-shirts, chocolates, etc. were given as gifts. The children enjoyed very much.

Preparation of cocoa House

A commemorative photo shoot for everyone

Ecuador

Held training schools

Training schools were held for farmers supported by Meiji to learn about pruning, irrigation, pest control, and fertilization.

Fifteen farmers gathered in elementary schools and received an explanation using a projector by the instructor, and a Q&A session was held.

Lectures by instructors

2013

Ghana

For workshops on cocoa cultivation held

We held a workshops for cocoa farmers to learn about cultivation techniques and management. The festival is also held regularly in Thurman Village, which donated wells and seedling centers. Many farmers gathered in elementary school classrooms and were briefed by their instructors. Questions and answers have also been active, and the enthusiasm for cocoa farming has been conveyed.

Lectures by instructors

Q&A session

Donation of wells and seedling centers

We donated a fifth well and a cocoa seedling center to Thurman village in our cocoa purchasing area.
The wells not only provide the water needed for living, but also serve as a place for people to gather and exchange information. Cocoa trees are generally grown from seedling, but a seedling center near the farm has made it easier for nearby farmers to get seedling.

Well

Cocoa seedling center

Delivery ceremony for elementary schools held

In August 2013, a long-sought primary school was completed in the village of Aselawadi in the cocoa purchasing area. It was made possible by our persistent efforts to utilize the Ministry of Foreign Affairs' ODA (ODA) system.
The desks, chairs and blackboards donated by Meiji were carried into the classroom, and the children were delighted.
On October 9, the delivery ceremony was held. Many customers attended, including the Embassy of Japan in Ghana and the Education Agency. Meiji officers were greatly applauded by the villagers for their comments on the importance of Ghanaian cocoa and the further strengthening of relations between Meiji and Aserawadi villages. We also donated cocoa arts created in September to the elementary schools.
Traditional festivals were also held on the day of the festival, and the tranquil village was usually surrounded by loud cheers and excitement.

At the classroom

Primary school signage

Donated Village Resource Centers

Since 2009, Meiji has been donating wells and mosquito nets to villages in areas where traceable cocoa beans are purchased. In August 2013, we donated a Village Resource Centre (VRC) to Himann Village, a purchasing area in western Ghana.

VRC is a renovated container. It has a personal computer inside. Using that personal computer, cocoa farmers can view and learn from programs on cultivation techniques. In addition, VRC is adjacent to junior high schools, and junior high school students can also learn to operate PCs.

Billboard for the Village Resource Center

Students of neighboring junior high schools also use it for learning

Elementary school under construction

Construction of elementary schools is proceeding smoothly. We plan to build foundations and walls with cement, and the roofing will be slate roofing. Meiji is also preparing to produce the equipment to donate. The carpenters are moving forward with construction work at a rapid pace so that they can stay in the field and meet the start of the new school season.

Construction of an elementary school

Signage of the elementary school construction project

Elementary school students create cocoa Arts

A special class on cocoa arts was held for two days for 100 elementary school students in Aserawadi village. First, they drew a tree of cocoa and pasted cut pictures of cocoa pods, animals, houses, etc. around it. Cocoa pods looked at what they had picked in a nearby farms and painted them colorfully. The six pictures drawn by the children were decided to be decorated in a new elementary school. The children were also overjoyed to receive face painting after the class.

Children drawing enthusiastically

Completed cocoa artwork

2012

Ghana

Decided to build an elementary school

It was decided that a new elementary school would be built in the village of Aserawadi in the Meiji cocoa purchasing area. We realized through tenacious approaches by utilizing the Ministry of Foreign Affairs' ODA (ODA) system.
We decided to donate equipment such as learning desks and chairs to a new elementary school. Attended the signing ceremony held at the Japanese Embassy in Ghana in January. This scene was widely featured on local television and in newspapers. "The hoe-in ceremony" was carried out at the planned construction site of the elementary school.

Signing ceremony at the Embassy of Japan in Ghana

Pledging ceremony at the planned site of construction

Donation of wells

Meiji donated three new wells to cocoa purchasing area. Meiji donated four wells, together with wells in the village of Asalawadi in 2009. Meiji employees visited the site, and in every village the well was very pleased.
Utilization of wells will lead to a drastic reduction in water drawing work in rivers, which is mainly regarded as the role of women and children.

Billboard for the Du Waranton village well

Duwarrant Pont village well

Donating chocolates and calendar

Meiji employees visited Aserawadi Village. Villagers always welcome us with a smile. This time, we handed a chocolate made by using traceable beans purchased from the area to each child. We also donated a calendar made with the photographs taken during the previous visit. The wells in the village have become indispensable to the life of the village, and they are managed by the people in charge.

Donated calendar

With children in front of elementary school

2011

Ghana

Participated in traditional local festivals and held an award ceremony for Cocoa Art Contest

Meiji employees were invited to a traditional festival held annually in the village of Aserawadi. At the festival, we held an award ceremony for Cocoa Art Contest, which we had previously drawn. Prizes include pastel crayon, sketchbooks, etc.
In addition, the Great East Japan Earthquake on March 11 attracted considerable interest even in the village, and we received the flag of Hinomaru where the cheering message of "Good luck in Japan! Meiji!" was written.
The well, which we donated in 2009, was used greatly by the villagers, and we were thankful that "it helps us because we don't have to go to a distant brook to fetch water."

Lively parade

Awarded as “Meiji Prize” for the best work

2010

Ghana

We donate chocolates and stationery, "Cocoa Painting Contest" held

Employees from Meiji visited the village of Aserawadi again. We brought chocolates from Japan made by hand with cocoa bean produced in the area. It was greatly appreciated by the villagers. The children were handed stationery and soccer balls. We also had about 100 people to draw pictures of cocoa in order to get people interested in cocoa farming. The children smiled all the way. We also planted cocoa seedling.

Drawing a picture of cocoa under the guidance of the teacher

Cocoa seedling planted on a village farm

2009

Ghana

Donation of wells, mosquito nets, etc.

Cocoa production is the most significant industry in Western Ghana's Aserawadi village in our purchasing area. Meiji donated wells and mosquito nets that had been strongly requested by the village. All the villagers participated and a well donation ceremony was held on a grand scale. The moment water was pumped out, many cheers were excited. In addition, mosquito nets are used in each household to prevent malaria.

Moment that water is pumped out of the well for the first time

Mosquito nets for malaria control

ARCHIVE

Where and by whom was the cocoa produced?

Meiji is now working to establish traceability to the farms.

This will lead to an accurate understanding of production areas, as well as to addressing social issues such as child labor and deforestation.

This is what makes sustainable agriculture and cocoa cultivation possible.

From the farmer to the consumer, by ensuring the stable procurement and quality of cocoa,

We will continue to bring peace of mind and smiles to everyone involved with chocolate.

Target Establish traceability to the farms for all suppliers by FYE March 2027.

Status of traceability establishment

We have established traceability to the farms at the following suppliers

- BRAZIL
- MEXICO
- DOMINICAN REP.
- VIETNAM

ECUADOR

(From April 2024 to March 2025)

The map shows the location of the farms we source from in Ghana and the location of the representative villages supported through Meiji Cocoa Support.
Click on the points on the map to see details such as the village name, past activities, and area of the farm.

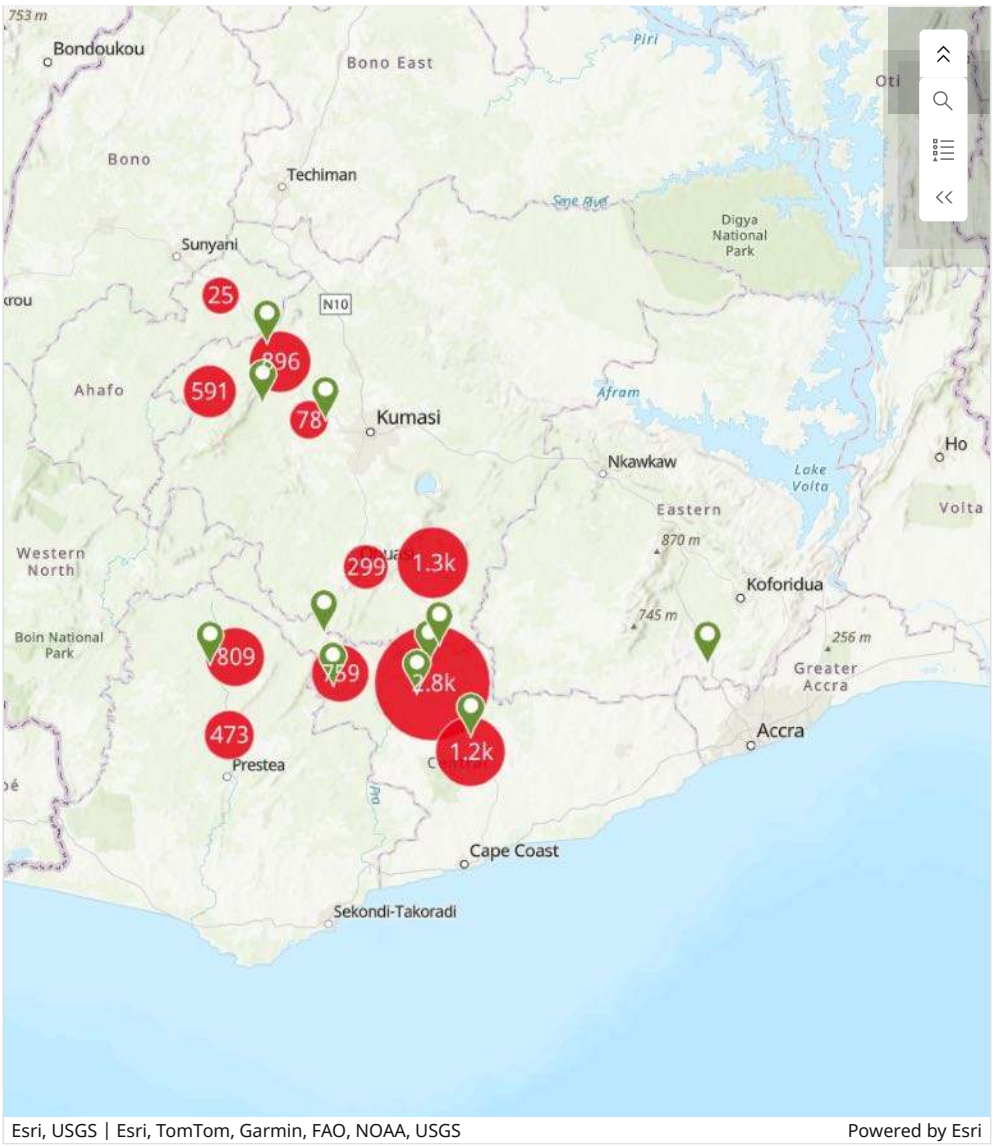
Legend： ● Farm Village

Ohayo Farm

【Previous activities】

・Supporting agroforestry coco test farms from 2020

・Along with cocoa beans, bananas, plantains, cassava, etc. are cultivating



(From October 2022 to September 2023)

The valued partners in Ghana who support Meiji's initiatives at production areas

The establishment of traceability and a wide range of initiatives by Meiji would not be possible without the local partners.
They frequently visit farmers and farms to listen to real voices.
This is why we can take actions that are rooted in the local communities.

Field coordinator

We are working with Meiji to procure sustainable cocoa beans and support long-term farmer self-reliance. GPS mapping of farm registrations in databases is essential to ensure supply chain transparency and traceability.
In addition, to ensure traceability, we maintain digital records, have a regular auditing system, and thoroughly train farmers on sustainable practices.
These controls also help prevent deforestation.

The implementation of our program in the Meiji's communities, enables the cocoa beans procured from the communities to be traceable. We work with farmers to regularly provide training to improve the quality and productivity of the cocoa beans and to achieve more sustainable livelihood. In addition, we work with Meiji on the School Forest Garden project, which is an initiative to produce agricultural products needed for school lunches. By providing students with continuous school lunches, we aim to increase school attendance, and this project has been very much appreciated by the community.

Sustainability Project Lead

Development officer

Hand in hand with Meiji, we are promoting projects such as providing cocoa seedlings and shade trees. These efforts will not only improve cocoa bean yields and reduce the burden on the environment but also support the livelihoods of farmers and their communities.
By providing farmers with a variety of training and resources they need, we value helping them build a brighter future by increasing their incomes and improving their livelihoods.

We deal in cocoa beans that have been traced from the farm to the Meiji factory while preventing deforestation. Furthermore, we strictly adhere to international standards and various regulations by utilizing the latest technology to maintain the quality of cocoa beans and through strong cooperation with our partners.
Establishing traceability is not just a process. It is about building trust. Together, we and Meiji have created a supply chain that enables sustainable cocoa bean sourcing and long-term market transactions.

Sustainability director

Related Links

Sustainable Cocoa Means Knowing Your Growers

To increase children attending school with smiles.

In some cocoa producing areas, children are forced to work long hours without being able to go to school and are exposed to physical dangers. By depriving them of educational opportunities, they even limit their chances of finding well-paying jobs in the future.
To nurture a healthy future for children living in cocoa producing areas.
Meiji is working with local partners and communities to eliminate child labor.

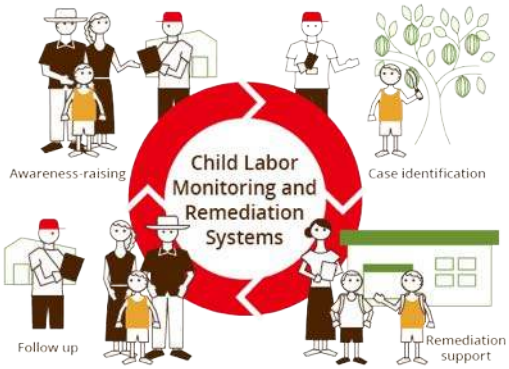
Target

Introduce Child Labor Monitoring and Remediation Systems (CLMRS*) or an equivalent system to all suppliers in order to aim for zero child labor.

STEP 1: Republic of Ghana by FYE March 2027 ▶ STEP 2: Other suppliers by FYE March 2031

Introduced the "Child Labor Monitoring and Remediation Systems", a system for monitoring child labor

In Ghana, where child labor is a social issue, we are working with local partners to provide support through the Child Labor Monitoring and Remediation Systems (CLMRS*).
The surveyors visit each farmer or farms to verify family structure, raise awareness of child labor, identify child labor, and provide ongoing remediation and follow-up to eliminate child labor.



* CLMRS is a Child Labor Monitoring and Remediation Systems developed by the International Cocoa Initiative, a non-profit organization that aims to eliminate child and forced labor in cocoa-producing areas. It identifies, [illegible]tors, remediates, and prevents cases of child labor.

Rate of CLMRS introduced (Calculated from the amount of cocoa beans procured by the farmers who have introduces the system)

All Suppliers	59.4%
Republic of Ghana	98.7%

Covered by CLMRS in Republic of Ghana (# of farmers)	7,871	Child labor cases identified (# of cases)	1,175
		There of remediated (# of childen)	1,175

(From October 2023 to September 2024)

Joining the International Cocoa Initiative (ICI)

The NPO “International Cocoa Initiative (ICI)” was established in 2002 by international chocolate manufacturers and various international organizations with the aim of eliminateing child labor and forced labor in cocoa cultivation in West Africa.

In Ivory Coast and Ghana, the first and second largest cocoa producing countries, it is estimated that there are 1.56 million child laborers under the age of 18[1].
Between 2015 and 2020, communities supported by ICI saw a 20% reduction in child labor and a 50% reduction in hazardous child labor among children at risk identified by the monitoring system[2].
Meiji is the first Japanese company to join in October 2021 and is contributing to this activity.

1 NORC Report (University of Chicago, 2020).
2 ICI Annual Report 2020

Learn more about ICI

In cooperation with the Japan International Cooperation Agency (JICA), we will further promote actions to eliminate child labour in cocoa-producing areas

In January 2020, JICA has established the "Platform for Sustainable Cocoa in Developing Countries," and Meiji Holdings Co., Ltd. joined this platform in September 2022, with the aim of solving social issues facing the cocoa industry, such as poverty among farmers, deforestation, and child labour. Within the platform, on September 30, 2022, "Action plan to eliminate child labour in the Cocoa Industry" has announced which outlines concrete actions expected from each standpoint with the aim of eliminating child labour. By joining this platform and supporting this action, and in collaboration with Japanese industry associations, food manufacturers, trading companies, consulting companies, NGOs, etc., Meiji Holdings Co., Ltd. will accelerate and expand its efforts to eliminate child labour in the cocoa industry.

JICA press release ↗

Preserve the rich nature.

What we can do now to stop deforestation.

Deforestation has become a social issue due to the expansion of cocoa farms in response to the growing demand for chocolate. Aiming to balance cocoa production with the richness of nature. We are involved in a variety of initiatives, including education related to forest protection and restoration, distribution of seedlings, and promotion of agroforestry.

Target

Ascertain the actual conditions of all suppliers' farms by mapping with GPS, and strive to conserve and restore forests in order to aim for zero deforestation

STEP 1: Republic of Ghana by FYE March 2027 ▶ STEP 2: Other vendors by FYE March 2031

Actions taken in cocoa producing areas

Verification of deforestation

We collaborate with local partners to monitor the farms of our suppliers and ensure that they are not interfering with protected forest areas through mapping and on-site inspections.

Walking along the farm boundary with a smartphone and mapping it with GPS to identify the boundary between the farm and the protected forest areas and check the farm area not interfering with the protected forest areas.

Walking along the farm boundary with a smartphone and mapping it with GPS

Mapped farm on the screen of smartphone

Rate of ascertaining actual conditions through GPS mapping

(Calculated from the amount of cocoa beans procured by the farmers who have introduced the system)

All Suppliers	88.6%
Republic of Ghana	91.2%

Covered by GPS mapping in Republic of Ghana (# of farmers)	7,346
Located in protected areas (# of farms)	0
Thereof in the process of remediation and removed from supply chain (# of farmers)	0

(From October 2023 to September 2024)

Forest education

We provide farmers with Climate Smart Cocoa Training (information on deforestation and restoration of natural environmental systems) and Good Agricultural Practice [GAP] training (sustainable agriculture initiatives) to stop deforestation on cocoa farms. We are working to stop deforestation related to cocoa farms.

Study sessions for farmers on cocoa cultivation

Training on Climate Smart Cocoa Training (# of farmers)	9,488
GAP(Good Agricultural Practice) training (# of farmers)	9,531

(From October 2023 to September 2024)

(From October 2023 to September 2024)

Forest Conservation

We distribute various types of seedlings to maintain and restore the forest environment and ecosystem of the cocoa farms and surrounding areas.

	Multipurpose trees	Cocoa seedlings	Vegetable seedlings	Shade trees
Cumulative total since start	156,412	243,563	100,000	25,500
From October 2023 to September 2024	11,732	-	-	-

Toward the coexistence of cocoa and forests, Promoting "Agroforestry" , an agriculture that creates forests

The production of cocoa causes serious social issues of natural environment destruction and loss of biodiversity through deforestation.
Since 2009, Meiji has been working on "agroforestry," which is attracting attention as a solution to these issues.

What Is "Agroforestry"?

A term coined by combining the words "agriculture" and "forestry," it is an agricultural method in which multiple agricultural and forestry products are cultivated in symbiosis on the land after deforestation.
For example, planting bananas and pepper along with cocoa seedlings can minimize damage to nature while maintaining the forest ecosystem.

AGRICULTURE + FORESTRY = AGROFORESTRY

Role of Agroforestry

1 Income stability

It provides a more stable income than monoculture, as multiple crops can be harvested throughout the year.

2 Nature Conservation

By carrying out cocoa production and tree planting in parallel, it become possible to produce cocoa in the same location over the long term while protecting the forest.

3 Global Warming Countermeasures

Young, growing trees absorb a lot of CO_2, which can be expected to have the effect of reducing global warming.

BRAZIL

- Since 2009, we have been working on agroforestry with cocoa farmers in Tomé-Açu, Brazil, with whom we are collaborating quality research on cocoa beans.
- Along with cocoa, we grow a combination of several crops, such as bananas, peppers, passion fruit, and acai.

GHANA

- In 2020, we began supporting a pilot farm with the Ghanaian government-accredited NGO, Ohayo Ghana Foundation, and are continuing trial and error in crops and cultivation methods.
- Along with cocoa, bananas, plantains, and cassava are also grown.

Ohayo Ghana Foundation

〈Meiji Agroforestry Milk Chocolate〉

〈Green Cacao〉

[For Business use] Sweet chocolate with 62% cocoa content

Fruity aroma and roasty and rich flavor that match with milk

The cocoa beans produced through agroforestry in Tomé-Açu, Brazil are used in the cocoa mass.
We support sustainable farming methods and help farmers to have a stable livelihood.

Participating in Cocoa & Forests Initiative, a global partnership aimed at protecting and restoring forests

The Cocoa & Forests Initiative (CFI) is a partnership aimed at eliminating deforestation associated with expanding cocoa plantations and protecting and restoring forests. It was established in 2017 in cooperation with the World Cocoa Foundation and other organizations.
The CFI comprises 33 cocoa and chocolate related companies (including Meiji), which account for about 85% of the world's cocoa trade, and the governments of Cote d'Ivoire and Ghana, the largest cocoa producers.

Cocoa & Forests Initiative

Learn more about CFI

Working to stop deforestation in the cocoa sector.

CFI member companies, including Meiji, have completed their activities from 2019-2022 and are now working based on each company's newly formulated plan until 2025.
We have narrowed down our focus to three areas and are promoting activities to stop deforestation.

REPORT

2024

Our sustainability programs are carried out in 7 districts (Wasa Akropong, Mankranso, Assin Bereku, Nsokote, Tepa, Dunkwa, and Assin Fosu).

In the past year, Meiji has increased volume of cocoa beans sourced from the direct supply chain and invested in sustainable agricultural intensification to grow “more cocoa on less land” with focused on;

- Providing 7,629 farmers with technical assistance to professionalize & optimize cocoa farming practice.
  5,227 farmers received technical assistance to be more resilient to climate change and reduce and remove carbon emissions on farm such as CSC.
- Supporting 385 farmers to adopt agroforestry during reporting year.
  As a result, 622 hectares of new agroforestry farms have been started.
- Distributing of 6,732 multi-purpose trees for on-farm planting.

2023

We have supported in sustainable agricultural intensification to “Growing more Cocoa on less land” with focused on;

- Providing 5,117 farmers with technical assistance to professionalize & optimize cocoa farming practice.
  [illegible]6 farmers received technical assistance to be more resilient
- Supporting 691 farmers to adopt and expand agroforestry.
  As a result, 1,011 hectares of new agroforestry farms have been started.

to climate change and reduce and remove carbon emissions on farm such as Climate Smart Cocoa.

Distributing of 20,000 trees for off-farm planting and 11,879 multi-purpose trees for on-farm planting.

Agroforestry Farm

2022

The project focused on the following three programs in 168 communities in seven regions in Ghana, with the aim of "Growing more Cocoa on less land."

In addition to surveying and registering (mapping) the status of 5,068 farms, we promoted agroforestry at 1,032 farms.

Training including agroforestry and GAP was conducted for 3,883 farmers.

A total of 17,000 shade tree seedlings were distributed to cocoa farms.

Training session on cocoa cultivation for farmers

Walking along the farm boundaries with a smartphone and mapping it with GPS

2021

We worked in 87 communities in four regions across Ghana.

- We provided guidance to 3447 farmers on Good Agricultural Practices (GAPs).
- We distributed 127,926 cocoa seedlings to help regenerate the farm.
- We planted 10,000 multi-purpose trees on cocoa farm and 2,000 trees outside the farm.
- We established the Nursery for cocoa seedlings.
- We donated wells to two villages for raising seedlings, cocoa farming and daily life.

Farmers in training classes

Donated wells

2020

- We provided guidance to 191 farmers outside the reserve areas on cocoa production adaptable to climate change, including Good Agricultural Practices (GAPs).
- We established a highly productive cocoa seedlingcenter.

We distributed 3525 productive seedlings to farmers.

We built wells in five villages to provide water for growing seedlings, cocoa farming and daily life.

Training on a cocoa farm

Built a well with a water storage tank

2018 ~ 2019

We provided guidance on Good Agricultural Practices (GAPs) to 2548 farmers.

We distributed 112,860 seedlings to restore the forest through agroforestry farming.

We set up 10 cocoa seedling centers to grow seedlings of highly productive varieties and distributed 71,933 to farmers.

Training School

Seedling Center

ORIGINAL REPORT

2024 Progress Report (PDF 872KB)

2023 Progress Report (PDF 1,923KB)

2022 Progress Report and 2023-2025 Action Plan (PDF 2,300KB)

2021 Progress Report (PDF 1,484KB)

2020 Progress Report (PDF 1,010KB)

2018-2019 Progress Report (PDF 3,190KB)

Values

Creating together a Better Future for Cocoa

Farmer, Meiji, Customer

To be a Chocolate that makes everyone Happy.

Choosing good chocolate leads to choosing a better future.

Today, Meiji is working to create new value.

We protect and nurture not only cocoa,
but also its producers and the environment.

Chocolate is the bounty of nature itself.
To make chocolate manufacturing sustainable, cocoa production itself must be sustainable.
We provide infrastructural and technical support to enrich the lives of cocoa farmers.
Furthermore, we protect and nurture the environment surrounding cocoa.
A Healthy Future. For People. For the Earth.

Passion for our chocolate reflected in the
Meiji Cocoa Support logo

The logo expresses the connection among farmers, customers, and Meiji, and the continuation of a good cycle toward the future, with three hands supporting cocoa fruits and flowers.
To deliver delicious chocolate to the customers around the world through Meiji Cocoa Support, Meiji will continue to contribute to the sustainable production of cocoa beans which will bring happiness to everyone involved with cocoa.

Farmer, Meiji, Customer
To be a chocolate that everyone is happy.

In 1926, Meiji launched Meiji Milk Chocolate.
We want to deliver delicious chocolate to the customers around the world. We realized that true taste is not just taste, as that feeling increases.
Cocoa producers, consumers, and everyone involved in chocolate must be happy.
Continue a good cycle toward the future. That is the ideal chocolate making that Meiji is aiming for.

Choosing good chocolate is choosing a better future.

Use Meiji sustainable cocoa beans and support children of refugees worldwide.

Meiji Milk Chocolate

For more information

Efforts to use 100% of Meiji sustainable cocoa beans with a view to creating a sustainable environment.

Meiji The Cacao

For more information

Supporting agroforestry farming that lead to forest protection and regeneration.

Held Satoyama School to teach children about the beauty and richness of the nature.

Meiji Agroforestry Milk Chocolate

Kinoko no Yama (Chocorooms)/
Takenokono no Sato (Chococones)

For more information

Interview

The Creator of Future Cocoa

Farmer, Meiji, Customer

Make everyone smile connected by cocoa.

Meiji continues to support sustainable cocoa production.

We want to create the future of cocoa.

What can we do for it.

Here are some thoughts from Meiji employees who are always thinking about what we can do.

Vol.1

A person who became a bridge

Vol.2

A person who pursues the

between cocoa production areas and Meiji.

Technology Dept.

Yoshinori Doi

For me, Ghana is an important place to return to.
I want to do more for everyone's smile.

Vol.3

A person who improves the

possibilities of cocoa.

Cacao Development Research Dept.

Hiroyuki Utsunomiya

"We don't need Japanese power." even if I was told that , I wanted to change the way cocoa beans are made.

Vol.4

A person who conveys the value

quality of cocoa beans.

Cacao Development Research Dept.

Masako Miyabe

of cocoa.

Cacao Marketing Dept.

Akiko Kanegae

Acknowledging each other's values and cultural differences

Conveying the cocoa producer's thoughts to each and every customer and Meiji employee.

* Each department was as of February 2022.

Yoshinori Doi is an essential and important person for Meiji Sustainable Cocoa. He is one of the members who started Meiji Cocoa Support. How did he start working for the future of cocoa farmers and cocoa beans, and how has he supported them for so long?

The cocoa producing areas lacked infrastructure. It all started with the thought that something had to be done.

I started Meiji Cocoa Support (Below, MCS) when I visited Ghana to research the quality of cocoa beans. There were the harsh living conditions of cocoa farmers. The village had no irrigation system to supply water to the farmlands. They also lacked basic infrastructure,

including water, electricity, gas and roads, to support their lives. The situation was not sustainable at all.

As a company that integrally produces and sells chocolate from cocoa beans, I thought it necessary to provide support to cocoa farmers and build a good long-term relationship with them.

After returning from Ghana, I explained the situation in the cocoa production area within the company and called for the need to support farmers. My boss told me, "Why don't you give it a try?" and the following year, in 2006, MCS started.
At the time, the MDGs, the predecessor to the SDGs, were little known, and the activities of MCS, which would continue for a long time, had surprisingly small beginnings.

First thing, I did was donate a well that the villagers needed most. The water supply penetration rate in Ghana was still low, and it was a daily work to go to the river several kilometers away to obtain water for domestic use. What's more, it was mostly the work of women and children, and they travel back and forth several times a day. I wanted to improve this situation and decided to drill a well.

However, we don't get any news that the construction has started, and we don't get any reports that it has been completed. Even if you decide to do one thing and try to do it, as you think in Japan, it will not go according to schedule. We gradually accepted the local time frame and method. The well was somehow completed in a year.

All the villagers participated in the demonstration ceremony of the well. When the first pumping out of the water, there was a big cheer. The scene is still burned into my memory.

Appointed development chief of the village. A great responsibility to the community was born.

I was recognized by the village for building a well in Ghana, and was appointed to the development manager of the village.
I was given a gold bracelet, a ring and a colorful national costume as a proof of a chief.
In Ghana, a chief is a respected traditional chief, but his responsibilities are also significant.
As one of the chiefs, I have to contribute to the development of the village.

Subsequently, I donated mosquito nets to prevent malaria, seedling of cocoa, and agricultural materials such as fertilizers and pesticides, and provided training in cultivation techniques.

We also used Japanese ODA (official development assistance) to encourage the construction of elementary schools, and with the help of many people, we were able to open the school in 2013.

In addition, due to a shortage of teachers, we held "Art Classes" which children could draw paintings on the theme of cocoa using paints and crayons, and "Chocolate Classes" which

children made chocolates from cocoa harvested in their own villages.
The children were really enjoying their first experience. Most of their parents are cocoa farmers, so many of their children should end up taking over the family business.
I started the classes because I wanted people to be interested in cocoa, which will eventually become their bread and butter.
The children smiled and the adults told me to keep the class going, which made me very happy.
I believe that supporting the children who will lead the future of the village or the country, even if only a little, will lead to fulfilling our responsibilities as development chiefs.

Absorbing local needs, this is the basis of MCS.

When MCS started in Ghana, support from the village community was the core. Gradually, activities that directly led to an increase in the income of farmers were required, and the content of teaching cultivation techniques and farming techniques became focused.
Many of them remained less productive because they grew cocoa in an old-fashioned way on their farm that had been passed down from generation to generation.
Without sufficient income, it will become difficult to continue cocoa farming as a business.
This will lead to crop transfers and land sales.
Unless this situation is improved, stable production of cocoa cannot be expected.

Most cocoa farmers had not prune cocoa because they wanted to harvest a lot of cocoa. However, if cocoa is not pruned, the entire farm will accumulate moisture, resulting in illness and mold, resulting in reduced yields and poor quality.
Therefore, we created a model farm to compare the differences in harvest volume according to whether or not pruning work was done, and we decided to have neighboring farmers gather and see it on a regular basis.
In this way, more and more farmers started to try to prune by actually confirming the effects with their own eyes and convincing them.

MCS, which began with visits to Ghana, has now spread to nine countries worldwide, including Venezuela and Ecuador.
The situation of farmers varies from country to country and region to region, and their needs vary, there is a wide range of support.
In addition to donating goods and activities aimed at improving productivity, the Meiji Laboratories staff also provide unique support to Meiji as well, including original fermentation technology guidance and activities to preserve rare species.

Make everyone smile.
Meiji cocoa support still continues.

More than 15 years have passed since we began our MCS.
We have also provided support for improving productivity, including training in cultivation techniques. However, since cocoa's production volume is affected by the weather and the way farms are procured changes, it is difficult to measure the effectiveness of support in numbers. However, the provision of materials such as seedling, fertilizers, and pesticides is a very effective support, and appropriate control of production volumes has resulted in a 20% increase in yield per unit.

We have continued to provide various kinds of support to meet the needs of each growing area, but we still do not have enough.
A particularly serious problem in West Africa is child labor and deforestation associated with cocoa. Both are attributed to poverty and cannot be solved by a single company.
We are working together with the industry, the government, and relevant organizations, but we have not reached a fundamental solution.

The most vulnerable members of cocoa industry is cocoa farmers upstream in the supply chain. From the farmers who produce cocoa to the consumers who eat chocolate, I believe that earning a profit or paying for the value added at each stage will lead to the establishment of a sustainable cocoa industry.
I think that is a matter of course, but unfortunately it is difficult to realize it under the current economic system.

We need to understand and understand the value of raw materials, products, and services in order to purchase or have them purchase at a fair price commensurate with their value, and we feel that our efforts to do so are still insufficient.
We have been promoting MCS with the desire to make everyone connected by cocoa smile.
I think cocoa is a "God's food" with the power to make people smile.

Due to the impact of the COVID-19, we are unable to go overseas now, but we are connected to the production area online, and we are continuing our support.
I would like to go to the production area as soon as possible and walk around the farm chatting with the farmers.

SPECIAL MOVIE

A person who became a bridge between cocoa production areas and Meiji.

Yoshinori Doi

In 2005, he visited Ghana for the first time. He became acutely aware of the need to support cocoa farmers, so he worked in-house and started meiji cocoa support in the following year.
Since then, he has been in charge of planning and implementing the support around the world, and continues to the present.
In 2009, he was officially appointed as the development chief by the village of Aserawadi in

western Ghana, and continues his activities there.

Vol.2 A person who pursues the possibilities of cocoa.

Hiroyuki Utsunomiya

"We don't need Japanese power." even if I was told that , I wanted to change the way cocoa beans are made.

Vol.3 A person who improves the quality of cocoa beans.

Masako Miyabe

Acknowledging each other's values and cultural differences

Vol.4 A person who conveys the value of cocoa.

Akiko Kanegae

Conveying the cocoa producer's thoughts to each and every customer and Meiji employee.

INTERVIEW LIST

Hiroyuki Utsunomiya, Director of Cocoa Development Research Dept, made a quality cocoa by staying in cocoa producing areas for Meiji Cocoa Support for a long time and having repeated discussions with cocoa farmers.
He says, " It's important is not to lose sight of the nature of the problem." What are the significance and challenges of MCS that Utsunomiya looks ahead to?

I wanted to change the way cocoa beans are made even though I was told “We don’tt need the power of Japanese people”.

The launch of cocoa Basic Research Group was the trigger for my continued visits to cocoa producing areas. This leads to various activities for later meiji cocoa support (MCS).

The reason why we suggested to visit the site was that Meiji only purchased cocoa through a trading company until then.
Of course, I visited the site in the past, but it was just a short stay to check the production area.

However, from the perspective of future business, I felt that we needed to differentiate ourselves from other companies in order to make chocolates. In society in the future, there was a feeling that we should not just buy cocoa, but should actively go into the local area and be involved in making cocoa bean for the chocolate we want to make.

The first three countries to visit to explore cocoa's production areas were Venezuela, Ecuador, and Peru. We had business with Venezuela and Ecuador before then, and we thought Peru would be an important new source. These visit was the starting point for MCS in these countries.

When I actually visited the site, I was surprised by the fact that the infrastructure and agricultural facilities were not in place, but the thing that shocked me the most was the difference in how I perceived the concept of work. The Japanese way of doing things was completely inappropriate in any of the three countries.
When I told them that I came around cocoa farmers to make cocoa better, they returned saying, "We are not in any trouble," and "We don't need the power of the Japanese."

When I told them that creating a good cocoa will make their lifestyles more affluent, they said, "I want to earn money with ease," and "Even if I don't work that hard, the outcome will be the same."
Still, I never wanted to give up. In preliminary surveys and on-site visits, we knew that there was the plenty of potential for cocoa beans.
Making quality cocoa together locally will support the livelihoods of cocoa farmers. And I thought it was a good opportunity for both Meiji and cocoa farmers to brighten up the future of cocoa.

Cocoa To stabilize the lives of farmers, it is prerequisite that chocolate using that cocoa be sold.

To help cocoa farmers understand our thoughts, we explained how to use cocoa in the Japanese marketplace.
How chocolate is made from cocoa, what the flavor of that chocolate is, and how much the cocoa beans costto make delicious chocolate?

Furthermore, we not only explained them in detail, but also had them actually eat chocolate made from cocoa that they cultivated.
The reason why I did this is that very few cocoa farmers had actually eaten chocolate made only with their own cocoa beans.

When I got them to actually taste it, they brightened their eyes with delicious flavor, saying "It's delicious" and "I made this one."

In addition, we needed to understand the importance of the quality of cocoa in order to earnestly engage in the creation of cocoa.

We had them taste the most delicious chocolate made by cocoa farmers in the same area, and they felt for themselves what the quality of their beans was at the moment. And I wanted to deepen their understanding by demonstrating quality that is popular in the Japanese market.

This is how we rolled around 100 cocoa farmers, and together with the approximately 60 cocoa farmers who gave us our thoughts, we started making cocoa. I was convinced that we could make a better cocoa by fermenting and processing using the scientific knowledge gained through long years of research in Meiji.

The method is to have cocoa produced and analyzed locally and in Japanese laboratories, and the results are reflected in the production method. We tried and failed to produce high-quality cocoa beans in countries such as Venezuela, Ecuador, Peru and the Dominican Republic from 2006 to 2009, building relationships with cocoa farmers and holding workshops, although the approach varies from country to country.

It was the birth of the Meiji The Chocolate that relieved the painful and frustrating days.

It is the continuation of these activities that I have been involved in MCS for over 15 years that I feel is important. It doesn't make sense to just pay the local cocoa farmers. We are working with cocoa farmers to create cocoa, but we do not have an exclusive contract. In addition, even if we enter into contractual relations, cocoa production areas may not have a reliable relationship. It often happens that if another manufacturer comes along with a higher price, they sell it to someone other than us. They also have life and thoughts, so we can't complain.

The only thing I am telling them is that "we want to continue buying cocoa that you have created", which does not end with transience. This is because, it is better for the cocoa farmers to continue their relationship with us, rather than to earn a temporary income, to maintain the quality of the cocoa beans and to stabilize their lives. Because of these exchanges, I think that MCS have continued to this day.

The most difficult period of MCS, which began in 2006, was from 2010 to 2014, before the birth of Meiji the Chocolate. This is because, up until then, we had been able to produce delicious cocoa through MCS, but we were unable to launch the products that full advantage of the flavors of cocoa.

At that time, cocoa produced through MCS was used for standard products, which were good in terms of their delicious taste, but we were not able to have customers enjoy the individuality of cocoa. Until the "Meiji The Chocolate" was made, I felt sorry for the production area and cocoa farmers.

We have experienced a variety of things through our MCS, and we have recently seen how cocoa farmers' incomes and livelihoods will stabilize.
Even today, cocoa production areas have consistently produced high-quality cocoa. It is a relief that the relationship we steadily built 15 years ago there and the production of cocoa continues, and our activities were not wrong.

The possibility of cocoa is unlimited.
We would like to enrich farmers without changing our existing methods.

Recently, the words "SDGs" and "sustainable" have become more common, but this is not the case, for example, whether or not society can suddenly respond to them.

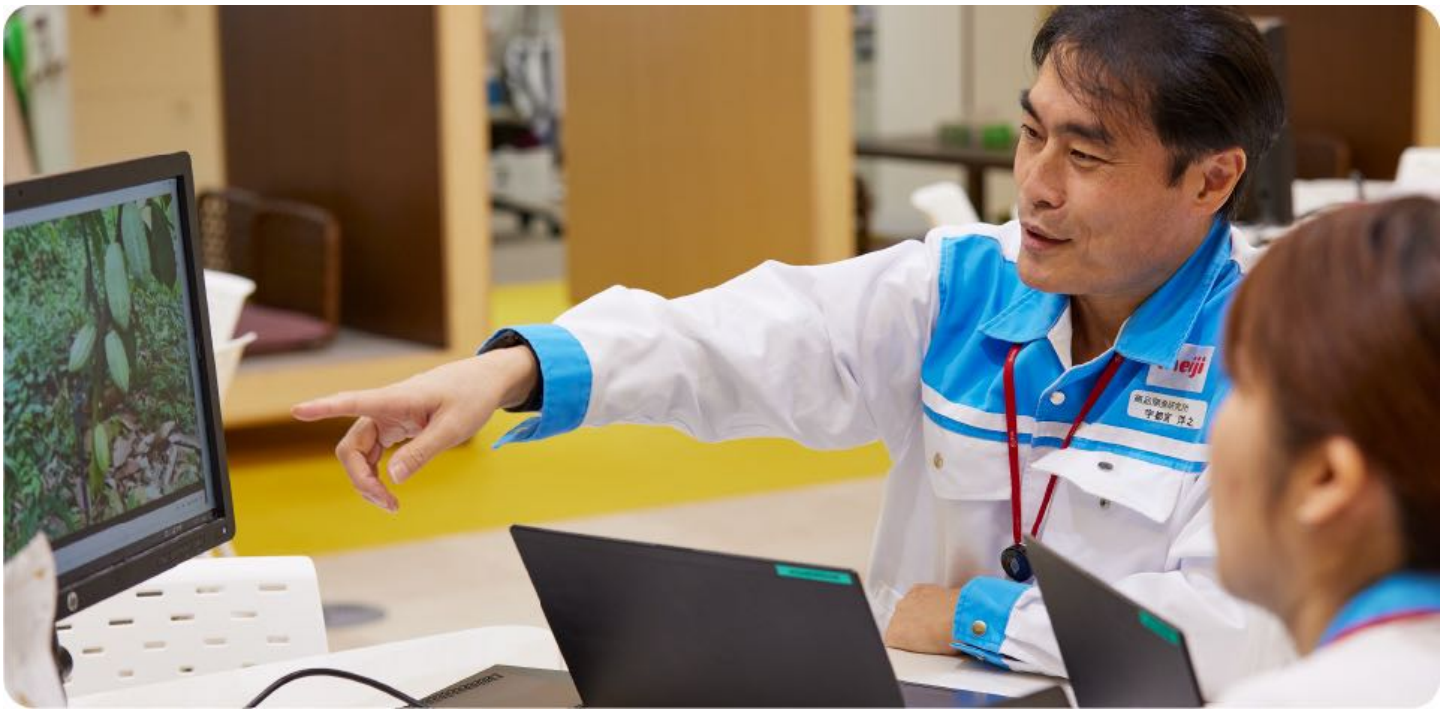
The North-South divide is indispensable issue for discussing cocoa and chocolate-making that we are involved in. Farmers who produce cocoa beans and those who consume chocolate. There are various issues in cocoa making, such as environmental issues, child labor, and deforestation. However, there is a movement for those who consume chocolate not to buy cocoa from cocoa farmers who have such issues.

At first glance, this trend seems to be a good thing, but it can lead consumers to cut cocoa farmers off on their own.
It is only because we have actually walked with cocoa farmers on the ground, but simply abandoning issue cocoa farmers will not solve the problem fundamentally, but rather cause cocoa farmers to suffer. Farmers continue and maintain good cocoa making, and we pay for it.

We are still in the midst of today's society, but we believe that it is necessary to build such a fair economic system.

I've spent most of my career facing cocoa beans. And it's getting close to my retirement.
I would like to pursue further possibilities for cocoa together with the younger generations who will be more willing to carry out MCS than ever before. Today, I'm crazy about cocoa, a rare variety of white cocoa, in order to make sustainable cocoa even more reality. I feel there is an unknown possibility that output other than chocolate will be able to achieve.

What I feel is needed now is to build a system that can improve the economic value of cocoa as a whole and return it to cocoa farmers. To make this happen, I will continue to work on MCS.



* Published February 2022
* "Meiji The Chocolate" was relaunched as "Meiji The Cacao" in October 2024.

A person who pursues the possibilities of cocoa.

Director, Cocoa Development Research Dept.

Hiroyuki Utsunomiya

Joined Meijiin 1993. After working in the manufacturing and engineering departments of cocoa and chocolate, he joined cocoa's R & D and product development laboratories.
Beginning in 2006, the company began activities in cocoa's production areas and became a founding member of meiji cocoa support. Currently involved in the development of chocolate. Have made many traveles to cocoa production areas many times, and highly trusted from the locals.

Vol.1 A person who became a bridge between cocoa production areas and Meiji.
Yoshinori Doi

Vol.3 A person who improves the quality of cocoa beans.
Masako Miyabe

Vol.4 A person who conveys the value of cocoa.
Akiko Kanegae

For me, Ghana is an important place to return to.
I want to do more for everyone's smile.

Acknowledging each other's values and cultural differences

Conveying the cocoa producer's thoughts to each and every customer and Meiji employee.

INTERVIEW LIST

Meiji cocoa support for over 15 years (MCS). Through these activities and projects, we have built a framework to support cocoa farmers in the areas of production, and we have faced the challenges facing cocoa sector. Masako Miyabe, a young cocoa researcher, will take over MCS activities of his seniors. After nine years with the company, she spoke about the challenges of MCS and her thoughts on the future.

One thing I've learned from participating in MCS is not to impose your values.

What made me want to join Meiji was the information session I attended when I was looking for a job. It was impressive that the employees were very happy to explain their work. The story

that they actually visited cocoa production area and instructed the local cocoa farmers on how to ferment was particularly impressive. I didn't know at that time that it had already started as a meiji cocoa support, but I wanted to go back to the other side of the globe and be involved in researching and developing cocoa.

My dream came true, and since I joined the company in 2013, I have been facing cocoa on every day in the department that studies the quality and functionality of cocoa used in products.

When I first joined in Meiji, I felt like a distant presence, saying, "It's amazing to support distant lands." When I came to participate and actually visited the site, I learned a lot that I couldn't get in Japan.
For example, the process of harvesting cocoa pods, fermenting cocoa, and drying, which are essential for chocolate production. This can't be seen in the process without going to the production area. I was deeply shocked and moved at the time when I was only experiencing making chocolate from the finished cocoa.

On the other hand, we often encountered the barrier of differences in culture and values. Even if we asked them to ferment cocoa in a way promoted by Meiji in order to produce high-quality products, it often didn't go well.
Therefore, instead of forcing what I take for granted, I decided to carefully explain each and every one of the reasons why I would adopt this method and how it would affect cocoa. Then, little by little, we built a relationship, and things seemed to get better.

Return to origin in Madagascar. We are exploring the potential of white cocoa.

Currently, what I am working on as a MCS project is to develop production areas in Madagascar. Until now, Meiji has not consistently purchased cocoa from Madagascar. However, there is also a possibility that cocoa's rare variety, the white cocoa known as Cryolo , is being cultivated, and we are working to develop it as a new production area.

In Meiji, Mexico, which is said to be the country of origin of Criollos, also produces white cocoa. In this situation, the reason why Madagascar was newly considered as a producing region was that White cocoa moved across the sea from Mexico and through Indonesia and India to reach Madagascar. This is because it is said that Madagascar is the end point of the white cocoa production area.

White cocoa, which is said to be the original breed of cocoa, is an important element for those of us who have been involved in cocoa for many years. Because it is a weak and delicate variety, we intend to protect it even on the site of Madagascar, which has ultimately been re[illegible]ed.

In addition, Madagascar's cocoa has a fruit-like fragrance and rich sour taste, and is very distinctive. In order to maximize its attractiveness, we are in the midst of steady local relations, such as the initial activities of MCS, providing appropriate agricultural equipment and guiding fermentation methods.

Because of COVID-19, I have only been to the site once, but I am currently in frequent contact online. It is quite difficult to communicate remotely, but we have received a sample of cocoa that was produced under our guidance, and we analyze it at the laboratory and provide feedback. They also taste the chocolate actually made from the cocoa.

Support the local area temporarily and the end is no good. To connect the baton from senior to the future.

Nine years after I joined Meiji, I sometimes felt that the only people we could support at MCS were some of the people involved in making cocoa beans. The person who changed that mindset was a senior person who started MCS before I joined the company and worked hard over a long period of time to provide local support.

I was taught by those seniors that "it's not OK to temporarily support and end" and that "you shouldn't unilaterally impose your values."
In order to produce high-quality cocoa beans, it is important that the three parties -- cocoa bean farmers, Meiji, and customers -- understand each other and continue to support the future, such as teaching the proper fermentation method and providing necessary farming equipment.
We then use this cocoa to deliver good products to our customers, thereby increasing the value of our cocoa and improving the livelihoods of cocoa farmers in the areas of production. We are committed to MCS while constantly being conscious of supporting each of the three parties to turn positive.

I believe that as the baton is received from passionate seniors and we continue our MCS activities, transactions will be conducted at appropriate prices in any production area, and cocoa industry as a whole will change. Although it is a steady activity, I hope it will create a good cycle that improves the lives of farmers and gradually expand it throughout the world.

A person who improves the quality of cocoa beans.

Masako Miyabe

She joined the company in 2013 and was assigned to the laboratory's cocoa research department. Develop cocoa as a raw material for chocolate and become involved in meiji cocoa support. Since 2019, she has been engaged in developing cocoa in Madagascar. Currently, the company aims to develop and expand white cocoa, a rare variety.

Vol.1

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Vol.4

A person who conveys the value of cocoa.

Akiko Kanegae

Conveying the cocoa producer's thoughts to each and every customer and Meiji employee.

Cocoa farmers growing cocoa beans, Meiji making chocolate, consumers picking up products.
Akiko Kanegae, brand manager of Meiji The Chocolate brand in cocoa Marketing Department, plays a key role in connecting these three parties.
We asked her what she wanted to deliver through meiji cocoa support and through “Meiji The Chocolate”.

My mission is to become a bridge between cocoa farmers, Meiji, and customers.

I started to be involved in Meiji cocoa support (MCS) in 2019. It all started when I was in charge of the Meiji The Chocolate brand (hereafter: The Choco) in the cacao marketing department and

took on the role of connecting customers with products.

The initial image of MCS was objective to me, as it was a research of cocoa beans in cocoa production area by the laboratory members and an effort by the companies to solve the problems faced by cocoa farmers.

However, after I became in charge of the brand and had a deep understanding of the background and story in which The Choco was created, I began to think deeply about how to communicate the taste and depth of products born through the activities of MCS to customers who got the Choco.

Originally, Meiji used to procure high-quality cocoa through trading companies. However, in the hope of making more delicious chocolate, Meiji researchers visited cocoa farms in Venezuela in 2006, which led to the birth of The Choco. It took a considerable amount of time for researchers to visit the site many times, build trust-based relations, and make high-quality cocoa that are used as raw materials for chocolate.
It seems that there were many cases in which the local people didn't deal with them, but through the steady efforts of these researchers, a product called The Choco was created.

The Choco was renewed in 2020, and now only cocoa from the four countries of Venezuela, Brazil, Peru, and the Dominican Republic are used to enjoy the fragrance and flavor of each area of production.

I believe The Choco's mission as a brand manager that connects cocoa producers with customers is to convey the fragrance and taste of cocoa in each production area, the depth and attractiveness of cocoa, and to inform the current state of cocoa production areas that have been seen through MCS and initiatives with producers.
Customers may not need to know about MCS activities or cocoa, the raw material. But the chocolate is something that can't be made without cocoa and its producers. It's a world full of things, of course, but if you don't know that each and every one of them carries the thoughts of different people, I think your feelings and attachment to that thing will change.
The Choco is no different.

Because The Choco can be purchased anywhere in Japan, I want people to know that one piece contains the thoughts and skills of various people, including cocoa growers and makers, as well as their strong comittment with cocoa.

We want to deliver sustainable chocolate. That's why we create empathizers.

Cocoa farms faced a shortage of cocoa due to factors such as the aging of cocoa trees, pest damage, and lack of awareness of cultivation techniques, and some faced the problem of not being able to eat chocolate in the future. However, such a situation is improving as not only the Meiji but also companies are making sustainable efforts.

However, it is a fact that there are still challenges in delivering chocolate. One of them is the present state of production areas that cannot be described as affluent by any means.
One of the activities of MCS is to work with local people to produce high-quality cocoa beans, and to purchase them at reasonable prices. In this way, we are creating a system that will enable cocoa farmers to lead stable life.

We have communicated this activity to our customers through our website and leaflets, and we hope to create a system in which our customers can also participate in the future.
In order to increase the number of people who can support this activity with the aim of making the smiles of people involved in cocoa, the raw material for chocolate, we are actively communicating our activities and initiatives in the areas of production and the messages of people in the areas of production to our customers.

When I tasted The Choco with the participants at the event.
When the chocolate is chewed one or two times and tasted by melting in the mouth, the floral fragrance and spice spreads, making it easier to understand the unique characteristics of cocoa in each production area. Then the faces of the participants suddenly turned into bright expressions. We received a variety of comments from participants, including "It's fun," "How is this chocolate made?" This was the moment I realized that by explaining the depth of chocolate and how to enjoy it, people would be interested in cocoa.

Perhaps it's really steady, but in order for people know more deeply about The Choco, I think it's important to make a number of triggers, step by step, to shorten the distance between customers and cocoa producers and Meiji.

And our desire to increase empathy is the same for our employees at Meiji as well as customers. I think that this is not the case when it comes to whether all employees are familiar with the activities of MCS at present. By knowing this activity will make the employees proud of our company, and it will change the way you see products that are always around you. I believe that these small changes in employees will eventually lead to changes in the future of Meiji.

Convey the thoughts of cocoa producers and creators to deliver new attractiveness of chocolate.

The reason why Meiji chocolate has been loved by people for almost 100 years is because it has been close to our customers' lives. I hope that the very existence of Meiji chocolate remains unchanged.

We want customers to enjoy chocolate more as a tasty thing. We hope that people will come to love chocolate even more by learning about the uniqueness of cocoa beans and their depth as ingredients. And in the near future, I hope that chocolate, like coffee and wine, will become a matter of course when chosen by region or variety.

I am neither a producer nor a product developer. In other words, I may be close to customers. What I can do is convey the thoughts of people involved in chocolate while keeping in touch with customers. Through The Choco made from MCS, we hope to continue delivering to our customers the attractiveness and depth of the chocolate as well as the thoughts of cocoa producers and creators.

* Published February 2022
* "Meiji The Chocolate" was relaunched as "Meiji The Cacao" in October 2024.

A person who conveys the value of cocoa

Akiko Kanegae

Joined the company in 1999. After working in the sales research division, she has been the brand manager of Meiji The Chocolate in cocoa marketing department since 2019. Engaged in marketing activities to spread the depth and enjoyment of cocoa through Meiji The Chocolate.

Vol.1

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Acknowledging each other's values and cultural differences

INTERVIEW LIST

A DAIRY COMPANY THAT MAKES PEOPLE SMILE

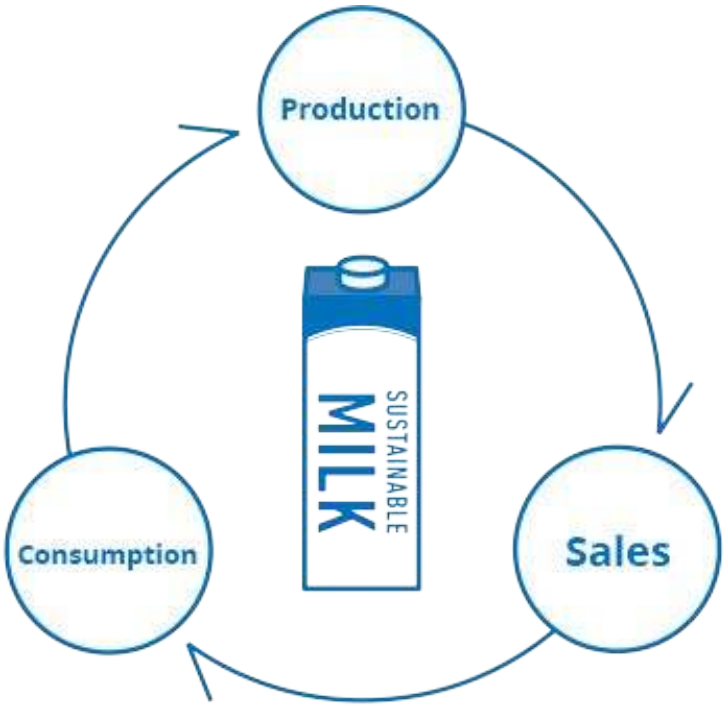
As a cup of milk and as an ingredient in various foods, milk is an essential part of our daily life and an important source of nutrition for people.
We are blessed by nature and living things and we deliver the blessings to people safely, securely and stably.
Milk production and sales play an important role in the social cycle.

We recognize the importance of our responsibility.
Therefore, we will strive to achieve the realization of sustainable dairy industry.
To keep a smile to all concerned, from dairy farmers to consumers.
To keep people and the earth healthy.
We tackle the issues faced by the dairy industry and strive to solve them.
With our mission of delivering milk, Meiji will advance.

Mission

For people and this planet.
We will realize sustainably sourced milk.

To deliver delicious, safe and reliable milk, as an important source of nutrition, with a sustainable condition where the people and cows involved in the milk production and sales, as well as the economic and environment in the production areas, which is the “sustainable future milk” we are aiming for.
To achieve this, we will contribute through a variety of initiatives. Aiming to create a society where all people and the earth are healthy.



Meiji promotes action in three areas.

Support sustainable dairy management
"Support for dairy farmers"
Getting involved with local communities and contributing to the regional development
"Contribution to local communities"
For protecting a healthy earth
"Reduction of environmental impact"

Support for dairy farmers

Contribution to local communities

Reduction of environmental impact

Issue

What issues are the dairy industry facing today?

Such as the aging of dairy farmers, lack of successors, environmental impact, and animal welfare, we describe the challenges we must overcome.
Beyond these challenges, we think the future of the dairy industry will continue.

Action

Toward the Realization of Sustainable Dairy Industry

Supporting sustainable dairy farming management

Meiji Dairy Advisory

Toward a dairy industry that attracts by diverse talent

Human Rights of Workers

Bringing smiles to all people involved in dairy farming

Promotion of Circular Dairy Farming

Protecting our healthy planet for our future generations

Promoting Reduction of Environmental Impact

Working with various organizations to consider the realization of sustainable dairy industry

Collaboration with External Partners

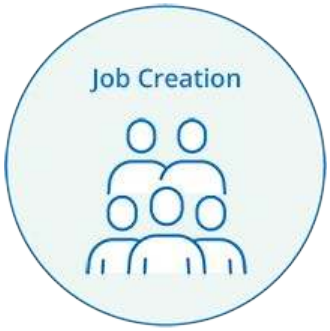
Contribution and Issues

Recognizing the Issues Facing Dairy Farming and Thinking about the Future

The milk we drink every day is breast milk produced by mother cows to feed their calves.
We are blessed with what the cows have converted into a rich source of nutrients by eating grass.
Without that process, humans would not be able to take grass as a source of nutrition.
Dairy farming also makes a significant contribution to local communities.
However, there are also some issues we must face.
By facing each aspect of contributions and issues, Meiji will promote various initiatives for the sustainable future of dairy farming.

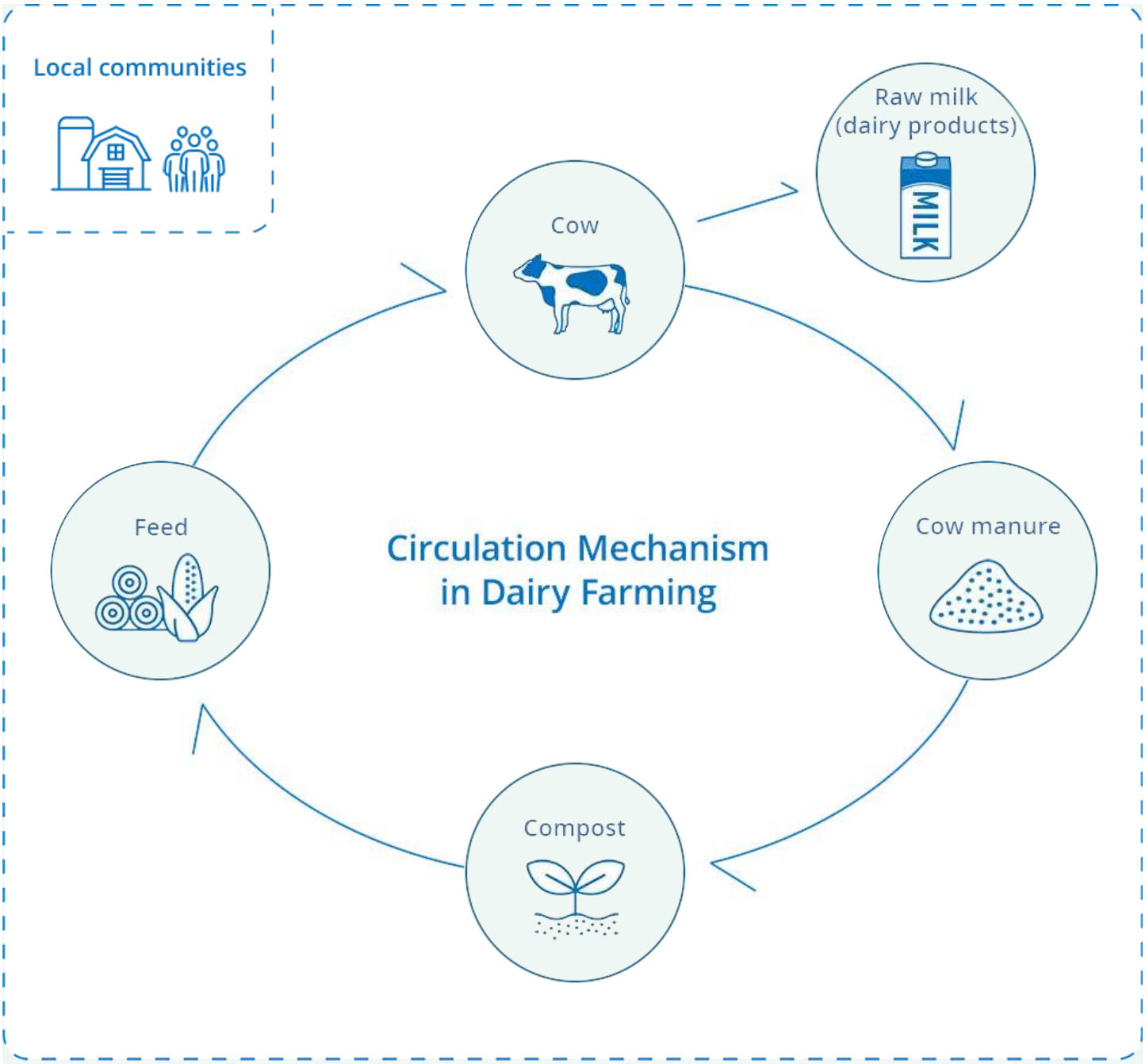
Dairy farming not only produces nutritious raw milk, but also creates many jobs and contributes to the local economy.
At the same time, there are issues such as the impact on global warming of methane emitted by cows, environmental pollution by cattle manure, human rights of people involved in dairy farming, and animal welfare.
In addition, we recognize the need to add more value to milk to counter the growing demand for plant-based foods.
Meiji will work on fundamental solutions to various issues.

Value created by dairy farming



Issues in dairy farming

Circulation mechanism in dairy farming



Local communitie	**Contribution**	• **Development of local economies through job creation (coexistence with local communities)** • **Effective use of land and cold regions unsuitable for cultivation** • **Training the next generation through dairy farming education**
	Issue	• **Human rights issues caused by harsh working conditions, such as long hours from early morning** • **Proper treatment of foreign workers**

		• Shortages of successor and labor

Cow	Contribution	• Converting grass into human nutritional sources
	Issue	• Greenhouse gas (GHG) emissions from cow belching and manure • Response to animal welfare The idea is to aim for a breeding method that allows animals to live a healthy life with as little stress as possible from birth to death.

Feed	Contribution	• CO_2 absorption (fixation) by plants such as pasture and corn • Effective use of food residues such as starch lees and soy sauce lees
	Issue	• Greenhouse gas (GHG) emissions during feed production • Emissions of greenhouse gases (GHG) related to the transportation of imported feed • Water pollution caused by chemical fertilizers

Cow manure	Contribution	• Reduction of chemical fertilizer use by using compost • Use for biogas power generation (creation of renewable energy) • Support for field farming by providing compost to neighboring farmers
	Issue	• Emissions of greenhouse gases (GHG) from manure • Environmental pollution such as water pollution and odor caused by manure

Raw milk (dairy products)	Contribution	• Providing rare and important nutrients including 3 of the 5 essential nutrients (proteins, vitamins, and minerals) • Providing high-quality proteins rich in essential amino acids

AIMING FOR SUSTAINABLE DAIRY

In Japan, the aging of dairy farmers is causing a shortage of successors and workers, and this is an issue that affects the sustainability of dairy farm management.

In order to deliver milk, which is an important source of nutrition, in a safe, secure, and stable manner, Meiji is working on MDA “Meiji Dairy Advisory”, a management support activity for dairy farmers.

From philosophy to culture creation. Supporting sustainable dairy farm management "MDA(Meiji Dairy Advisory)"

MDA is an activity that supports “sustainable dairy farm management" by focusing on human resource management on dairy farms.
For example, an expert team from the Meiji Group will discuss "what the farm should be (philosophy and goals)" with an owner of a dairy farm.
The team also provides an opportunity for farm staff to discuss “what is necessary to achieve the goals” and “how to achieve them”.

MDA meiji dairy advisory

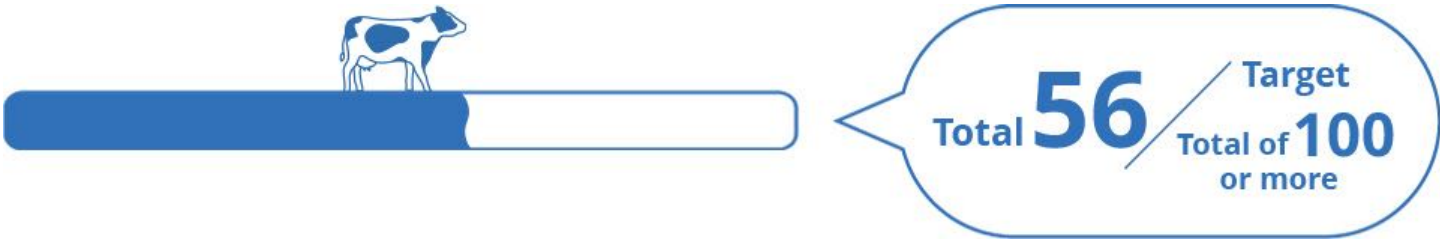
Each farm is the main player.
In order to realize sustainable dairy management, we aim to establish a "KAIZEN culture" in which farmers habitually review their current situation and make improvements, and to create a system that enables dairy farmers to run on their own. We support the growth of everyone involved in dairy farming.

Target by FY2026

Number of farms participating in Meiji Dairy Advisory

Total of 100 or more

<FY2024 Results>



MDA supports issues solving at dairy farming by "three KAIZEN*"

Aiming for growth of farm staff

"Daily KAIZEN"

Find problems with everyone and promote KAIZEN

- Instill problem mindfulness habits, improve continuous improvement mindset
- Improve ownership mindsets for stakeholders
- Create a culture of openness by promoting communication within the farm

Aiming for growth of management, leaders, and successors

"Goal setting KAIZEN"

Draw a vision of what we want to be and promote KAIZEN

- Draw up a vision of farm management, formulate management philosophy and vision
- Cultivate the ability to ascertain current problems and derive solutions
- Set annual goals and conduct continuous improvement activities as a team

Aiming for growth of organization

"Mechanism KAIZEN"

Support growth of human everlastingly

- Clarify what kind of people the company wants (career program)
- Build a mindset of supporting growth of human resources in perpetuity
- Improve leaders' ability to train subordinates
- Cultivating management layer

* "KAIZEN" is the word for the Japanese production concept centered on continuous improvement.

An example of MDA activities

Held a "Kickoff Meeting" for managers to inform employees of the new year's targets.

Held a "Foreign Intern Study Group" to help foreign employees acquire necessary skills.

Performed on-site "Improvement Activities" with dairy farmers to check the health condition and feeding behavior of their dairy cows.

Launch of "Meiji Dairy Advisory COMMUNITY"

In September 2024, Meiji, as a dairy manufacturer who connect dairy farmers nationwide, launched a website Meiji Dairy Advisory COMMUNITY ("MDA Community").

The MDA Community, a website exclusively for dairy farmers, is a community where farmers can interact with each other.

By resolving concerns through mutual information sharing, dairy farmers who previously had no contact with each other can create connections and build new relationships.

Partnership

Our partners working on sustainable dairy farming

Imamura Fureai Farm
(Kurume City, Fukuoka Prefecture)

Moimoi Farm
(Niigata City, Niigata Prefecture)

Shimizu Farm
(Kariya City, Aichi Prefecture)

Hamada Farm
(Yonezawa City, Yamagata Prefecture)

Hokusho Farm
(Nemuro City, Hokkaido)

Nakayama Farm
(Bekkai-cho, Notsuke-gun, Hokkaido)

Topics

2025

The 4th MDA Meeting

The 4th MDA Meeting was held on February 13, 2025.
This time, six venues (Hokkaido, East Japan, Tokai, Kansai, Shikoku, and Kyushu) and online participants, and was attended by a total of approximately 150 participants, including about 50 dairy farmers and farm-related people.
In the morning session, Mr. Maruyama, President of DSM Corporation, gave a seminar-style presentation on "Environmental Measures in Dairy Farming Sites.
In the afternoon session, about 50 dairy farmers and farm-related people discussed the theme of "What kind of farm do we want to have in 10 years?" The participants actively discussed various topics, such as the issues "The necessity for a community-wide approach to agricultural resource circulation" and "What is necessary to increase the number of new farmers?

Hokkaido venue

Tokai venue

2024

Finalist in the IDF Dairy Innovation Awards 2024

The Meiji Group's MDA (Meiji Dairy Advisory) activities have been selected as one of the finalists in Sustainable Farming Practices - Socio Economic category at the IDF Dairy Innovation Awards 2024 conducted by International Dairy Federation.

The 3rd MDA Meeting

The 3rd MDA Meeting was held on February 7, 2024.This time, six venues (Hokkaido, Miyagi, Mie, Osaka, Kagawa, and Fukuoka) were connected to the main venue at the headquarters online. About 170 participants, including about 60 dairy farmers and farm-related people, attended the event and exchanged

https://fil-idf.org/news_insights/2024-idf-dairy-innovation-awards-finalists-announced/

opinions on the themes of "realization of animal welfare (AW)" and "human resource retention," and shared examples, issues, and opinions discussed at each venue. It was a very fruitful meeting, with comments from the participating farms such as, “I was able to hear concrete examples of AW initiatives from other farms, and it gave me the idea that I could also try my hand at AW.”

Kanto venue

Kyushu venue

2023

Second MDA Meeting

The Second MDA Meeting was held on February 14, 2023. In addition to the on-line venue, we have set up a satellite venue at the Tokachi plant for this event. On the day of the event, about 200 people from inside and outside the company, including about 50 farm-related people from across the country, participated in discussions on the themes of Mid-term Plan, Technical Training, and Team Meeting. The farmers found the meeting fruitful, saying that they were able to have various people listen to their concerns and give them advice.

Kyobashi venue

Tokachi satellite venue

2022

st MDA Meeting held

The first MDA Meeting was held on February 2, 2022 to deepen partnerships with dairy farmers. Though we held the meeting, it was held online in consideration of the COVID-19 pandemic. The meeting was attended by approximately 170 people from inside and outside the company, including about 60 people from farms across Japan. Attendees introduced MDA's initiatives and participated in a panel discussion. The MDA meeting was a very meaningful time for dairy farmers to discuss their concerns and help each other find clues to resolve problems they face.

Head office meeting venue

Dairy Farmer Panelists

Nakayama Farm
Betsukai-cho, Notsuke-gun, Hokkaido

Toward a Future Farm Using Robotics

We will introduce Nakayama Farm in Betsukai-cho, Hokkaido, which is participating in Meiji Dairy Advisory (MDA) initiative. We interviewed Mr. Katsushi Nakayama and Mr. Taisuke Nakayama, who are aiming for a new sustainable style of dairy farming by introducing robots to increase productivity.

Katsushi Nakayama

Issues

- Fostering team autonomy
- Energy circulation

What has been gained in MDA

- Having made the leader responsible has enabled each team to think and act voluntarily
- For sustainable dairy farming, they share the initiatives and aspects of other farms.

Taisuke Nakayama

Issues

- Target setting
- Creating a New Structure

What has been gained in MDA

- The realization of goals for each team increased the driving force of the farm.
- Introduced a personnel evaluation system to provide an opportunity to think about lasting human resource development.

By introducing cutting-edge technology, responding to accelerating social change

In 1959, soon after the end of World War II, we began feeding three cows in Betsukai, Hokkaido, the area with the country's largest producer of raw milk, which was the origin of Nakayama Farm. In 1996 we switched from a family-owned business to a corporation-owned business. At the same time, we expanded the scale of our operations and introduced machinery. The cowsheds, which installed cutting-edge machinery, are automatically ventilated 24 hours a day to regulate temperature and humidity. We also measure the amount of activity of each cow with tag attached to the cow's neck, and check their health status on a tablet at any time.

The reason why we are rapidly digitizing our cowsheds is because we have a sense of crisis that "dairy farming must also change to sustain itself" in response to the changes in society, and we have continued to capture and recognize the trends of the times.

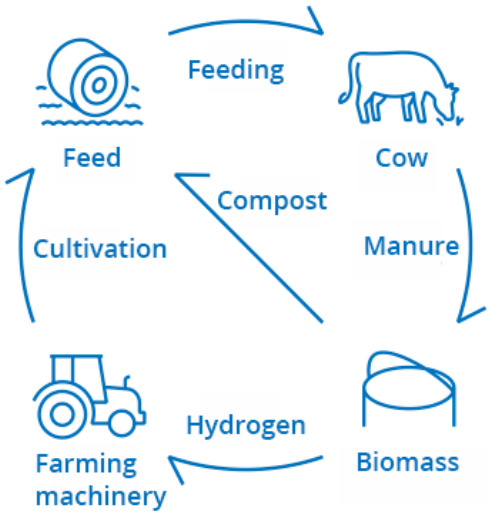
Katsushi Nakayama, chairman, says, "Dairy farming has now entered the high-tech age. From now on, the digitalization will progress increasingly, and unless we advance innovations that match the times, we will be left behind."

A cow entering the milking robot.
The machine reads an information tag attached to the cow's neck and identifies the individual information.

A calf drinking milk from a nursing robot.

We are also contributing to the development of a sustainable community by launching the SDGs Promotion Council together with companies in different industries in eastern Hokkaido. One of these initiatives is the biomass business. "The automation of the cowsheds has certainly improved productivity, but at the same time, the cost of energy is increasing dramatically. Therefore, in the future, our goal is to create an energy-circulating farm where 100% of the farm's energy is supplied by biomass power generation using manure," says Chairman Nakayama.

We are promoting self-sufficiency on our farms without relying on imports of corn and grass for feed from overseas. This advanced dairy farming style has a greater impact on the local community.
"We believe that by working together with local stakeholders, including dairy farmers, distributors, agricultural producers, and government officials, we can create a model for improving profits, which will give new farmers a dream and revitalize the entire local community," says Chairman Nakayama.



Target image of energy circulation

In the near future, if hydrogen gas can be separated and purified from biomass and used as fuel for farming machinery, it will be possible to build an energy circulation system on farms.

The Need for Organizational Strength Faced and Recognized by Farms in the Midst of the Transformation

MDA was a match for us in our search for a new style of farming, a major innovation of our farm.

"What we really appreciate about MDA is their support in helping us build our organization. First, we set up a team structure with different responsibilities, such as training and individual management. Each team has its own leader, and the staff is entrusted with the tasks they are responsible for. The officers look over with a bird's-eye view of the entire farm. MDA has offered us such a system," says Chairman Nakayama.

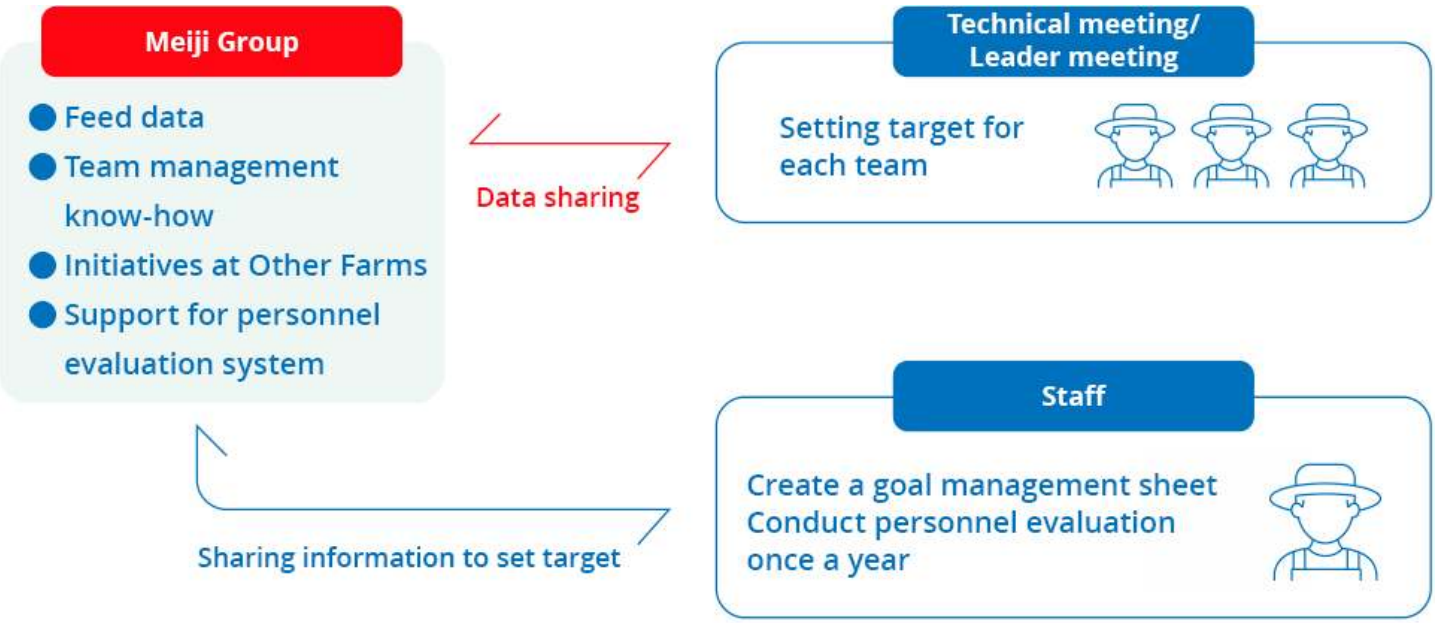
With the support of MDA, we have reviewed and improved our meeting management methods. In addition to monthly meetings held by officers, we also hold a “technical meeting” attended by consultants, veterinarians, and the Meiji Group, and a “leader meeting” attended by team leaders, the president, and the Meiji Group.

In addition, once a year, all staff members gather to report on annual activity results and plans.

We assigned a role to each meeting, and created an environment where communication and consultation can be done as needed to determine the farm’s business plan. The Meiji Group also participates in improvement activities.

Leader meeting held regularly

〈Relationship between MDA and the organization of the Nakayama farm〉



Three years ago, the baton was passed to Mr. Taisuke, the third president, and he says that he felt the need to strengthen the farm as an organization in the midst of the transformation.
"There was an image of dairy farming as working day and night. However, the development of automation and organization allow us to work fully when one should work, and have sufficient leisure time after work. I believe that such a balanced work style will become the new style of dairy farming in the future," says President Taisuke.

In searching for new ways of working, MDA proposed a personnel assessment system. "I wanted to evaluate each staff's target using the same criteria. I also wanted to create an environment in which each staff member feels being watched and cared by the company," says President Taisuke.

In response, MDA conducted job hearings for staffs. We have created a standard for personnel evaluation that includes the opinions of President Taisuke and leaders. While making each staff aware of numerical performance targets, we set items that evaluate their skills and abilities, and we also evaluate their intangible aspects such as a willingness for challenges.

This approach allows us to appropriately evaluate the "effort" of individual staff members, and thus, we expect to respect their voluntary and raise their motivation.
By clarifying goals, we can train highly specialized staff.
"Through interviews, each team leader learns the skills that each staff member want to improve, which also inspire the leaders. I believe that an environment in which we can grow through friendly competition with each other will strengthen our organization" says President Taisuke.

"Meiji Group's staff thinks about the farm from a third-person perspective, not just about the cows on the farm. What I am thinking about now is creating sustainable dairy farming through circular agriculture. To achieve this, I would like to accumulate information that dairy farmers need to know and make changes. I hope Nakayama Farm could be a model case for such a change." The innovation that started in Mr. Katsushi's generation was passed to Mr. Taisuke, and together with the Meiji Group, we will explore new forms of dairy farming.

Hokusho Farm
Nemuro City, Hokkaido

Toward a Stress-free Feeding for both People and Cows

We will introduce Hokusho Farm in Nemuro-shi, Hokkaido, which is participating in Meiji Dairy Advisory (MDA) initiative. We interviewed Mr. Yukio Sato and Mr. Ryosuke Sato, who are aiming for a stress-free breeding environment for both people and cows for a new era.

Yukio Sato

Issues

- Top-down reforms
- Succession of farms

What has been gained in MDA

- By sharing feed data and management targets, we could create a system for staff to think or act voluntarily.
- With the participation of the MDA team as a third party, we can proceed with decision-making smoothly.

Ryosuke Sato

Issues

- Sharing of targets
- Improving the living environment for cows

What has been gained in MDA

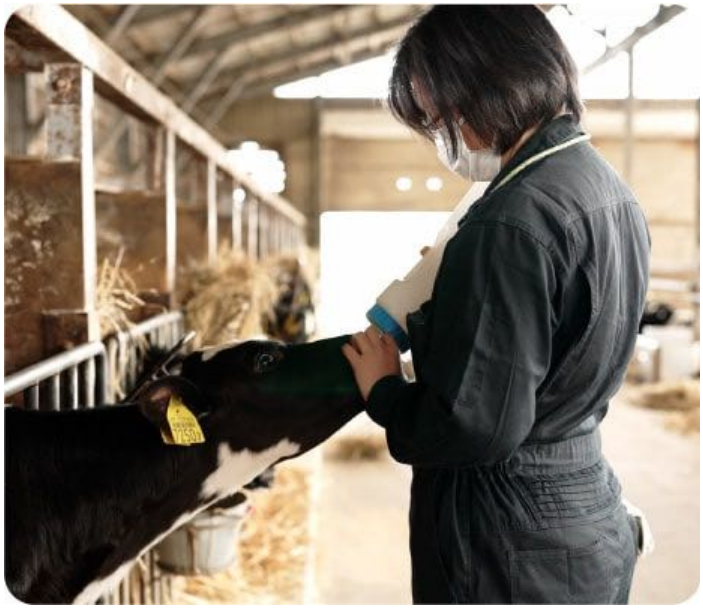
- By communicating closely with staff, everyone was united toward on-farm work and new goals.
- By efficiently sharing information with members, we were able to create a stress-free environment for both people and cows.

Toward business succession creating opportunities for communication

In 1979, Hokusho Farm started dairy farming in the great nature of Nemuro. It started on a small scale with about 60 cows, but has now grown to 600 Holsteins and 100 Japanese breed called “Wagyu”.

"Animals are familiar to me because my father ran a dairy farm with working as a public employee, so I have had close contact with cows and horses since childhood. That's why I've always loved living things," says founder and president Yukio Sato. The friendliness of the cows on this farm shows that they are nurtured with love and care.

A dairy cow finds Mr. Ryosuke and approaches him. From spring to autumn, they grow up eating grass in a vast pasture.



Chizuru Sato (Mr. Ryosuke's wife) giving milk to a calf.
Currently, the farm is run by 7 staffs and 4 family members who work in shifts.

It has been 30 years since Hokusho Farm was incorporated. "I think it's time to pass on to the new generation," says President Sato. Since his successor, Mr. Ryosuke, started farming, he has been using MDA to "explore how to train the next generation of dairy farmers, which is our biggest issue." And he has promoted the succession of the farm.
"We have been with Meiji since before the start of MDA. Because we have participated in study sessions throughout the Nemuro area and have been using Meiji's feed for a long time. Of course, we consult with them about farm-related issues, but now they are also consulting with us about business succession," says President Sato.

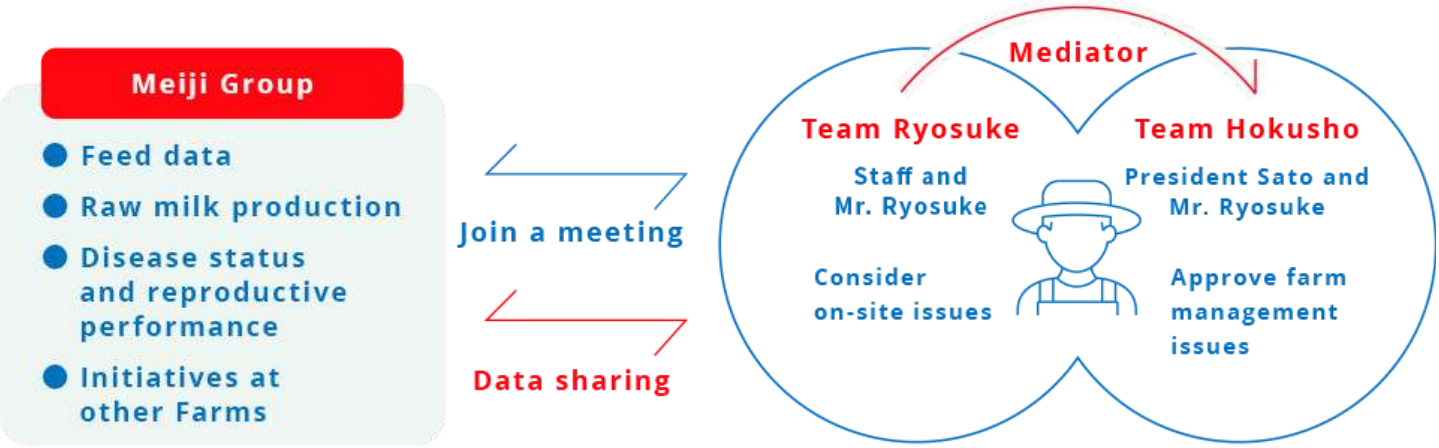
MDA supports about 10 farmers nationwide in the succession of their businesses. MDA plays a role in facilitating communication between the president and the successor from a third-party perspective.

"It's quite sensitive and delicate to talk about a father and son (laughs), but I am very grateful that the members of the MDA are able to mediate and talk smoothly," says President Sato.

Once a month, a meeting is held for MDA members such as staff, the president. The president's side is "Team Hokusho" and the staff side is "Team Ryosuke," and the Meiji Group

A meeting of "Team Ryosuke" held regularly.
The improvement points are discussed each month and applied to farming operations.

serves as a bridge between them by providing a forum for mutual communication.



The establishment of regular meetings has also brought about changes within the farm. “By sharing management figures such as feed data and raw milk production volume through MDA meetings, staff are more likely to think and act voluntarily. In recent years, they have come to have a sense of ownership,” says President Sato.

"Previously, it was a completely top-down approach, but now it is important to convey earnestly to the staff with enthusiasm what the management is trying to do," says Mr. Ryosuke. To share this information, we introduced staff target setting, action plans, and evaluation sheets. While respecting each staff member's attitude toward their work, we provide opportunities for each staff member to discuss what they need to do and how to improve in order to achieve their goals," says Mr. Ryosuke.

Aiming to be a cattle herder who continues flexibly adapted to the times

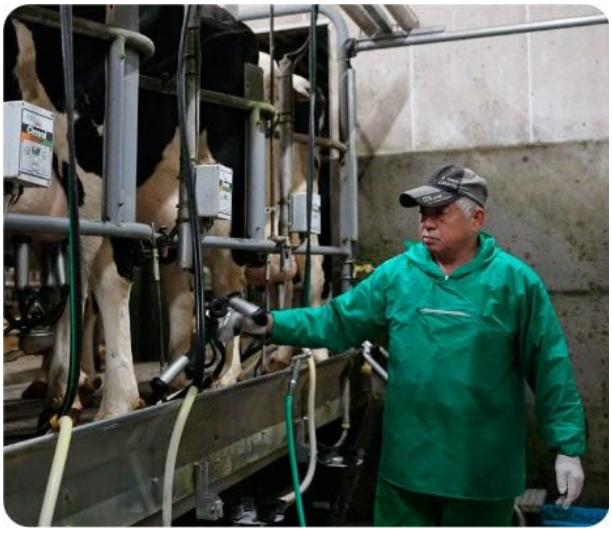
The close communication between people working on the farm also helps improve the cows feeding environment. More and more issues have been raised from on-site, such as what is necessary to create a clean environment for cows to eat and sleep. As a result, we have been able to reduce cow stress, prevent disease, and ultimately improve milk quality.

"The inspection items for shipped raw milk include somatic cell counts and viable bacterial count. So, while receiving ad[illegible] from the Meiji Group, all the staff reconfirmed how to clean the teats and built a system to check the milk filter

after milking, which has improved the milk quality," says Mr. Ryosuke.

Today, they feel that their farming style, which takes full care of the environment for both cows and workers, has created a good cycle that enables them to increase milk production and improve milk quality.

The staff has worked together to strengthen the farm's technological capabilities. In recent years, Mr. Ryosuke has been focusing on the digitalization of farms. They have been using milk production management software for 20 years, and 3 years ago we introduced a cow herd management system provided by Meiji Feed. Data accumulation has greatly improved the efficiency of cow management.



President Sato milking a cow that has just given birth.
By looking into the eyes of a cow, he can tell if she has a fever or any other ailment.

When breeding is managed with the cow herd management system, the timing of seeding, pregnancy assessment, and pregnancy status, are color-coded for each individual cow. The number of milking days is visualized, which is also helpful in identifying Non-milking period or renew milk. By using the two software together, all the staff can accurately grasp the physical condition of each cow even in a vast farm, just by operating a smartphone. Since the data will be accumulated, we would like to actively utilize data from now on," says Mr. Ryosuke.

Cow Herd Management system provided by Meiji Feed.
Information is color-coded to show condition at a glance.

With the advent of IoT, the dairy industry is undergoing technological innovation. Mr. Ryosuke believes that it is important to reduce the burden on people and improve the working environment by always looking ahead and incorporating technology flexibly. "In the future, it will become impossible for only one manager to run a farm. I want the staff to be close to the management, and everyone who works on the farm will be aware that they are part of the management, so that the farm can develop," says President Sato.

Mr. Ryosuke, the next generation leader, echoed this encouragement, "My goal is to increase the number of cows. In

the future, I would like to double the number of cows we have now and increase the milking output to 6,000 to 8,000 tons." He pledged further development of the farm.

Starting with a Review of Nursing Rules to Achieve Sustainable Dairy Farming

"Hamada Bokujou" is located in Yonezawa-shi, Yamagata Prefecture, just a 10-minute drive from the Shinkansen station. We interviewed Mr. Atsushi Hamada and Ms. Naoko Hamada, who work as a husband and wife, from milking to nursing, and are actively developing new initiatives that make use of their community connections.

Atsushi Hamada

Issues

- Independent farm management by family

What has been gained in MDA

- We were able to create a stable system to manage 120 cows as a family.

Naoko Hamada

Issues

- Creating a manual for nursing rules

What has been gained in MDA

- In spite of our lack of nursing experience, we were able to check the work procedures by providing information based on the manual from MDA.
- Reviewing the work procedures in detail helped us discover issues and insights during nursing, which led to daily learning and experience.

Know the reasons for nursing work procedures and understand the causes of illness

I want to deliver delicious raw milk from my own farm to athletes around the world who will gather at the Olympics held in my country. With such a passion, farm owner Mr. Atsushi Hamada (hereafter, Mr. Hamada) acquired farm HACCP and JGAP (Japan Good Agricultural Practice: Japanese version of agricultural production process control) certification.

However, as he inquired various places to realize his thoughts, he found that there were difficult obstacles to deliver raw milk, and as a result, he decided to suspend their plan. It was the Meiji people who explained the reason.

“I was interested when I heard that Meiji was promoting farm management through Meiji Daily Advisory (MDA),” says Mr. Hamada. He agreed with the purpose of the MDA and quickly decided to introduce this initiative. In this way, in 2019, the MDA initiative at "Hamada Bokujou" has started.

Mr. Atsushi Hamada talks with an MDA representative who visits the farm once or twice a month.

Ms. Naoko Hamada feeds more than 10 calves by herself.

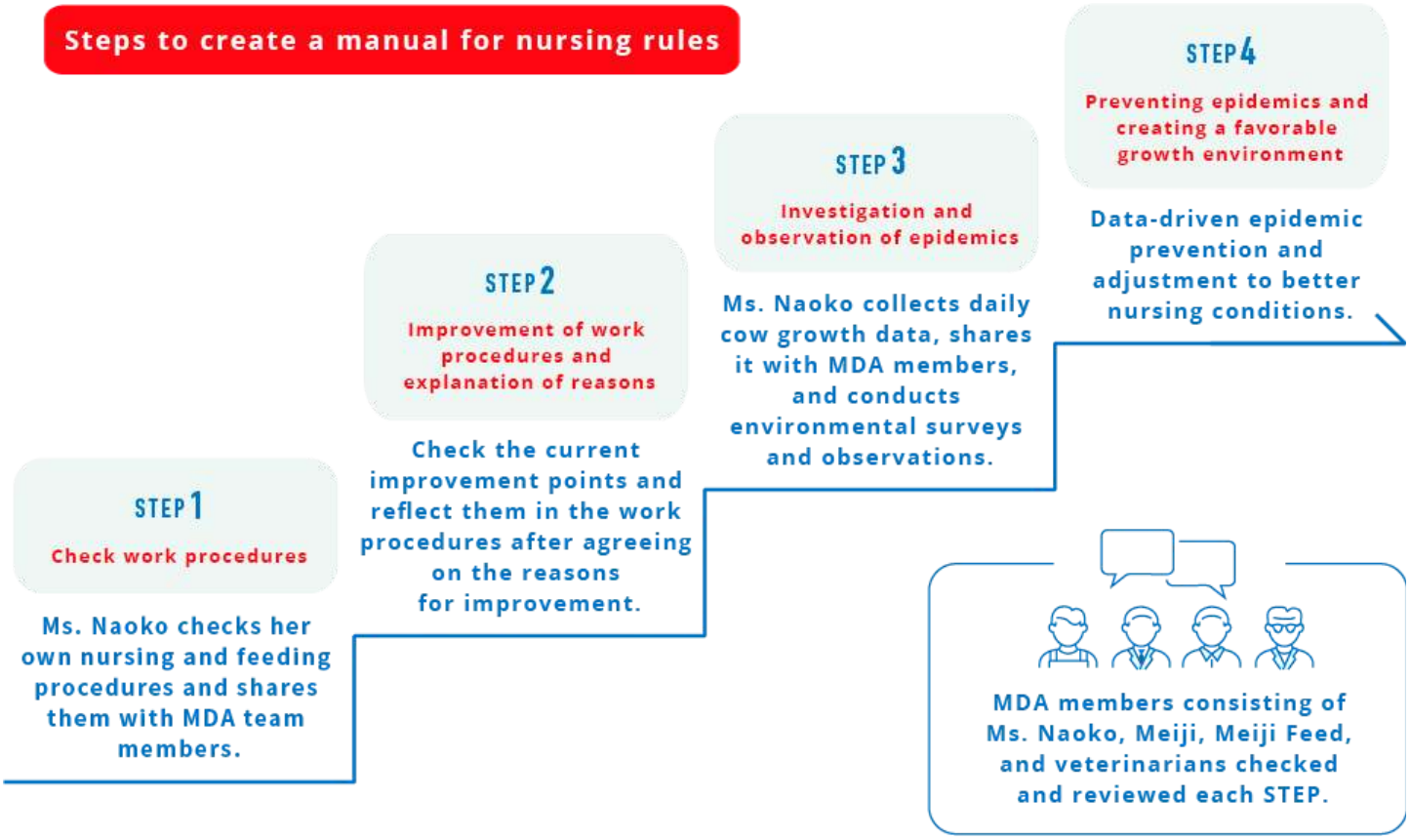
As of August 2022, "Hamada Bokujou" has 120 cows. Of these, 40 are calves and non-milked cows with an average milk yield of 32-34 kg/day per cow. Calves give birth once every four days, one after another.

His wife, Ms. Naoko, is in charge of nursing. Newborn calves are exposed to various disease risks such as diarrhea and cough, but the Meiji staff has supported the inexperienced Naoko through MDA.
5 or 6 members from Meiji, Meiji Feed, and veterinarians formed a team and held study sessions to reduce disease rates, reviewed nursing work, and continued to take measures through trial and error.

Whether it is to increase body size or promote growth, once a cow gets sick, it is a waste of time before it can grow again. So we set a goal to reduce disease as much as possible," says Mr. Hamada.

“At first, I was groping, but after half a year of taking care of cows, I was able to take immediate action when I saw a cow in poor health. I think my point in looking at each cow has changed," says Ms. Naoko.

"I have come to believe that there are many things I can notice when I carefully observe even the smallest details, such as the fact that sawdust on the cow floor prevents their stomachs from getting cold and catching a cold," says Ms. Naoko.
"She will not be able to grow unless she learns the cause of the problem herself and is able to find a way to solve it. I didn't say anything at all, but left my wife learn from scratch," says Mr. Hamada.
Mr. Hamada thought about the future and watched over Ms. Naoko, which changed her own consciousness.



Since August 2021, we have been recording how much each calf has been suckling, how many weeks after birth it became sick, and other data, such as feeding volume, medications, and treatment response from birth to shipping and weaning. These data are statistically analyzed by the MDA team, and the points to take care based on the daily age of each calf are used for nursing.

These efforts have been successful, and we have been able to reduce the disease rates by about 60% compared with when MDA started. In the future, based on the current birth rate, the nursing reform by "Team Naoko" is underway to further reduce the disease rate of calves born.

Passion leads local community toward circular agriculture

"Hamada Bokujou" is also actively taking on new challenges, taking into consideration the future of agriculture. In order to solve the problems of odor and compost disposal, which are issues for suburban dairy farming, a biogas plant was introduced in consultation with the local community.

The plant, which aims to generate clean energy and organic fertilizer through a biogas power generation and work with local agriculture, began operations in 2020.

Prior to the introduction of a biogas plant, there were problems with compost odors and where to process it. Currently, the project is being operated as a partnership with “Hypotec Inc.” which manages and operates the facilities of “React Biogas Inc.” and three farms, including "Hamada Bokujou" that supply manure and raw materials. In addition, "React Yonezawa Corporation.", which is made up of two industrial waste companies, is also participating in the project, and they are engaged in raw material supply and sales of organic fertilizers, liquid fertilizers, vegetables, and fruit trees.

This biogas plant can accept up to 25 tons of manure at a time, and after about 70 days of fermentation, it can be used as methane gas for power generation, liquid fertilizer and compost. This plant is equipped with four agitators on the bottom and sides, and the bubbles are sufficiently agitated to produce highly pure methane gas.

In addition, the methane gas emitted from the plant is automatically burned when the capacity is exceeded, so there is no need to worry about an explosion even if the gas is full. After talking to neighboring residents and farmers about safety and the environment, we obtained their understanding before introducing the system.

The rice hulls on the cow bed is cleaned twice a day and delivered to a power plant about five minutes away by car.

"React Yonezawa" biogas plant with a stylish appearance

In the future, Mr. Hamada plans to start another business using liquid fertilizer, compost, electricity and waste heat generated at React Yonezawa.

“Originally, each farmer, including dairy farmers, was engaged in a small circular society in the form of circulation within a single farm. The current situation is that the circle has gradually expanded.

By connecting dairy farmers and industrial waste disposal companies, which had no contact until now, manure that could have become industrial waste was reborn as fertilizer and energy, which were used by electric power companies, rice farmers, and fruit farmers. The food produced there is consumed, and the residue is returned to the plant, creating a large regional circulation.
As I participate in MDA, I really feel that the connections between people are the power to expand toward a better society," says Mr. Hamada.

The circulation involving the local community will further expand the connections between people and people. “Hamada Bokujou” is a farm that embodies such a sustainable dairy farming.

Toward Dairy Farming that Connects with and Contributes to Local Communities

We will introduce Shimizu Farm in Kariya City, Aichi Prefecture, which participates in Meiji Dairy Advisory(MDA) initiative.

We interviewed Mr. Kazumasa Shimizu, who is actively communicating with the local community in order to create a farm where cows and farmers can live together like a family.

Kazumasa Shimizu

Issues

- Farm update
- Responding to changes in the environment

What has been gained in MDA

- The company's management philosophy is "Living together with cows, we contribute to the development of the community and its affluent lifestyle."
  Team meetings create opportunities for communication with employees. Conducted workshops on feeding management techniques and sharing of management status and milk quality data have promoted employee awareness.

- We were able to have a good advisor to help us plan for the changes in the environment, such as the move to a new cowshed and plan for increasing the number of cows in the future.

Relationships with local communities support the farm

Shimizu Farm is the only dairy farm in Kariya City, Aichi Prefecture. Four employees keep around 200 cows. An old irrigation canal runs next to the farm. Many local residents take walks along its sides, and in the afternoon, elementary school children sometimes come to visit play on the farm.

"In 2021, my father entrusted me with the management of the farm, and when I incorporated the farm, I formulated the management philosophy: Living together with cows, we contribute to the development of the community and its affluent lifestyle.
Since my grandfather's generation, we have basically raised our own cows from calves, so when a cow born here leaves the farm, it is either when it has finished its role as a dairy cow or when it dies.
Since the cows live with us for such a long time, we want to be kind to them and treat friendly and like family," says Mr. Shimizu, the president.

Behind the old cowshed, calves as young as one year old are playing and running around in the fence. Fun graffiti can be seen on a package of grass feed placed on the property. "The first cowshed my grandfather built here was an elementary school in town that was relocated, and the word "Gaku" which means school still remains on the devil's tile. Children from that elementary school come to visit the farm and play after school. The graffiti is like a message board for the children," says Mr. Shimizu with a smile.

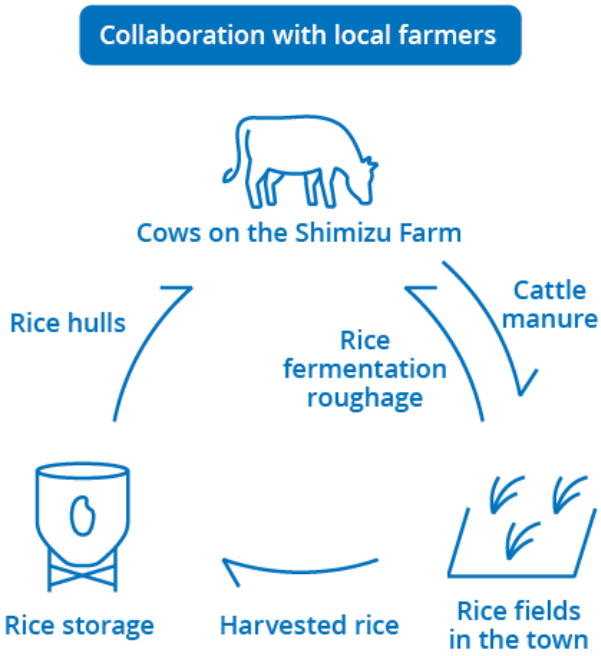
Graffiti left on a package of grass feed by an elementary school student who came to visit. It contains messages that the children learned.

Calves 2-3 months old. They will spend their entire life on the farm.

Shimizu Farm asks farmers in the town to plant the rice (rice fermented roughage: rice whole-crop silage) that they feed to their cows. Within an hour's drive from Nagoya-shi, they have established a connection that allows them to obtain domestically produced feed.

"Originally, rice for cattle might be better, but we found it difficult to manage the rice fields. We harvest rice for human consumption at the right time for cows feed and use it as rice WCS. If it is harvested at the right time for human consumption, it can be used as staple food for humans. It's like we are sharing our emergency food with them, so to speak," says Mr. Shimizu.

In addition, the cattle manure from the farm is separated into solid-liquid and stored temporarily at a composting facility, and then given to rice WCS farmers and neighboring farmers as compost. The rice hulls used to cover the cows' beds is transported by Mr. Shimizu himself from a rice storage facility in the town.



In connection with the local community, we also teach children about the cycle of resources in agriculture and the connection to life.

Since the farm is always busy with people coming and going from elementary school children to the elderly, the four employees are also accustomed to dealing with people, and they will continue milking as usual during the interview.

"The cowshed that anyone can visit means that consumers are close to us," says Mr. Shimizu. "We also try to keep the new cowshed clean so that people can think our milk safe and secure that is milked in a clean environment."

Challenge to update the farm

In June 2022, we completed a new free-stall cowshed that allows cows to move freely.

The current number of milking cows is 90, while the number of beds is for 176 cows. We are promoting a plan to increase the number of cows over the next few years.

The summer in Kariya-shi, Aichi Prefecture, is extremely hot. Therefore, a calculated ventilation system has been installed in the

new cowshed, and eight large fans are in operation during the summer along with a breeze from the south.

Furthermore, the mats of the beds are filled with water, which, in addition to the softness of the waterbeds, provides comfort during hot weather because the coldness of the concrete is not blocked by the mats and is transmitted to the cows.

The milking parlor (milking facility) consists of two rows of eight cows, with two employees in charge of milking. "What we try to do is to milk the cows in a way that is less stressful for them, based on our philosophy of treating them kindly. And after using the milking parlor, we clean it carefully to return it to its original clean condition.

Work in the milking parlor.
Two months after the move, the cows are getting used to milking.

Rice hulls on waterbed improves comfort for cows.
Easier temperature control has significantly reduced disease in summer 2022.

After moving to the new cowshed, the work efficiency has increased, and the milk quality has improved dramatically.

A graph of somatic cell counts is posted in the control room next to the milking parlor.

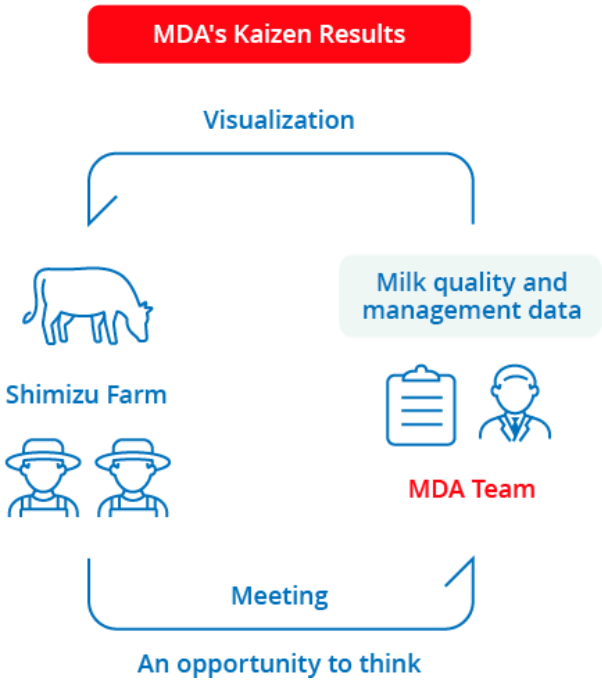
"The somatic cell count graphs are prepared monthly by Meiji's staff, which helps to raise employee awareness. Since the comparison with the previous year was visualized at a glance, it gave us a chance to think about the causes of the ups and downs of the numbers," says Mr. Shimizu as results of MDA.

Finding the cause of the problem requires not only observation of the cows but also specialized knowledge, which he feels is difficult to pass on to his members.

"In the past, dairy farmers may have learned their jobs by watching the behavior and actions of their predecessors, but not anymore. By teaching cause-and-effect relationships at a level appropriate to their knowledge, we want our staff to develop the ability to search for solutions on their own," says Mr. Shimizu.

Staff from Meiji Feed, Meiji Animal Health, and Meiji check the condition of cows and feed, as well as the working conditions of employees. By indicating problems and improvement measures, they provide support in cooperation as the Meiji Group.

"Cows are sensitive animals. The move to the new cowshed also caused a great deal of stress, and their milk production dropped," says Mr. Shimizu.



However, the environment is better than the old cowshed, and work efficiency has improved. Mr. Shimizu continues, "Now is the time to be patient as we work to increase the number of cows. Since the new barn was planned, we have switched to cows with strong legs that can be kept in the free-stall cowshed, and we expect to have 50-60 cows calving in the spring of 2023. Our goal is to have 176 cows in the new cowshed, while at the same time improving the efficiency of the old cowshed.

Shimizu Farm has been contributing to the community and deepening its connections. The challenge is still continuing to update the farm with new cowshed and cows.

Moimoi Farm
(Niigata City, Niigata Prefecture)

Passing on the legacies in the form of a farm that suits the next generation

For dairy farmers, the succession is a source of concern.

Moimoi Farm is promoting third-party succession through the efforts of Meiji Dairy Advisory (MDA).

We spoke to Mr. Fujito Tsutsumi, the president, and Mr. Kenta Azehara, the executive director about the difficulties of dairy farming and the optimal timing for business succession.

Fujiito Tsutsumi

Kenta Azehara

Issues

- Improved feeding and management skills
- Aiming for sustainable dairy farm management

What has been gained in MDA

- We were able to review the work process from a third-party perspective and were guided to a more efficient method.
- We were able to create a place where we could review the daily workflow of the farm and share information.
- We were able to improve our workflow by sharing information about the situation at other farms.

The transition from incorporation to third-party succession to stabilize management

The predecessor of Moimoi Farm is one of the five dairy farms started at the same time in the former Ajikata Village in Niigata Prefecture, Tsutsumi Farm. More than 40 years ago, President Tsutsumi took over his father's business and started dairy farming. After several decades, the successors of the neighboring dairy farms were absent or the owners themselves passed away at a young age, leaving President Tsutsumi as the last one.
We realized that we needed to increase the number of cows we raise to sustainably operate our five cowsheds. Therefore, we incorporated our business and named it Moimoi Farm. This name comes from the Finnish word "Moi," which means "Hi (Hey!)" and sounds like the mooing of cow.

For Moimoi Farm, which faced challenges in securing successors, a major benefit of incorporation was that anyone could become a successor. President Tsutsumi, who believes that "Any job goes better when done by someone who loves it," was willing to entrust the farm to anyone who had the desire to do dairy farming, regardless of whether they were from a dairy farming family or not.
That is when Mr. Azehara, the executive director, appeared. "I wanted to work with livestock. I was planning to train here and take over my family's dairy farm, but my family went out of business and I had no place to go back to," he said. Then President Tsutsumi asked Mr. Azehara if he would eventually take over Moimoi Farm.

However, at that time, Moimoi Farm had a small number of cows and problems with work efficiency, which made the management unstable and threatened to go bankrupt. Therefore, they decided to increase the number of cows they raised and introduce milking robots, aiming to improve the efficiency of their operations.
Currently, President Tsutsumi, Executive Director Azehara, one employee, and three part-time workers produce about two tons of raw milk daily.

President Tsutsumi, who had introduced milking robots to improve productivity, but felt that he had to stabilize the farm management more before he could hand it over to Executive Director Azehara, decided to adopt MDA.
President Tsutsumi says, "I was initially facing a plateau in the management of my farm, so I decided to join MDA to enhance my farm management skills to the next level."
Although the farm management level at that time was slightly above average, we realized that it was insufficient to sustain dairy farming in the future.

Nine years ago, DeLaval robotic milking machines were introduced.

Besides robotic milking, pipeline milkers and parlors are utilized according to the style of the cowshed.

The goal of their management is "to reduce the number of cows that are not suitable for milking." Normally, the average number of births that a cow gives in her lifetime on a farm is said to be two or three, but at Moimoi Farm, some cows give birth to seven or eight.

By reducing the number of cows that fall ill during their lifetime, we can naturally increase their lifetime milk production.

"When there are many cows that get sick, I want to be able to notice and respond quickly. If I fail to do so, I feel my inadequacy in detecting any abnormalities, and I want to develop my observation skills so that I can stand on my own without relying on President Tsutsumi," says Executive Director Azehara. Improving the farm management level to achieve a timely succession is an urgent challenge.

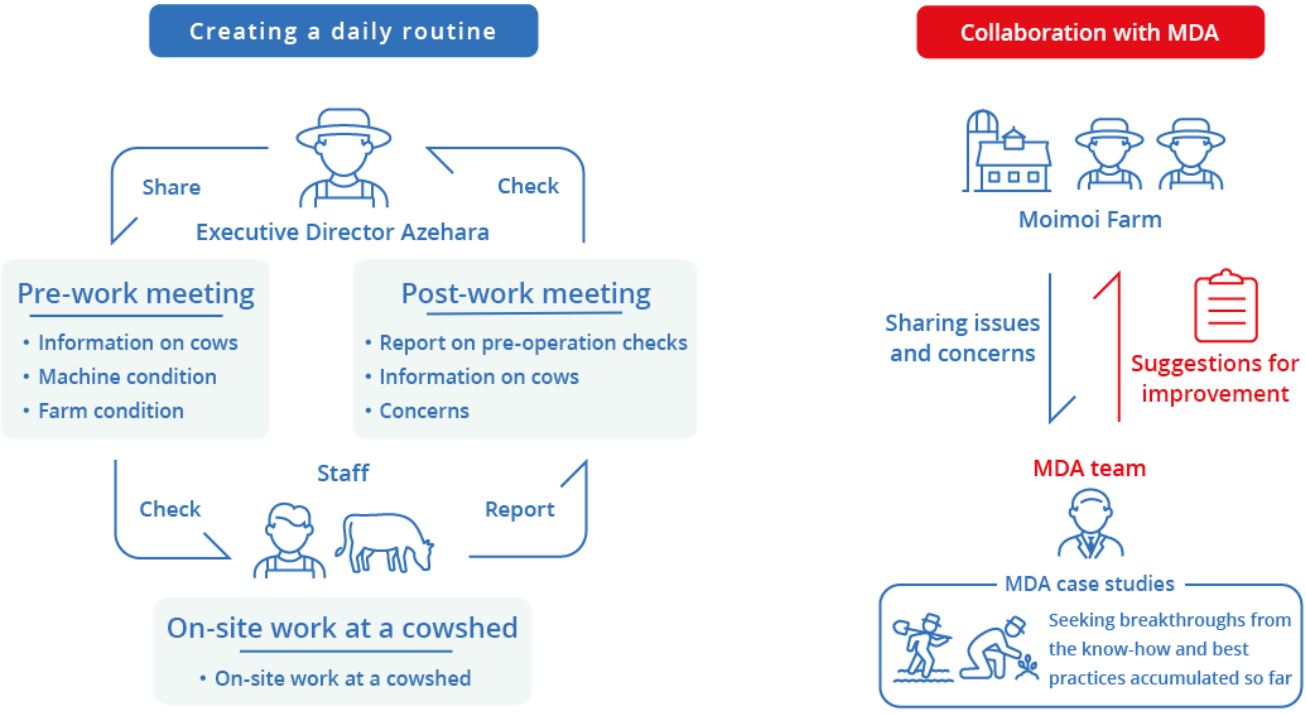
Reviewing work processes and sharing information has increased our productivity.

Through our MDA initiative, we have conducted a review of the work processes on the farms from a third-party perspective, and provided guidance on "KAIZEN," which means continuous improvement on the work, as well as re-examining the management policies for business succession.

"The work that I thought was normal here, the MDA team members suggest things like ‘Can we change it this way to make it more efficient?’ or ‘This is the work process at other farms,’ so I am very grateful for their help." says Mr. Azehara.

Among them, reviewing their daily routine has greatly helped to improve the quality of the milk. "We didn’t have a place to share information before. We talked about the cows’ condition and the machines’ performance while working, but we inevitably

missed some things. Now we have meetings before and after work, share information and take notes, and then start work. This has reduced the number of work errors," says Mr. Azehara.



Currently, the only dairy farm in the Ajikata district of Niigata Prefecture is Moimoi Farm.

Mr. Azehara hopes to create "connections" through MDA.

"Dairy farmers need to pay attention to their connections with the local community, as they have issues with manure, bedding, and odor to the surrounding area. There are no dairy farmers in this area, so I hope MDA will become a place where we can share information with dairy farmers in other areas," said Mr. Azehara.

Moimoi Farm launched an innovative project in 2022, utilizing rice whole-crop silage (rice fermented roughage), a domestic and locally sourced feed.

Niigata Prefecture is renowned for its rice cultivation.

Moimoi Farm uses rice husks from neighboring farms as bedding, but we have not been able to secure enough quantity throughout the year.

We envision to create a circular agriculture system by drawing on other examples.

"Our management philosophy is ‘Creating value for society, sowing seeds for the future.’ I believe we are now beginning to see this vision taking shape. This aspiration remains unchanged, and I will entrust it to the next generation of Azehara," President Tsutsumi says.

Moimoi Farm is gradually developing a form of agriculture that allows the life cycle of cows to circulate within the farm and collaborate with the local community.

"Eventually, we want to revitalize the region with something that uses Niigata’s fruits and vegetables and milk," says Executive

Director Azehara.

Succession is a major challenge for dairy farmers, but there is also a future that opens by adopting a third-party succession model.

At Imamura Fureai Farm in Kurume City, Fukuoka Prefecture, staff members with diverse backgrounds work together to review how to communicate with each other through the Meiji Dairy Advisory (MDA) initiative. We interviewed the people of Imamura Fureai Farm, where a sense of unity on the farm was born from small changes in daily life.

Kousei Imamura

Issues

- Revitalization of communication
- Unity of the entire farm, including foreign staff

What has been gained in MDA

- Morning and end-of-day meetings were established as the first step of daily KAIZEN*.
- The inclusion of the MDA team as a third party provided an opportunity for the entire farm to get together.
- We discovered new aspects of each staff members, which increased communication and led to the revitalization of the entire farm through the meetings.

*"Kaizen" is the word for the Japanese production concept centered on continuous improvement.

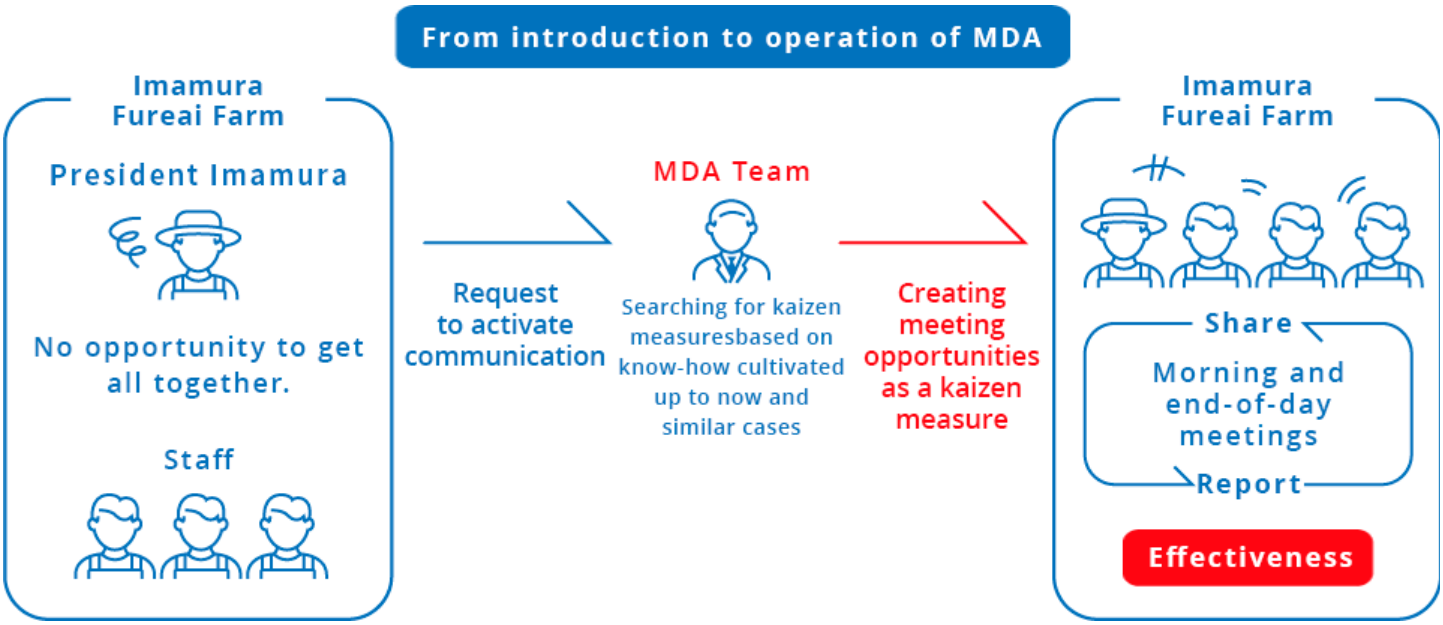
KAIZEN in communication has influence on resolving labor shortages.

Imamura Fureai Farm was established in 1960 in Kurume City, Fukuoka Prefecture. Currently, the farm is run by a total of 11 staff, including five Japanese staff, four Indonesian technical intern trainees, and two Cambodian staff with specified skills. The farm has approximately 350 dairy cows, including 220 milking cows. Generally, cows are milked twice a day. However, the farm increased milking frequency to three times a day and milk production to 45kg per cow, 10 tons entire farm per a day.

Currently, half of the staff are foreign nationals, and the staffing structure is capable of milking three times a day. However, a major challenge was the lack of manpower until this structure was put in place. Dairy farms across the country have problem of difficulty in recruiting and high turnover rate. Imamura Fureai Farm began hiring foreign staff 20 years ago. "A few years ago, we had three or four foreign staff working here, but now we have six. When we were struggling with how to communicate with our Japanese staff and others, we heard about MDA. This is how we got all started," says President Imamura.

The inclusion of the MDA as a third party led to the entire staff sharing time to get together inevitably. We are also using translation software to create PowerPoint presentations in Indonesian and Khmer for foreign staff who do not understand Japanese. Foreign staff smile when they see the scrips in their mother languages. Also, we can see their willingness to communicate with us, even though could not understand Japanese language," says the MDA team.

Until now, there have been few opportunities to speak directly with foreign staff and President Imamura himself, and it has been difficult to find opportunities for communication. After six months since participating in MDA, KAIZEN has progressed to the point where foreign staff members can report back to us about detailed changes on the farm and how the caws are doing. Staff who used to focus only on their own tasks have become more interested in the tasks of other staff members, and they are now sharing even small insights.



Material that includes the native language of each international staff member

"BE HAPPY", a corporate philosophy that incorporates various thoughts.

When renewing the farm's website in 2017, President Imamura decided that the corporate philosophy should be "BE HAPPY". President Imamura explains, "In order to maintain a high-performing farm, the cows have to work hard. And I would like the staff working here and their families to be happy."

This time, "BE HAPPY" was very helpful in creating opportunities for communication at MDA.

I had seen "BE HAPPY" on T-shirts at the farm, on the website, and in many other places, and I asked the farm staff, "Do you know about it?" This was the beginning of our interaction with the MDA team.

"In accordance with the times, form of dairy farming is shifting family form to corporate form. The number of farmers who have established the philosophy and vision is increasing, but many do not seem to realize the importance of disseminating them to their staff. The MDA team is playing a role in helping farmers to share their ideas and awareness of the transition from family farming to corporate farming," says MDA team.

Think about one question with everyone - -.

As a result, they have been able to time for meetings where everyone can get together, and they have been able to catch glimpses of other side of the colleagues that they could not see only at work.

"We have monthly MDA meeting. At the meeting, 'homework assignment' for the following meeting is given. Both foreign and Japanese staff come up with ideas and opinions. It is good to see that they are trying to communicate with each other," says President Imamura.

Through our conversations, we are also getting a sense of the openness of the farm.

Mr. Norikazu Akaike, who has worked at Imamura Fureai Farm for many years, says, "When we had MDA meeting, we heard that other farms have held morning and end-of-day meetings, so we started holding them the next day at Imamura Fureai Farm as well. Each staff member had their own perspective, came up with ideas for improvement, and realized many things."

"Furthermore, expressing 'BE HAPPY' in own words made us possible to share common understanding what the farm is aiming for. 'BE HAPPY' has been really permeated both myself and the staff around me." says Akaike.

"I am very HAPPY to be here. Everyone is so kind," says Chin, a foreign staff member.

Even though we have different nationalities and language barriers, we are thinking about the future of the farm together.

Toward Instillation of Corporate Philosophy

Instilling the philosophy in the staff makes it easier to communicate with new staff when they arrive.

MDA representative explains to foreign staff with multilingual material.

Staff present their own opinions.

"Every day is HAPPY," Chin says with a smile.

According to President Imamura, there was a high turnover rate, and one of the reasons for this was "lack of communication" in the past.

Nowadays, the staff of diverse nationalities at Imamura Fureai Farm recognize "BE HAPPY" as a common language of communication.

The environment where "BE HAPPY" can be discussed beyond the barriers between Japanese and foreigners should continue to stimulate communication at the farm.

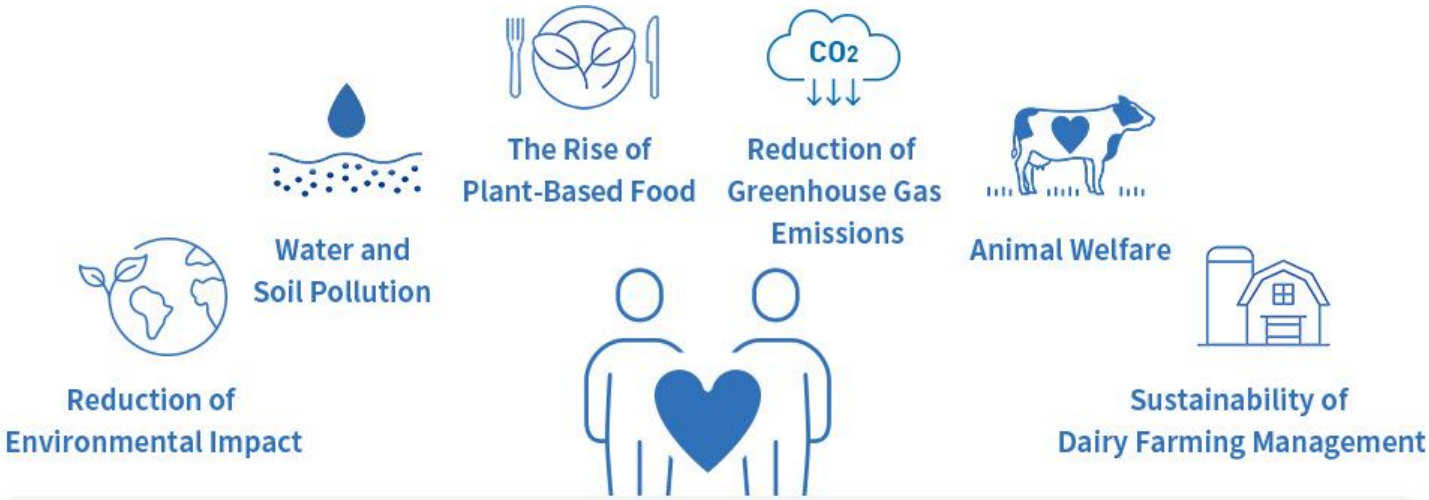
Toward a Dairy Industry Full of Smile

Dairy farming provides essential nutrition and creates many jobs—it plays a vital role in society.
Yet, it also faces challenges that must be addressed.
One such challenge is "the human rights of workers."
To realize a sustainable dairy industry,
Meiji is committed to creating a work environment in dairy farming where people can thrive with a smile.

Current state of the dairy industry

- As Japan faces population decline and aging demographics, the dairy industry increasingly needs a diverse workforce to ensure sustainable development. Traditionally centered around family labor, dairy farms are now seeing a growing presence of not only Japanese workers but also foreign staff.
- In this changing landscape, creating an inclusive environment where foreign staff can thrive—overcoming language and cultural barriers—also helps enhance the overall appeal of the dairy industry.
- Meiji, in collaboration with dairy farmers, is committed to creating workplaces where all staff, regardless of nationality, can work with confidence and security. Our aim is to ensure that the dairy industry continues to be a sector that attracts diverse talent.

Challenges facing the dairy industry



Human Rights of Workers

Issues

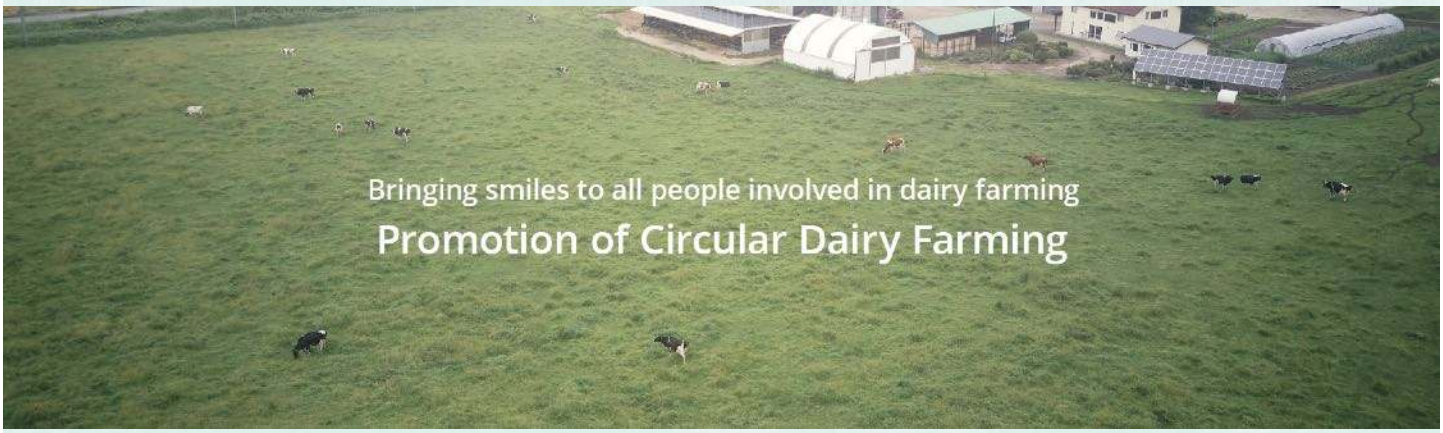
- Shortages of successor and labor
- Concerns about the treatment of foreign staff due to language and cultural barriers
- Challenging working conditions, including long hours starting early in the morning

Contribution

- Development of local economies through job creation that fosters coexistence with local communities
- Utilization of marginal lands and cold climates for productive purposes
- Nurturing the next generation through dairy farming education

Understanding the employment situation of foreign staff on dairy farms

- At Meiji, we began by seeking to understand the current situation, as we previously did not have a clear understanding of the employment conditions in dairy farms.
- In FY2023, we conducted interviews with 37 dairy farms across Japan connected to the Meiji Group, focusing on the employment of foreign staff.
- As part of our future efforts, we plan to update the survey to enable more detailed insights. Furthermore, in pursuit of a rewarding experience for both farm owners and employees, we are exploring ways to share best practices that contribute to more attractive working environments.



Cow-friendly, Environment-friendly, Aiming for Circular Dairy Farming

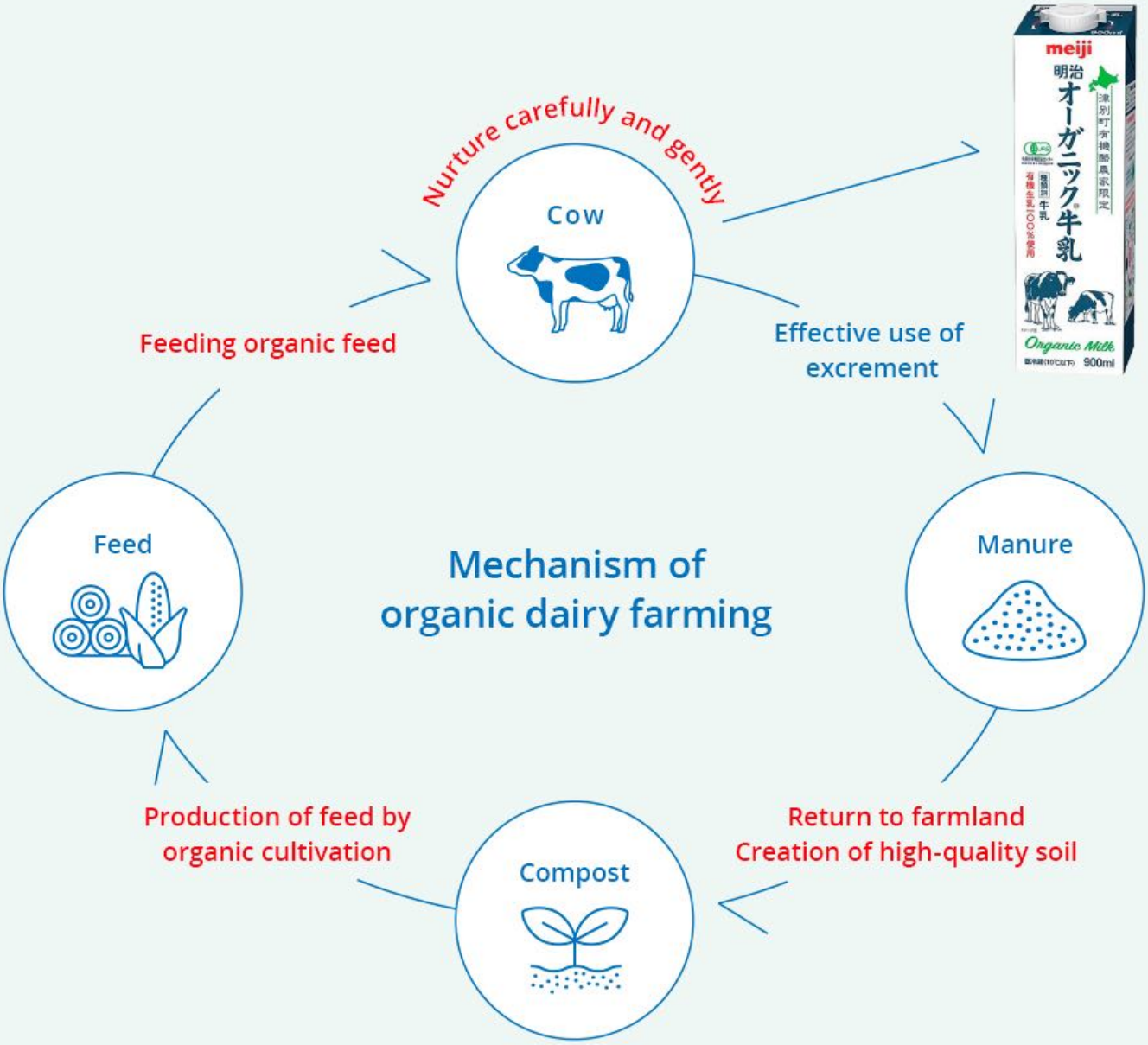
Meiji is working on circular dairy farming together with dairy farmers. Organic dairy farming is conducted using organic feed that is designed to reduce environmental impact while considering cows comfort. Meiji will deliver new value of milk while supporting dairy farming with consideration for the environment and the health of cows.

"Meiji Organic Milk" created with organic dairy farmers in Tsubetsu-cho, Abashiri-gun, Hokkaido.

Around 1997, Meiji began to consider how to make cow-friendly and environment-friendly milk, and started developing organic milk in cooperation with dairy farmers in Tsubetsu-cho.
After various trials and errors, in 2006, five dairy farmers acquired the "JAS standard for organic livestock products" certification, leading to the sale of their milk.

Meiji Organic Milk is a milk certified by the organic JAS standard. We use only raw milk from dairy cows bred at designated farms in Tsubetsu-cho, Abashiri-gun, Hokkaido, based on the concept of organic farming methods.

Cow-friendly, environment-friendly, Aiming for circular dairy farming



Nurture carefully and gently

Dairy cows are carefully nurtured in well-managed cowsheds in a low-stress environment.

Each cow is given ample space.

Careful maintenance.

Cows after milking. Relaxing and lying down.

Return to farmland
Creation of high-quality soil

Manure from dairy cows is composted and returned to farmland.

Tsubetsu-cho operates a compost center as a town facility.
The compost center contributes to shortening the working hours of each farmer by contracting out the composting work that used to be carried out by each farmer.

ompost Center

During fermentation, the temperature rises to 70-80°C.

Production of feed by organic cultivation

Organic feed is grown in a natural environment using a circular farming method.

Many weeds grow in the gaps between dent corn in organic feed fields that are cultivated without using chemical fertilizers or pesticides.
Manual or mechanical weeding is laborious work. The absence of chemical fertilizers also requires the innovation of effective compost for better growth and good soil quality.

In organic fields, weeds grow.

In conventional fields, not so many weeds grow.

Feeding organic feed

Daichi Co., Ltd., which was established as a subsidiary of JA Tsubetsu, has been operating the TMR Center[1] that produces and sells feed since 2014.
The TMR Center contributes to shortening the working hours of each farmer by contracting out the work of mixing feed.

TMR Centre

Fermented corn used as raw material for TMR.

1 TMR Center:
A facility that produces TMR (total mixed rations), which is a feed mixed with all necessary nutrients such as minerals and vitamins, in addition to roughage such as pasture and concentrated feed such as corn.

Interview

Mr. Kenichi Ishikawa, Chairman of the Tsubetsu-cho Organic Dairy Farming Research Association, spoke about the past and future circular dairy farming.

Recurrent failures kept us waiting five years for success.

Produce of organic milk was quite a struggle.

“Organic milk” is milk that is produced from organically fed cows.

We pasture cows nurtured without the use of chemical fertilizers or pesticides, and do not use antibiotics for preventive purposes.

Because we must comply with the detailed regulations of the organic JAS (Japanese Agricultural Standards) system.

The trigger for starting organic dairy farming was an invitation from Meiji representative asking, "Would you like to try organic dairy farming?" That was in 1999. Organic JAS had just been established for organic produce, so we had no idea of organic dairy farming at all.

To study this, three dairy farmers from Meiji and Tsubetsu and people interested in organic dairy farming from all over Japan went to Europe for training. When we went to Europe, we found many kinds of milk, including organic milk, and an established raw milk distribution system. Seeing this, we became very interested in organic dairy farming and established the "Tsubetsu-cho Organic Dairy Farming Research Association".

However, it was very difficult to shift to organic dairy farming. It took us about five years to produce organic milk. It was a process of trial and error, making mistake after mistake. There was still no precedent in Japan, so we didn't have the technology to grow feed crops without using pesticides or chemical fertilizers.

Organic milk starts with "making soil"

Not only the way the cows are raised, but the feed must be organic as well. How can we keep cows on organic dent corn? We were also very worried, and people around us were also half in doubt.

So we went overseas for training many times. We went to Germany, Holland, France, Denmark, and other European countries, as well as the United States, Canada, and New Zealand.

I saw many successful cases where dent corn and grass are grown without using chemical fertilizers to the same extent as conventional farming methods. Having seen many such successful cases, I was able to make up my mind that this was the way to go.

Organic milk starts with “making soil," so it takes time and money. While receiving various advice, the yield of organic feed increased year by year. What I learned after trying it was that it was possible to grow crops without using chemical fertilizers or pesticides.

However, we still rely on imports from overseas for some of our feed. We are now working on changing everything to self-supplied feed eventually. Looking at the recent world situation, I realize that when prices soar and supplies cannot be imported from overseas, it is important to have a circular system that makes good use of compost or urine to produce crops.

We don't settle for "old-fashioned."

Because it is organic, we seek advanced technology.

We don't stick to "old-fashioned methods" because they are organic, but rather, we incorporate "advanced technology" because they are organic.

Our farm is basically run by two people, my wife and I. We have 130 cows at all including 65 multiparous, and the total size of our property is about the size of two Tokyo Domes. In order for two people to do all the work, we needed to find a way to increase our efficiency. We came up with the idea of "outsourcing" and "mechanization."

The outsourced works are mainly feed related. Harvesting of feed, mixing of feed, and delivery. We ask the TMR center for those. The largest part of a dairy farm's daily labor hours are related to feeding. It used to take 4 hours a day, but now it takes only 30 minutes.

Feeding is also mechanized. However, we do not leave everything up to them. The amount of feed served in the automatic feeder is changed for each cow as we monitor their condition.

In the organic cultivation of feed, a tractor is equipped with GPS automatic steering to weed the dent corn fields. The technology drives the tractor while keeping it within an error range of only a few centimeters. This is not possible when a person drives the tractor. We have been using this technology for about three years now.

Since there is a limit to the area, we can secure as a feedlot on our property, I believe that our current limit is 65 cows, which is in balance with the amount of feed we can harvest. If we buy a lot of imported feed, we could raise 100 or 200 cows, but that is not what we are aiming for.

We want to unite everyone's power to achieve the use of 100% domestic organic feed.

I really think it is important to raise the level of feed self-sufficiency ratio when the yen depreciates and international conditions change rapidly. If possible, we would like to move toward producing milk with 100% organic feed produced in Hokkaido or in Japan.

As of now, we are about 75% self-sufficient, so it's a little bit more. But the hurdle for that "a little more" is very high.

Since it is difficult to achieve this through our efforts alone, we would like to gradually expand our organic feed by asking those who produce organic agricultural products to produce corn, etc., and bring our domestic production to 100%. We are also looking forward to the “Strategy for Sustainable Food Systems, MeaDRI “being promoted by the government.
In Europe, the majority of organic farming is fodder fields and pasture, and even in mountainous areas where machines cannot enter, they have organic certification. Of course, the government is also supporting it. We need a flow of people creating organic dairy farming together.

The government, the town, and the JA (Japan Agricultural Cooperative) have been and still are quite supportive of our organic dairy farming. Especially with the JA, even though it is difficult to handle organic and other small-lot products, the Tsubetsu JA is very flexible and supportive. We graze our cows in the town's public pasture, which the town has also converted to organic and leased to us.

Organic milk takes time and effort to produce.

We want as many people as possible to enjoy our elaborate taste.

Once a week, the Tsubetsu-cho provides organic milk for school lunches in elementary and junior high schools. After drinking the milk, "Sweet!" children said spontaneously, who are the biggest consumer of milk. The rich and full-bodied organic milk must have made the children say so.

Since a couple of years ago, we have also started a dairy educational farm. Students from elementary, middle, and high schools come to our farm to learn and experience organic dairy farming. We also accept vocational school students and high school students from outside of Hokkaido. The students from outside of Hokkaido do not often see cows in pastureland, so it must be quite unusual for them. They enjoy spending half a day in the pastureland and lying down with the cows.
We hope to continue this approach with Meiji for a long time. We may not be able to make immediate and drastic changes in our goal of 100% domestic self-sufficiency in organic feed, but we would like to continue to make gradual progress.

Most supermarkets in Hokkaido carry our organic milk. As the next step, we would like to work with Meiji to find a way to reach people nationwide Japan who want to drink it.

We want as many people as possible to drink the organic milk because we spend so much time and effort to produce.
There are people who produce dairy products, and there are people who taste and enjoy them, and both people are necessary for a circular dairy farming.

Mr. and Mrs. Kenichi Ishikawa

Chairman of Tsubetsu-cho Organic Dairy Research Association

At the Festival of Agriculture, Forestry and Fisheries Festival held on 2019, Kenichi Ishikawa, Chairman of the Tsubetsu-cho Organic Dairy Farming Research Association was awarded the "Emperor's Cup", which recognizes agriculture, forestry and fisheries managers who have achieved excellent activities and performances. The main reason for the award was "promotion of organic dairy farming and the cultivation of quality subsistence feed using organic farming methods."

Photo gallery

Keep People and the Earth Healthy. To Realize a Sustainable Society, Reduce Environmental Impact.

In order to reduce environmental impact globally,
Meiji is promoting initiatives to reduce greenhouse gas emissions in the dairy industry, reduce food loss caused by best-before dates, and enhance the recycling of plastic resources.
As a provider of milk, which is a blessing of nature, we aim to realize a sustainable society where both people and the earth keep healthy.

The carbon footprint of products (CFP)[1] calculation makes greenhouse gas (GHG) emission points visible.

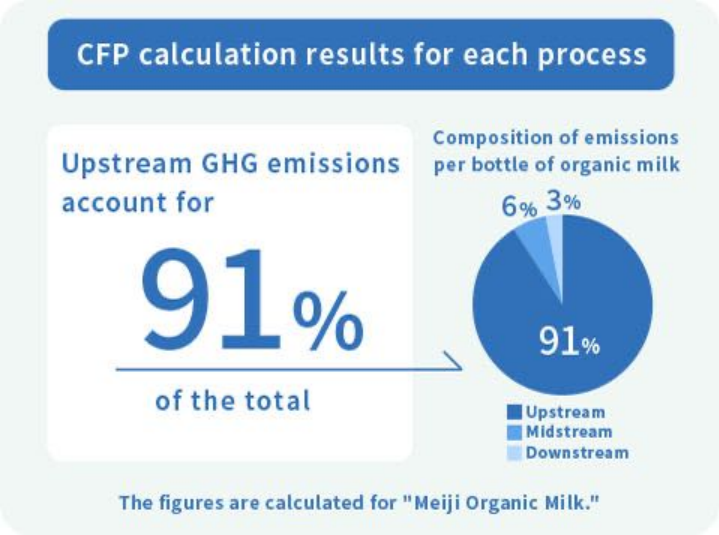
Contributing to the SDGs —

Aiming to reduce the impact of global warming in the dairy industry, we have started by identifying where and how much GHGs are being emitted. In FY2022, we conducted a CFP calculation for "Meiji Organic Milk" based on data collected from dairy farmers (milk production, milk composition, number of cows, type of feed, area under cultivation, amount of energy used such as electricity and light oil, etc.).[2] We will promote specific initiatives for GHG reduction with producers.

1 The calculation and disclosure of greenhouse gas (GHG) emissions throughout the life cycle of products and services.

2 Calculated based on production at Meiji Asahikawa Plant in FY2021.

Making Japan's Dairy Industry More Sustainable. Meiji Group Calculates Greenhouse Gas Emissions from Milk Production （Wellness Stories）
Promotion of calculation of the carbon footprint of product(CFP)



To reduce GHG in dairy farming, we aim to reduce GHG emissions from dairy cow manure and make it valuable.

Contributing to the SDGs

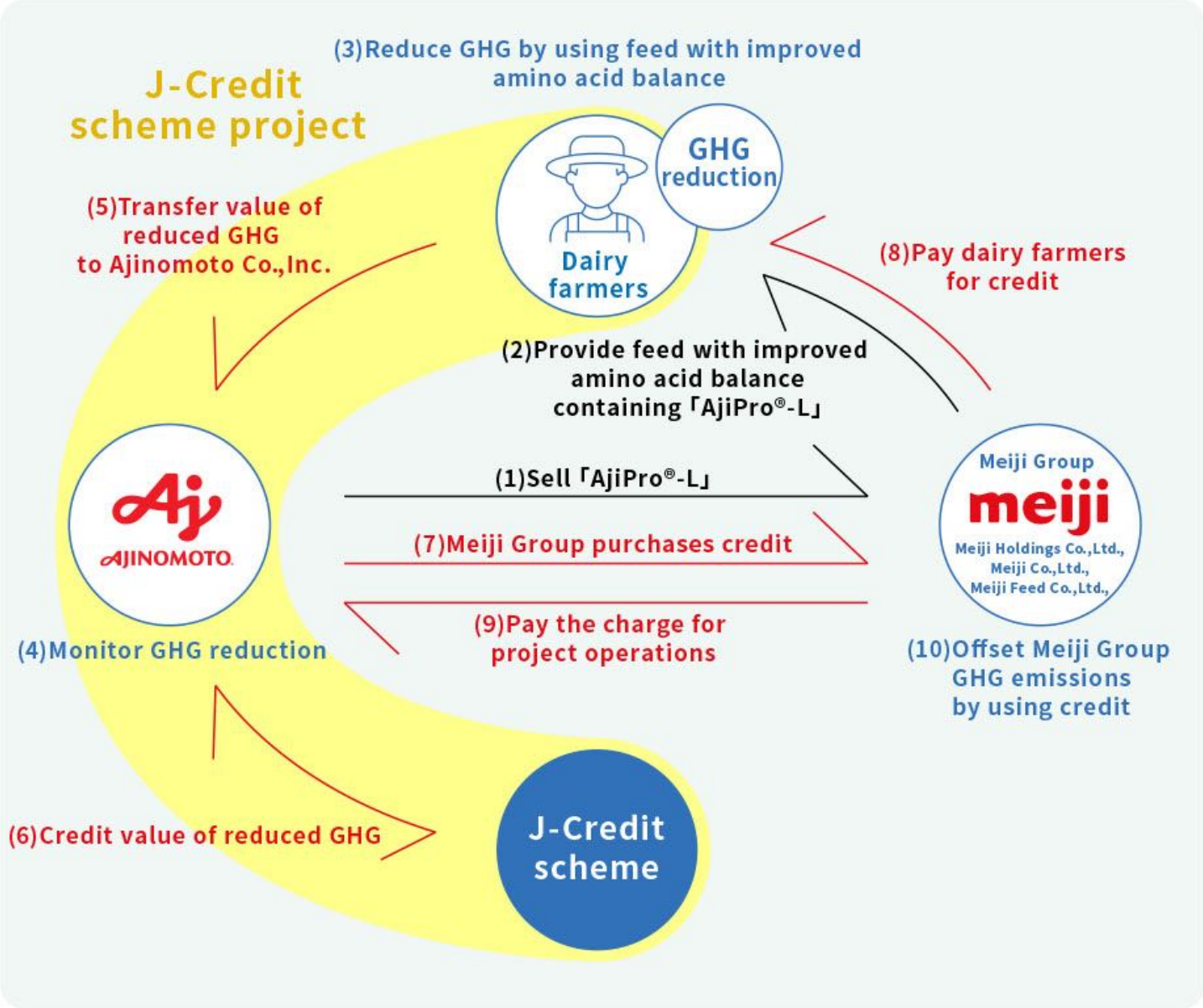
In March 2023, we collaborated with Ajinomoto Co., Inc. to create a business model to reduce nitrous oxide (N_2O) derived from manure produced during dairy farming.

Using an amino acid-balanced feed enables dairy cows to reduce N_2O from manure.

In addition, the GHG emissions reduced by the project can be converted into J-credits[3] and sold, which will lead to new revenue source for dairy farmers. We will use these initiatives as an opportunity for expanding future collaborations and promoting GHG reductions in the milk value chain.

3 A national program for recognizing credits based on CO_2 emission reductions through the installation of energy-saving facilities and the adoption of renewable energy as well as CO_2 absorption achieved through appropriate forestry management.

Innovative Feeding Strategies for Cows—A Joint Initiative for Dairy Industry Sustainability (Wellness Stories)
Reduction of Scope 3 Emissions



Promoted reduction of GHG emissions by utilizing the J-Credit system.

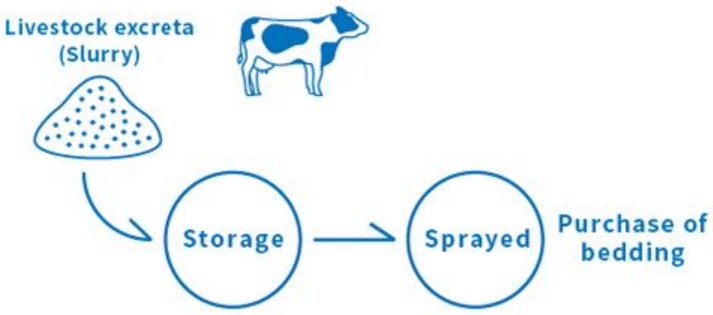
Contributing to the SDGs

The Meiji Group, in collaboration with Farmnote Dairy Platform Inc. (hereinafter, "Farmnote DP") and Marubeni Corporation (hereinafter, "Marubeni"), has reduced GHG emissions by utilizing Japan's first J-Credit system for dairy-derived products.

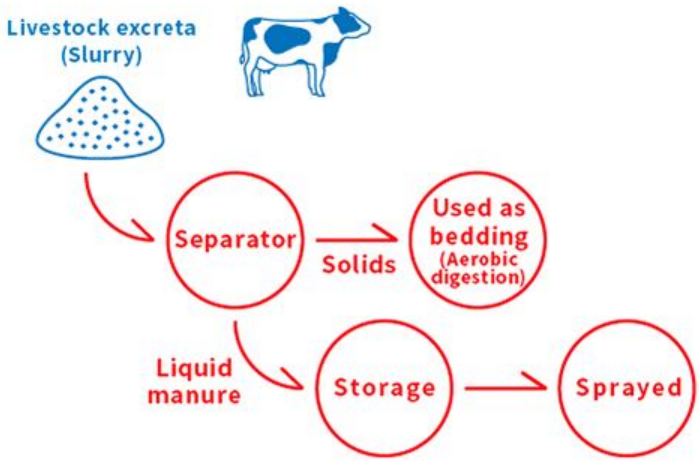
Farmnote DP has achieved a reduction of 149 tons of CO_2 per year since August 2022, by changing the management method of cow manure spread in fields from storage to a lower impact process called 'forced fermentation.'[4]

Marubeni handles GHG emission calculations and J-Credit applications and sales, while Meiji Holdings purchases those J-Credits, creating an economic cycle within the dairy and livestock industry and working towards carbon neutrality.

4 A method in which dairy cow manure is forced to come into contact with air by agitation or other means to promote fermentation. Farmnote DP reuses solids that have gone through this processing method as bedding (material used for bedding dairy cows).



Conventional Disposal Management



New Disposal Management
that Contributes to GHG Reduction

Separated solids are forced fermented and used as bedding material

Forced fermented manure

The Feed Additive Bovair® Reduces Emissions of Exhaled Methane

Contributing to the SDGs

In May 2024, the Meiji Group, launched a project to reduce methane in cattle burps, the biggest GHG issue associated with dairy farming. This project is in cooperation with dsm-firmenich, a leading feed and food additives company based in Switzerland and the Netherlands.

By feeding just a quarter teaspoon of Bovair® per cow per day, it is possible to reduce exhaled methane emissions by about 30%.

Bovair® is approved for use as a feed additive for dairy cows and beef cattle in 67 countries and has already been given to over 200,000 cows worldwide, contributing to the reduction of exhaled methane.

Tackling Methane Emissions from Dairy Farming, One Cow Burp at aTime (Wellness Stories)

Promoting GHG reduction through carbon farming.[5]

Contributing to the SDGs

In August 2023, the Meiji Group became a member of the "Doto Carbon Farming Study Group," which promotes carbon farming initiatives to reduce GHG emissions in the dairy industry.

The Doto Carbon Farming Study Group, in cooperation with dairy farmers, will promote initiatives aimed at evaluating, researching, and practicing "carbon farming" in Betsukai Town, the largest milk producer in Japan.

In September 2023, we measured CO_2 sequestration in the soil at 9 pastures mainly in Betsukai Town. From 2024, we started managing cover crops and compost in 5 of these pastures and keep studying changes in CO_2 sequestration.

5 An agricultural method that aims to reduce GHG emissions by capturing atmospheric CO_2 into the soil and improving the quality of soil. In 2021, the European Commission announced the results of a two-year research study conducted from 2018 on the creation of a scheme to promote carbon farming, which has attracted attention as an activity to reduce GHG emissions reduction and absorption activities in the agriculture, forestry, and livestock industries.

Reduction of Scope 3 Emissions

To reduce food loss. Extend the best-before date for the Meiji Oishii brand.

Contributing to the SDGs

In 2015, the Sustainable Development Goals (SDGs) adopted by the United Nations set a goal of halving food loss by 2030.

In April 2022, Meiji completed the extension of the best-before date of commercial products of “Meiji Oishii Gyunyu” to “19 days or more including the date of manufacture”.

We will promote efforts toward zero waste, including the reduction of food loss, for which interest is growing.

Toward strengthening plastic resource recycling. Conversion of Meiji Oishii brand caps into biomass plastic.[6]

Contributing to the SDGs

Meiji is working to strengthen plastic resource recycling. In July 2022. We began converting plastic used in caps and spouts for the Meiji Oishii brand into biomass material. As a result, we plan to reduce the

use of raw materials derived from fossil resources by approximately 990 tons per year.

We aim to reduce CO_2 emissions from containers by approximately 10% for “ Meiji Oishii Gyunyu (900ml) " and approximately 15% for " Meiji Oishii Gyunyu (450ml) " compared with previous products.[7]

6 Plastics derived from renewable organic resources such as plants. A new plastic material that is attracting attention because it help reduce CO_2 emissions without relying on fossil fuels as much as possible. We plan to gradually switch the cap and spout of these products with plant-derived materials (sugar cane).

7 CO_2 reduction rate has been certified by Carbon Trust.

Raise and deepen awareness of environmental resources. Many employees participate in the paper carton recycling campaign.

Effective use of limited earth resources reduces the environmental impact.

Meiji conducts the "Paper Carton Recycling Campaign" twice a year to foster environmental awareness among employees.

Recycling paper cartons also helps protect forest resources. The purpose of this activity is to raise and deepen awareness of waste separation.

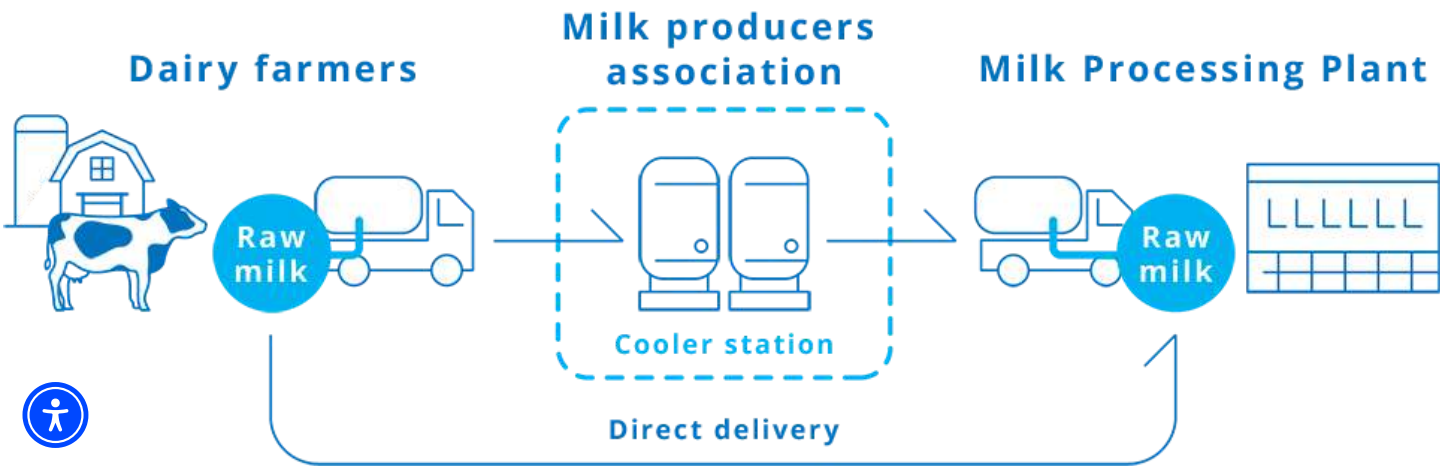
Working with Domestic and Overseas Partners to Aim for Sustainable Dairy Industry

The world is paying attention to various issues related to the dairy industry such as Greenhouse gases (GHG) emissions, animal welfare, and human rights of working people.

These are also the issues facing Japan.
Meiji will promote initiatives to resolve issues.
Japan has a unique system of cooperation between dairy farming and dairy industry with a division of labor.
Therefore, cooperation with related organizations is indispensable to resolving issues.
Meiji aims to realize a sustainable dairy industry through mutual collaboration with various organizations.

Raw milk delivery and quality control

In Japan, dairy companies do not purchase raw milk directly from dairy farmers, but from intermediary milk producers association.



GLOBAL

Work on Sustainable Agriculture through the Dairy Industry. "Global Daily Platform (GDP)"

Global Dairy Platform (GDP) encourages the appropriate intake of dairy foods while demonstrating the dairy sector's role in sustainable agriculture. Meiji has been a member of the GDP since 2013, and has promoted sustainability and the health benefits of dairy products.

GLOBAL DAIRY PLATFORM

For more information about GDP

Aiming to Develop and Promote High-quality Raw Milk Production and Dairy Products. "Japanese National Committee of International Dairy. Federation (JIDF)"

“International Dairy Federation (IDF) ” is a non-profit organization that aims to produce high-quality raw milk and develop and promote dairy products in cooperation with dairy industry stakeholders around the world. Since 1956, Meiji has joined the Japanese National Committee. We contribute to the promotion of discussions on issues such as the sustainability of dairy products, nutritional health, and food safety and quality.

Promoting Sustainable Dairy Industry in cooperation with related overseas organizations. "Dairy Sustainability Framework (DSF)"

"Dairy Sustainability Framework" works for the sustainable development of the dairy industry in cooperation with related overseas organizations. Meiji has participated in the framework since 2020 and is working to promote the sustainability of the global dairy industry by sharing progress with participants.

For more information about DSF

Working to reduce GHG emissions in the dairy supply chain. "Pathways to Dairy Net Zero"

Pathways to Dairy Net Zero is as an international collaboration in the dairy sector to act against climate change, Founders of this initiative include the Global Dairy Platform (GDP), the International Dairy Federation (IDF), the Food and Agriculture Organization of the United Nations (FAO), the Dairy Sustainability Framework (DSF), the SAI Platform, ILRI and IFCN Dairy Research Network. Global Research Alliance for Agricultural Greenhouse Gases is a knowledge partner, with support from FAO. In addition to Meiji, supporters include nearly 200 major organizations, including all 10 of the largest dairy companies in the world. Collectively, they represent approximately 40% of global dairy production. Over the next 30 years, Pathways to Dairy Net Zero aims to reduce greenhouse gas emissions in the dairy sector and dairy products to net zero.

For more information about Pathways to Dairy Net Zero

JAPAN

Aiming to Promote Health through Milk and Dairy Products. "Japan Dairy Association"

"Japan Dairy Association" aims to develop Japanese dairy farming and dairy industry, including stabilizing the production and distribution of raw milk and dairy products.
Members involved in the dairy farming and the dairy industry are working together to promote various initiatives.

For more information about Japan Dairy Association

Working on the Future of the Japanese Dairy Industry. "Japan Dairy Industry Association"

The organization aims to promote the development of Japanese dairy industry, foster consumer's peace of mind and confidence through improving safety, and promote environmental and recycling measures.

For more information about Japan Dairy Industry Association

Addressing Challenges in Dairy Farming: Enhancing Productivity. "Farmnote Inc."

As a leading player in dairy farming digital transformation (DX), Farmnote Inc. focuses on solving social issues. Their solutions include cloud-based herd management systems, wearable devices for cows, genetic analysis to improve breeding, and practical implementation of next-generation dairy farming at their own farms.

The Meiji Group has invested in Farmnote Inc., collaborating on initiatives such as reducing GHG emissions.

Collaboration

The Meiji Group collaborates with UN agencies and other relevant organizations.

Global Initiatives

United Nations Global Compact

Meiji Holdings became a signatory to the United Nations Global Compact in April 2019. The Global Compact provides an international framework for member companies and organizations to help build a sustainable world by exercising responsible leadership and developing innovative solutions. The Meiji Group is carrying out a wide range of initiatives aligned with the compact's Ten Principles in its four areas of Human Rights, Labour, Environment, and Anti-Corruption.

UN Global Compact

The Ten Principles of the UN Global Compact

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The Consumer Goods Forum

Since 2009, Meiji Group has been a member of The Consumer Goods Forum, an international association of major retailers, consumer product manufacturers, and food producers. In the forum's Japan Sustainability Local Group, the company actively participates in working groups involved in promoting human rights and sustainable palm oil production, as well as reducing food loss.

The Consumer Goods Forum

Roundtable on Sustainable Palm Oil

Since 2016, the Meiji Group has been a member of the Roundtable on Sustainable Palm Oil, a not-for-profit that develops and implements global standards for sustainable palm oil aimed at minimizing environmental impacts and bringing economic benefits to communities in palm oil-producing regions.

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Roundtable on Sustainable Palm Oil

World Cocoa Foundation

Since 2006, Meiji has been a member of the World Cocoa Foundation. The NGO's vision is "a thriving and sustainable cocoa sector, where farmers prosper, communities are empowered, and the planet is healthy." The company also joined the foundation's Cocoa & Forest Initiative, launched in 2017, which is working to stop deforestation and restore forest areas in cocoa growing regions.

World Cocoa Foundation

Cocoa & Forest Initiative

International Cocoa Initiative

The International Cocoa Initiative (ICI) is a non-profit organization established by chocolate manufacturers in 2002 with the aim of eradicating child labor and forced labor in cocoa cultivation in West Africa. In 2021, Meiji Co., Ltd. became the first Japanese company to join the ICI and contribute to the eradication of child labor and forced labor on cocoa farms.

International Cocoa Initiative

Global Dairy Platform

Global Dairy Platform (GDP) encourages the appropriate intake of dairy foods while demonstrating the dairy sector's role in sustainable agriculture. Meiji Co., Ltd. has been a member of the GDP since 2013, and has promoted sustainability and the health benefits of dairy products.

Global Dairy Platform

International Dairy Federation

Meiji is a member of the Japanese National Committee of the International Dairy Federation, a non-profit organization that works to ensure high-quality milk production and dairy product development while facilitating international cooperation among the world's most highly respected dairy sector scientists in numerous areas of expertise. The Group's participation began in 1956 when Japan joined the IDF. In recent years, Meiji has been actively engaged in discussions and planning related to dairy sector sustainability, nutrition and health, food safety and quality, dairy product standards, and other important topics for the sector.

Task Force on Climate-related Financial Disclosures

Meiji Group has been a supporter of the Task Force on Climate-related Financial Disclosures (TCFD) since 2019, and follows its recommendations on climate-related scenario analysis and information disclosure. The company has also joined the TCFD Consortium, which was established by the Japanese government to facilitate cooperation among domestic companies and financial institutions that support the TCFD.

Task Force on Climate-related Financial Disclosures

RE100

In September 2021, Meiji Holdings joined RE100, a global initiative aiming for companies to source 100% of the electricity used in their business operations from renewable energy. RE100 is a global initiative that brings together some of the world's most influential companies committed to transitioning to 100% renewable electricity. The initiative is led by the international non-profit Climate Group in partnership with CDP.

Science Based Targets Initiative

Meiji Holdings committed to the Science Based Targets initiative (SBTi) in February 2021, and acquired certification in September 2021. In an effort to reduce greenhouse gas emissions, the SBTi calls on companies to set targets over the next 5 to 15 years to help achieve the goal of the Paris Agreement to limit global temperature rise to well below 2° Celsius above pre-industrial levels, and to take action to limit the rise to 1.5° Celsius. The SBTi evaluates companies to ensure they have aligned their targets for reducing greenhouse gas emissions with the goal of the Paris Agreement.

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Science Based Targets

G7 Sustainable Supply Chains Initiative

Since 2021, Meiji Holdings has been a member of the G7 Sustainable Supply Chains Initiative. G7 Sustainable Supply Chains Initiative expect leading food and agriculture companies from G7 countries to commit to take action that will improve the environmental, social and nutritional impact of their operations and supply chains.

G7 Sustainable Supply Chains Initiative

G7 launch pledge for business action

UN Food Systems Summit

The UN Food Systems Summit was held to discuss the sustainability of food systems as a worldwide issue in September 2021. Our CEO participated in CEO consultation which is a preparatory meeting soliciting recommendations on food systems from various CEOs.

UN Food Systems Summit

Taskforce on Nature-related Financial Disclosures (TNFD) Forum

In April 2022, Meiji Holdings joined TNFD Forum. The TNFD was officially launched with a mission to deliver a risk management and disclosure framework for organization to report nature-related negative outcomes and nature-positive outcomes. The TNFD Forum is a global multi-disciplinary consultative group of institutions to support the development of the TNFD framework.

Initiatives in Japan

Japan Climate Initiative

Since 2019, Meiji Holdings has been a member of the Japan Climate Initiative, a network of companies, local governments, NGOs and other organizations in Japan that are actively involved in combatting climate change. The initiative creates opportunities for its members to share information about relevant strategies and solutions with the goal of accelerating the transition to a decarbonized society.

Japan Climate Initiative

Green Value Chain Platform

In 2019, Meiji Holdings joined a network of companies aiming to decarbonize their operations as part of the Japanese government's Green Value Chain Platform. The network promotes the decarbonization of the economy in tandem with corporate growth by facilitating dialogue among companies that are either formulating or have set goals in line with the Paris Agreement, and companies that can offer solutions for achieving such goals.

Green Value Chain Platform

Japan Climate Leaders' Partnership

In July 2021, Meiji Holdings joined the Japan Climate Leaders' Partnership (JCLP) as a supporting member. The JCLP is a corporate group that aims to create sustainable, decarbonized societies.

This unique Japanese corporate group was established in 2009 based on the recognition that industry must embrace a sound sense of urgency and engage in proactive action to achieve sustainable decarbonized societies.

Japan Climate Leaders' Partnership

Water Project of the Ministry of the Environment of Japan

In 2021, Meiji Holdings began participation in the Ministry of the Environment's Water Project. This Water Project is a public-private partnership project launched in 2014 based on the Basic Law on the Water Cycle to encourage initiatives aimed at maintaining or restoring healthy water cycles.

Japan Hydrogen Association (JA2A)

In November 2021, Meiji Holdings joined the Japan Hydrogen Association (JA2A), an organization promoting global collaboration in the area of hydrogen, as well as the formation of a hydrogen supply chain. The Japan Hydrogen Association (JA2A) is a cross-industry and open organization established domestically in Japan for the purpose of overseeing the entire hydrogen supply chain. Its goal is to rapidly establish a hydrogen society through realizing social implementation projects.

Strategic Initiative for a Healthy and Sustainable Food Environment

Since FY2021, Meiji has participated in the Strategic Initiative for a Healthy and Sustainable Food Environment established by the Ministry of Health, Labour and Welfare. This initiative considers nutritional and environmental issues, such as excessive salt intake, thinness among young women, and nutritional disparity due to economic disparity, as serious social issues, and develops a food environment in which everyone can be naturally healthy through cooperation and collaboration among industry, academia, and government. The initiative aims to extend the healthy life expectancy of people in Japan and around the world, and to create a vibrant and sustainable society.

Strategic Initiative for a Healthy and Sustainable Food Environment

30 by 30 Alliance

Meiji Holdings is participating in “30 by 30 Alliance”, a coalition of volunteers that aims to achieve the "30 by 30*" which promised at the 2021 G7 Summit.

* The goal to conserve at least 30% of land and ocean as healthy ecosystems by 2030

30% Club Japan

The Meiji Group is a member of the "30% Club Japan", a campaign to increase the proportion of women in key decision-making bodies of companies, including the board of directors. The 30% Club is founded in the United Kingdom in 2010. The 30% Club Japan promotes the campaign in Japan. Its goal is to raise the ratio of women on the board of directors of TOPIX100 to 30% by 2030.

Japan Sustainable Palm Oil Network

Japan Sustainable Palm Oil Network (JaSPON) is a network established by retailers, consumer goods manufacturers and NGOs. JaSPON is aiming to solve social and environmental problems in palm oil production by accelerating sustainable palm oil sourcing and use in Japanese market. The Meiji Group contributed in its foundation and actively participates in it as a board member company.

Challenge Carbon Neutral Consortium (CCNC)

The Challenge Carbon Neutral Consortium (CCNC) is a collaborative consortium that aims to accelerate corporate decarbonization efforts and build a decarbonized society by encouraging consumers to change their attitudes and behaviors toward decarbonization.
CCNC is established by The Japan Research Institute. Meiji Holdings, Ltd., participates in CCNC since May 2025.

Participation in Trade associations

As of July 25, 2025

Segment	Trade association	Role	Name
Food	Japan Advertisers Association Inc.	President	Kazuo Kawamura
	Japan Dairy Association	Director	Katsunari Matsuda
	Japan Dairy Industry Association	Vice-Chair	Bunjiro Yao
	Japanese Association of Fermented Milks and Fermented Milk Drinks	Vice-Chair	Bunjiro Yao
	All Nippon Kashi Association (ANKA)	Supreme adviser	Kazuo Kawamura
		Vice-Chair	Bunjiro Yao
	Chocolate and Cocoa Association of Japan	Chair	Bunjiro Yao
Pharmaceuticals	Federation of Pharmaceutical Manufacturers' Associations of JAPAN	Director	Daikichiro Kobayashi
	Japan Pharmaceutical Manufacturers Association (JPMA)	Director	Daikichiro Kobayashi
	Japan Association of Blood Preparations	Director	Toshiaki Nagasato
	Technology Research Association for Next generation natural products chemistry	Chair	Toshiaki Nagasato
	Japan Biological Informatics Consortium (JBIC)	Chair	Toshiaki Nagasato
	Japan Bioindustry Association (JBA)	Director	Toshiaki Nagasato

Sustainable Finance

Meiji Holdings issued sustainability bonds* (10th series of unsecured corporate bonds) through a public offering on Japanese markets in April 2021.

As food and health professionals, we strive to create new value and contribute through our business activities and environmental initiatives to the realization of a future society where all people can lead happy, healthy lives.

In the Meiji Group 2026 Vision, we position contributions to solving societal problems as one of our core policies. We drafted the Meiji Group Sustainability 2026 Vision to outline specific policies towards achieving this goal, and we are continuing to work towards its realization.

Additionally, we outlined Meiji Green Engagement for 2050, our long-term environmental vision, in March 2021. We will collaborate with various stakeholders in four activity domains: Climate Change, Water Resources, Circular Economy, and Pollution Prevention, and our employees will proactively engage in activities that contribute to realizing a sustainable global environment.

We are actively making use of sustainable finance, based on the sustainability finance framework we set out in January 2021, to secure the capital necessary for realizing these visions of maximizing our contributions to solving societal problems.

* Sustainability bonds are bonds where the proceeds are used for (1) social projects (projects that contribute to solving societal problems), and (2) green projects (projects that have a positive effect on the environment).

Sustainability Bonds Outline

Name	Meiji Holdings Co., Ltd.'s 10th series of unsecured corporate bonds (Limited inter-bond pari passu rider) (Sustainability Bonds)
Maturity:	5 years
Issue amount:	JPY 10.0 billion
Coupon rate:	0.050%
Issue date:	Friday, April 23, 2021
Use of proceeds:	1. Procurement of Meiji Sustainable Cocoa Beans 2. Supporting cocoa farmers (Meiji Cocoa Support) 3. Energy saving and energy creation at domestic and overseas plants 4. Securing and conserving domestic and overseas water resources 5. Switching to environmentally friendly packaging (plastic - paper) 6. Capital investments and R&D for initiatives related to infant nutrition (General milk formulas and specialized formulas) 7. R&D and capital investments in infectious disease prevention
Bond rating	AA- (Japan Credit Rating Agency, Ltd.)
Lead managers	Mizuho Securities Co., Ltd., Daiwa Securities Co., Ltd.
Structuring agent*	Mizuho Securities Co., Ltd.

* An agent that supports the execution of sustainability finance by giving advice on both the formulation of sustainable finance frameworks, as well as on obtaining Second-Party Opinions.

Third-Party Assessment of Framework and Eligibility

For the purposes of issuing sustainability bonds, Meiji Holdings established a sustainable finance framework.* Upon its establishment, it received the highest possible rank (SU1(F)) from the third-party organization, Japan Credit Rating Agency.

* Sustainable Finance Framework

Reporting

We annually disclose the fund allocation status reporting and the impact reporting until all raised funds allocated to applicable projects.

Allocation Status Reporting（FY2021）

Theme	Applicable project	Allocations (JPY 100 million)
Sustainable Procurement	Procurement of Meiji Sustainable Cocoa Beans	14.7
Caring for the Earth	Energy efficiency and energy creation at domestic and overseas plants*	3.6
	Securing and conserving domestic and overseas water resources	7.5
	Switching to environmentally friendly packaging (plastic – paper)	4.3
Healthier Lives	Capital investments and R&D for initiatives related to infant nutrition (General infant formulas and special formulas)	22.9
	R&D and capital investments in infectious disease prevention	4.3
Total		57.3

* Fluorocarbons reduction costs include switching to natural refrigerants and fluorocarbons alternatives.

Allocation Status Reporting（FY2022）

Theme	Applicable project	Allocations (JPY 100 million)
Sustainable Procurement	Procurement of Meiji Sustainable Cocoa Beans	14.2
Caring for the Earth	Energy efficiency and energy creation at domestic and overseas plants*	9.8
	Securing and conserving domestic and overseas water resources	0.7
	Switching to environmentally friendly packaging (plastic – paper)	4.6
Healthier Lives	Capital investments and R&D for initiatives related to infant nutrition (General infant formulas and special formulas)	27.2
	R&D and capital investments in infectious disease prevention	0.3
Total		56.8

* Fluorocarbons reduction costs include switching to natural refrigerants and fluorocarbons alternatives.

Impact Reporting（FY2021 - FY2024）

Applicable Project	Impact Reporting						
	Output (Project Progress and Results)	Outcome (Effects Related to Issue Resolutions)					Impact (Effects Arising From Outcome)
			FY2021	FY2022	FY2023	FY2024	
Procurement of Meiji Sustainable Cocoa Beans	Procurement of cocoa beans with sustainable programs	Procurement of Meiji Sustainable Cocoa Beans as a percentage of total cocoa beans procured	42%	62%	62%	100%	• Improvement in producer livelihoods • Ensure food quality and safety for consumers

Energy efficiency and energy creation at domestic and overseas plants	Reduce CO_2 emissions by at least 50% compared with FY2019 by FY2030	Reduce CO_2 emissions through energy conservation measures at new and existing plants	1,329t-CO_2	3,709t-CO_2 (The total from FY2021 to FY2022)	7,625t-CO_2 (The total from FY2021 to FY2023)	11,011t-CO_2 (The total from FY2021 to FY2024)	Reduce CO_2 emissions
	Expand use of electricity derived from renewable energy sources to at least 50% by FY2030	Reduce CO_2 emissions through solar power generation	1,669t-CO_2	2,358t-CO_2 (The total from FY2021 to FY2022)	3,014t-CO_2 (The total from FY2021 to FY2023)	3,679t-CO_2 (The total from FY2021 to FY2024)	
	Eliminate use of specified fluorocarbons at domestic production sites by FY2030.	Number of facilities switched to natural refrigerants or fluorocarbons alternatives	446 units	565 units (The total from FY2021 to FY2022)	717 units[*1] (The total from FY2021 to FY2023)	810 units[*1] (The total from FY2021 to FY2024)	Protect the ozone layer

Securing and conserving domestic and overseas water resources	Upgrade equipment at existing plants and office	Reduction rate of water consumption (basic unit) * Reduce water consumption compared with FY2020 (From FY2022) (Unit of sales after applying the Accounting Standard for Revenue Recognition and other standards)	8.4% (compared with FY2017)	13.3% (FY2022 results)	15.7% (FY2023 results)	27.1% (FY2024 results)	Reduce environmental impact through efficient use of water and appropriate wastewater management, etc.
	Introduce water-saving equipment at new plants, etc.						
	Reduce water consumption by at least 15% compared with FY2020 by FY2030 in global * The base year and KPI were changed because sales after applying the Accounting Standard for Revenue Recognition and other standards were used in the per unit calculation.						
Switching to environmentally friendly packaging (plastic – paper)	Reduce plastic used for one-way plastic containers and packaging by at least 30% compared with FY2017 by FY2030	Plastic reduction	13% (FY2020 results)	16% (FY2021 results)	18.3% (FY2022 results)	22.1% (FY2023 results)	Solve the issues of marine pollution caused by plastic waste

Capital investments and R&D for initiatives related to infant nutrition (General infant formulas and special formulas)	Develop and produce cube-type infant formula	Investment in production facilities for cube-type infant formula					• Achieve healthy growth of infants and toddlers • Reduce childcare burden on caregivers
		• High-speed line production facility construction	JPY 1.3 billion	JPY 2.36 billion	JPY 0.85 billion*1	-*2	
		• Utilities construction	JPY 0.99 billion	JPY 0.36 billion	JPY 0.26 billion*1	-*2	
R&D and capital investments in infectious disease prevention	Product development	Status of projects in development	Phase Ⅰ trials underway (overseas)	Phase Ⅱ clinical trial in preparation	Phase Ⅱ clinical trial in preparation	Phase Ⅱ clinical trial in preparation	• Decrease the number of patients suffering from infectious diseases • Support domestic medical systems • Prevent severe disease through the impact of vaccines

*1 Reference value as funds have been appropriated by FY2022

*2 As operations commenced in FY2023, there were no expenditures in FY2024

We obtained a review from the Japan Credit Rating Agency to assess the conformity of this reporting with our sustainability finance framework.

Review by the Japan Credit Rating Agency (Issuance date: July 15, 2022)
Review by the Japan Credit Rating Agency (Issuance date: July 14, 2023)
Review by the Japan Credit Rating Agency (Issuance date: July 31, 2024)
Review by the Japan Credit Rating Agency (Issuance date: July 31, 2025)

External Recognition

The Meiji Group works with ratings and rankings agencies and welcomes suggestions to support continuous improvement.

(As of January 1, 2026)

SRI Indexes and Evaluations

Dow Jones Best-in-Class World Index
Dow Jones Best-in-Class Asia Pacific Index

Dow Jones Sustainability Indices (DJSI) are a family of benchmarks for investors that is comprised of companies selected by S&P Global Inc. for their excellent track record in sustainability. Selection to DJSI World is based on the results of a Corporate Sustainability Assessment (CSA), which evaluates a company's long-term track record based on economic, governance, environmental, and social criteria. Meiji Holdings was selected as a member of the World Index since 2023. At the same time, the Company was also selected to the Asia Pacific Index since 2019.

FTSE Blossom Japan Index

Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products. This index has been adopted as one of the investment criteria by the Government Pension Investment Fund (GPIF). In 2025, Meiji Holdings was selected as a member of this index for the second consecutive years.

FTSE Russell confirms that Meiji Holdings Co., Ltd. has been independently assessed according to the index criteria, and has satisfied

the requirements to become a constituent of the FTSE Blossom Japan

Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

FTSE Blossom Japan Index Series

FTSE Blossom Japan Sector Relative Index

The FTSE Blossom Japan Sector Relative Index, created by global index provider FTSE Russell, is a sector-neutral index designed to reflect the relative performance of Japanese companies that excel in environmental, social and governance (ESG) performance in their respective sectors. This index has been adopted as one of the investment criteria by the Government Pension Investment Fund (GPIF). In 2025, Meiji Holdings was selected as a member of this index for the fourth consecutive years.

FTSE Russell confirms that Meiji Holdings Co., Ltd. has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

FTSE Blossom Japan Sector Relative Index

iSTOXX® MUTB Platinum Career Index

The iSTOXX® MUTB Platinum Career Index is an ESG index focusing on "human capital," jointly developed by Mitsubishi UFJ Trust and Banking Corporation and STOXX, a global index provider of the Deutsche Borse Group. It consists of 150

Japanese companies that are proactive in building careers for

their employees. In 2024, Meiji Holdings was selected as a member of this index for the third consecutive years.

Morningstar Japan ex-REIT Gender Diversity Tilt Index

The index is built by Morningstar using Equileap's Gender Equality Scores.
Companies that have strong gender diversity policies embedded in their corporate culture and ensure equal opportunities to employees, irrespective of their gender will be selected with high marks.
The Meiji Group has been rated as 'Group 2,' the second-highest rating.

MSCI ESG Selection Indexes

MSCI ESG Selection Indexes are developed by the U.S.-based company MSCI, which selects stocks from each industry sector with high ESG (environmental, social and governance) ratings.
In 2025, Meiji Holdings was selected as a member of this index for the fourth consecutive years.

THE INCLUSION OF Meiji Holdings Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Meiji Holdings Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

MSCI Nihonkabu ESG Select Leaders Index

Like the MSCI Nihonkabu ESG Leaders Indexes, this index selects stocks from each industry sector with high ESG (Environmental, social and governance) ratings.
This index has been adopted as one of the investment criteria by the Government Pension Investment Fund (GPIF).

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

MSCI Japan Empowering Women Index (WIN)

Based on a gender diversity score developed by MSCI, companies that excel in gender diversity within their industry are selected. In 2025, Meiji Holdings was selected as a member of this for the third consecutive years.

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

Sompo Sustainability Index

Sompo Sustainability Index covers around 300 companies undertaking excellent environmental, social and governance (ESG) initiatives. The firm uses the index for Sompo Sustainable Management, a vehicle for pension funds and institutional investors that invests in an array of companies with high ESG ratings. In 2025, Meiji Holdings was selected as a member of this index from 2018.

2025 Sompo Sustainability Index

SX Brand

Meiji Holdings was selected as SX Brand for two consecutive years, a list of companies jointly selected by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). METI and TSE selected and awarded as SX Brand a group of progressive companies that enhance the companies' ability to create a source of funds for growth in a sustainable manner through SX to realize the improvement of corporate value. The companies named to SX Brand are selected from companies listed on TSE.

SX Brand 2025

Health & Productivity Stock Selection Brand

METI and TSE have jointly selected Health & Productivity Stock Selection Brands from listed enterprises, strategically engaging in employee health and productivity management initiatives as business management issues since 2015. In 2025, Meiji Holdings was selected as the Health & Productivity Stock Selection Brand for the third consecutive years.

2025
健康経営銘柄
KENKO Investment for Health

Evaluations

Global Access to Nutrition Index (Global Index)

We were ranked 10th out of 30 global food and beverage manufacturers in the Global Index 2024.
The Global Index is an international evaluation index developed by the Netherlands' Access to Nutrition initiative (ATNi).
The goal of this index is to facilitate improved diets and a reduction of the serious global problems of both obesity and undernutrition.

GLOBAL INDEX 2024

ATNi
NUTRITION
MARKETS
IMPACT

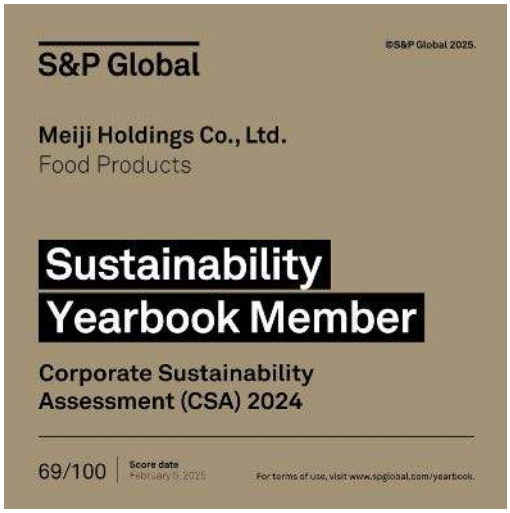
CDP

The UK-based international non-governmental organization promotes climate change and other initiatives in the area of the environment. The CDP requests disclosure of information on how leading companies and cities around the world are taking action on issues such as climate change and water management, and conducts surveys and evaluations. In 2024, Meiji Holdings achieved a place on the highest evaluation 'A List' in CDP Climate change. This is the third consecutive year that we have been named to the A-List for Climate Change. Meiji Holdings has been named a Supplier Engagement Leader, the highest rating in the Supplier Engagement Assessment for the first time.

S&P Global the Sustainability Yearbook

Each year, S&P Global publishes a Sustainability Yearbook based on the S&P Global ESG score calculated from the Corporate Sustainability Assessment (CSA). S&P Global recognizes companies that demonstrate strong sustainability in corporate governance, economy, environment, and society. In 2025, Meiji Holdings was selected as a Sustainability Yearbook Member for the second consecutive years.

S&P Global the Sustainability Yearbook



ESG Finance Awards Japan

The ESG Finance Awards Japan, established by the Ministry of the Environment, recognizes institutional investors, companies, and other entities that have made significant contributions to ESG finance or environmental and social projects. The awards aim to highlight and share pioneering activities with society, thereby promoting the spread and expansion of ESG finance. Meiji Holdings Co., Ltd. received the Silver Prize (the Minister of the Environment Award) in the Environmentally Sustainable Company Category at the 6th ESG Finance Awards Japan. The Environmentally Sustainable Company Category specifically honors companies that have integrated "environmental opportunities and risks" into their business strategies. Previously, the company received the Gold Prize in the Fundraiser category at the 3rd ESG Finance Awards Japan.

Outstanding Health and Productivity Management Organization (White 500)

Meiji Holdings was recognized jointly by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi in the Health and Productivity Management Organization Recognition Program in the large enterprise category (White 500) for practicing outstanding health and productivity management working together with insurers. We have continued to be selected for this program since 2017.

Meiji Holdings Co., Ltd. has been selected as a Next Nadeshiko: Companies Supporting Dual-career and Co-parenting for FY2023, which acknowledges the company's outstanding efforts in support of dual-career and co-parenting, for both female and male employees. The selection is jointly sponsored by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE).

External recognition and Index Selection

External recognition by ESG ratings agencies

ESG Rating Agencies		3/2026	3/2025	3/2024	3/2023	3/2022	3/2021	3/2020	3/2019	3/2018
MSCI ESG Ratings		AA	AA	A	A	BBB	BB	BB	BB	B
S&P Global CSA		75 points	69 points	67 points	61 points	55 points	52 points	55 points	39 points	25 points
ISS ESG		Unreleased	46.46points (C)	-	-	-	-	-	-	-
FTSE Russell		4.5	4.2	4.2	3.7	3.0	3.0	2.9	2.0	1.9
CDP	Climate Change	Unreleased	A	A	A	A-	A-	A-	C	D
	Water Security	Unreleased	A-	A	A	A	A-	B-	D	-

Inclusion in ESG stock indexes

Stock indexes	3/2026	3/2025	3/2024	3/2023	3/2022
Dow Jones Best-in-Class World Index	Unreleased	○	○	-	-
Dow Jones Best-in-Class Asia Pacific Index	Unreleased	○	○	○	○
FTSE Blossom Japan Index	○	○	-	-	-
FTSE Blossom Japan Sector Relative Index	○	○	○	○	-
iSTOXX® MUTB Platinum Career Index	Unreleased	○	○	○	-
Morningstar Japan ex-REIT Gender Diversity Tilt Index	Unreleased	○	○	-	-
MSCI ESG Selection Indexes	○	○	○	○	-
MSCI Nihonkabu ESG Select Leaders Index	○	○			
MSCI Japan ESG Select Leaders Index	○	○	○	○	-
MSCI Japan Empowering Women Index (WIN)	○	○	○	-	-
S&P/JPX Carbon Efficient Index	Unreleased	○	○	○	○
Sompo Sustainability Index	○	○	○	○	○
SX Brand	○	○			
Health & Productivity Stock Selection Brand	○	○	○	-	-

ESG Index

GRI Content Index

Last Updated: December 26, 2025

GRI 1: Foundation

Statement of use	Meiji Holdings Co., Ltd. has reported in reference to the GRI Standards for the period from 1 April 2024 to 31 March 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

Number	Disclosure	Location
2-1	Organizational details	Corporate Profile Worldwide Locations Securities Report (The 16th Fiscal Year) > P7-10 : Subsidiaries and other affiliated entities (PDF 9,931KB) Securities Report (The 16th Fiscal Year) > P81-84 : Major facilities (PDF 9,931KB) Integrated Report 2025 P92 : Corporate Data (PDF 17,874KB)
2-2	Entities included in the organization's sustainability reporting	Report > Editorial Policy Securities Report (The 16th Fiscal Year) > P7-10 : Subsidiaries and other affiliated entities (PDF 9,931KB) Securities Report (The 16th Fiscal Year) > P81-84 : Major facilities (PDF 9,931KB)
2-3	Reporting period, frequency and contact point	Report > Editorial Policy Integrated Report 2025 P93 : Using the Integrated Report 2025 (PDF 17,874KB) Contact Us

2-4	Restatements of information	Integrated Report 2025 P89-91 : Financial and Non-Financial Highlights (PDF 17,874KB)
2-5	External assurance	ISO Certification ESG Index > Environment > Environmental Management > Third-party certification Environmental Data FYE 3/2025 (as of August 7, 2025) Independent Practitioner’s Assurance Report (dated August 7, 2025)
2-6	Activities, value chain and other business relationships	Our Business Food Pharmaceuticals Sustainable Sourcing Integrated Report 2025 P4 : At a Glance (PDF 17,874KB) Integrated Report 2025 P5-6 : A Hundred Year History of Creating Meiji Unique Value for Wellness (PDF 17,874KB) Integrated Report 2025 P20 : Meiji Strengths for Creating New Markets (PDF 17,874KB) Integrated Report 2025 P53 : Living in Harmony with Nature > Solving Environmental Issues in the Value Chain to Realize Nature Positive (PDF 17,874KB) Securities Report (The 16th Fiscal Year) > P4-6 : Description of business (PDF 9,931KB)
2-7	Employees	Corporate Profile (PDF 6,374KB) ESG Index > Society > Human Resources Securities Report (The 16th Fiscal Year) > P11-13 : Employees (PDF 9,931KB)
2-8	Workers who are not employees	Not disclosed

2-9	Governance structure and composition	Sustainability Management Governance Integrated Report 2025 P79 : Corporate Governance > Basic Views / Corporate Governance System (PDF 17,874KB) Integrated Report 2025 P80 : Corporate Governance > Composition of the Board of Directors and Audit & Supervisory Board / Performance Results of Each Body (PDF 17,874KB) Integrated Report 2025 P86 : Corporate Governance > Features of the Meiji Group Corporate Governance (PDF 17,874KB) Securities Report (The 16th Fiscal Year) > P94-101 : Overview of corporate governance (PDF 9,931KB) Securities Report (The 16th Fiscal Year) > P102-112 : Directors and other officers (PDF 9,931KB) Corporate Governance Report P1 : 1 > 1. Basic Views Corporate Governance Report P21 : 2 > 1. Organizational Composition and Operation Corporate Governance Policy > P9-13 : 7. Board of Directors, Audit & Supervisory Board and Committee etc./ P19 : Appendix: Independence Standards for Independent Officers
2-10	Nomination and selection of the highest governance body	Governance Integrated Report 2025 P80 : Corporate Governance > Corporate Governance System (PDF 17,874KB) Governance > Members of the Board, Audit & Supervisory Board Members > Outside Directors and Auditors > Reasons for Nomination of Outside Audit & Supervisory Board Members Corporate Governance Policy > P14-15 : 8.3. Policies and Procedures for Nominating Director Candidates/ P19 : Appendix: Independence Standards for Independent Officers (PDF 257KB)

2-11	Chair of the highest governance body	Governance Integrated Report 2025 P79 : Corporate Governance > Corporate Governance System (PDF 17,874KB) Integrated Report 2025 P80 : Corporate Governance > Composition of the Board of Directors and Audit & Supervisory Board / Performance Results of Each Body (PDF 17,874KB) Integrated Report 2025 P84 : Corporate Governance > Message from Chairperson of the Nomination Committee (PDF 17,874KB)
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Management Stakeholder Dialogue Sessions Risk Management Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO (PDF 17,874KB) Integrated Report 2025 P87 : Risk Management (PDF 17,874KB) Securities Report (The 16th Fiscal Year) > P113-117 : Audit (PDF 9,931KB) Corporate Governance Report P42 : 2 > 2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Compensation Decisions (Overview of Current Corporate Governance System Corporate Governance Report P44 : 2 > 3. Reasons for Adoption of Current Corporate Governance System Corporate Governance Report P47 : 4. Matters Related to the Internal Control System

2-13	Delegation of responsibility for managing impacts	Sustainability Management Long-Term Environmental Vision/ Environmental Management > Environmental Management Long-Term Environmental Vision/ Environmental Management > Environmental Management > Approach to climate change and TCFD initiatives Thriving Communities > Human Rights > Respect and Promote Human Rights Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO (PDF 17,874KB) Integrated Report 2025 P54 : Corporate Governance > Sustainability Governance (PDF 17,874KB) Integrated Report 2025 P76-78 : Directors and Audit & Supervisory Board Members (PDF 17,874KB)
2-14	Role of the highest governance body in sustainability reporting	Sustainability Management Securities Report (The 16th Fiscal Year) > P21:Views an initiatives on sustainability (PDF 9,931KB) Integrated Report 2025 P54: Sustainability Strategy > Sustainability Governance (PDF 17,874KB)
2-15	Conflicts of interest	Governance Securities Report (The 16th Fiscal Year) > P88-89 : Major shareholders (PDF 9,931KB) Corporate Governance Report P19 : 1 > 2. Capital Structure Corporate Governance Report P21 : 2 > 1. Organizational Composition and Operation

2-16	Communication of critical concerns	Sustainability Management Risk management The Meiji Group's TCFD Initiatives (PDF 1,961KB) Integrated Report 2025 P55 : TCFD (PDF 17,874KB) Integrated Report 2025 P56 : TNFD (PDF 17,874KB) Integrated Report 2025 P57 : Human Rights (PDF 17,874KB) Integrated Report 2025 P87 : Risk Management (PDF 17,874KB) Corporate Governance Report P42 : 2 > 2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Compensation Decisions (Overview of Current Corporate Governance System) The Meiji Group's TCFD Initiatives
2-17	Collective knowledge of the highest governance body	Sustainability Management Governance > Members of the Board, Audit & Supervisory Board Members > Training Opportunities for Directors and Audit & Supervisory Board Members Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO (PDF 17,874KB) Corporate Governance Report P15 : Supplementary Principle 4.14.2 Training Opportunities for Directors and Audit & Supervisory Board Members Corporate Governance Policy > P16 : 8.8. Training Opportunities for Directors, Audit & Supervisory Board Members and Executive Officers (PDF 257KB)
2-18	Evaluation of the performance of the highest governance body	Governance > Business Management System > Evaluation of the Board of Directors Integrated Report 2025 P81-82 : Efficacy of the Board of Directors (PDF 17,874KB) Corporate Governance Report P13 : Supplementary Principle 4.11.3 Evaluation of the Board of Directors Corporate Governance Policy > P10 : 7.3. Evaluation of the Board of Directors (PDF 257KB)

2-19	Remuneration policies	Governance > Compensation of Officers Integrated Report 2025 P83 : Compensation for Directors (and Other Officers) (PDF 17,874KB) Securities Report (The 16th Fiscal Year) > P118-127 : Remuneration for directors (and other officers) (PDF 9,931KB) Corporate Governance Report P29-31 : 2 > 1. Organizational Composition and Operation > Incentives / Director Compensation Corporate Governance Policy > P17 : 8.12. Policy on Compensation for Directors and Executive Officers (PDF 257KB)
2-20	Process to determine remuneration	Governance > Compensation of Officers Integrated Report 2025 P83 : Compensation for Directors (and Other Officers) (PDF 17,874KB) Corporate Governance Report P29-31 : 2 > 1. Organizational Composition and Operation > Incentives / Director Compensation
2-21	Annual total compensation ratio	ESG Data > Governance > Compliance > CEO to Employee Compensation Ratio
2-22	Statement on sustainable development strategy	About Meiji > CEO Message Sustainability > CEO Message Sustainability > CSO Message Integrated Report 2025 P7-11 : Message from CEO (PDF 17,874KB) Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO (PDF 17,874KB)
2-23	Policy commitments	Sustainability 2026 Vision > The Meiji Group Sustainability 2026 Vision Philosophy > Group Philosophy ESG Index > Policies Long-Term Environmental Vision/ Environmental Management > The Meiji Group Long-Term Environmental Vision Thriving Communities > Human Resources Thriving Communities > Human Rights > Respect and Promote Human Rights Risk Management

2-24	Embedding policy commitments	Sustainability Management Long-Term Environmental Vision/ Environmental Management > Environmental Management Thriving Communities > Human Rights > Respect and Promote Human Rights > System for Promoting Respect for Human Rights thriving Communities > Human Resources > Promotion of Human Capital Strategy > Group Human Capital Committee Risk Management > Risk Management System Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO (PDF 17,874KB)
2-25	Processes to remediate negative impacts	Thriving Communities > Human Rights > Respect and Promote Human Rights > Initiatives for risk assessment, mitigation, and remedy Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List > Healthier Lives > Quality and Safety Healthier lives > Quality & Safety Thriving Communities > Human Rights > Initiatives for risk assessment, mitigation,and remedy
2-26	Mechanisms for seeking advice and raising concerns	Compliance > Compliance Counseling Desk Thriving Communities > Human Rights > Initiatives for risk assessment, mitigation, and remedy > Introduction of a multilingual consultation and remedy service
2-27	Compliance with laws and regulations	Long-Term Environmental Vision/ Environmental Management > Environmental Management ESG Data > Environment > Environmental Management Compliance > Compliance Breaches
2-28	Membership associations	Collaboration Caring for the Earth > Climate Change Sustainable Sourcing > Procure Raw Materials With Consideration Toward Human Rights and the Environment > Sourcing of Palm Oil Meiji Cocoa Support Make Sustainable Dairy Industry > Collaboration with External Partners

2-29	Approach to stakeholder engagement	Sustainability Management Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Stakeholder Dialogue Sessions Thriving Communities > Society > Stakeholder Engagement Integrated Report 2025 P53-57 : Living in Harmony with Nature (PDF 17,874KB) Corporate Governance Report P44 : 3. Implementation of Measures for Shareholders and Other stakeholders
2-30	Collective bargaining agreements	Thriving Communities > Human Resources > Improving Employee Engagement > Labour Relations ESG Data > Society > Union participation rate Securities Report (The 16th Fiscal Year) > P11-13 : Employees (PDF 9,931KB)

GRI 3: Material Topics 2021

Number	Disclosure	Location
3-1	Process to determine material topics	Sustainability 2026 Vision > The Meiji Group Sustainability 2026 Vision Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Corporate Governance Report P46-47 :3. Implementation of Measures for Shareholders and Other stakeholders > 3. Measures to Ensure Due Respect for Stakeholders > Other The 2026 Medium-term Business Plan > P12 : 2. The Fusion of Sustainability and Business > Structure of Meiji Group Sustainability Activities (PDF 2,951KB)
3-2	List of material topics	Sustainability 2026 Vision > The Meiji Group Sustainability 2026 Vision Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P24-25 : Views and Initiatives on Sustainability > (3) Strategy The 2026 Medium-term Business Plan > P12 : 2. The Fusion of Sustainability and Business > Structure of Meiji Group Sustainability Activities (PDF 2,951KB)

GRI 201: Economic Performance 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Risk Management > The Group Business Management Risks > Business Risks / Sustainability-related Risks Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability Securities Report (The 16th Fiscal Year) > P57-60 : Business risks The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business (PDF 2,951KB)
201-1	Direct economic value generated and distributed	Securities Report (The 16th Fiscal Year) > P135-138: Consolidated financial statements Consolidated Financial Results for the Fiscal Year Ended March 31 2025 P14-17 : Consolidated Financial Statements Integrated Report 2025 P89 : Financial and Non-Financial Highlights
201-2	Financial implications and other risks and opportunities due to climate change	Risk management Long-Term Environmental Vision/ Environmental Management > Environmental Management > Approach to climate change and TCFD initiatives Integrated Report 2025 P53-57 : Living in Harmony with Nature Integrated Report 2025 P87 : Risk Management Securities Report (The 16th Fiscal Year) > P57-60 : Business risks Securities Report (The 16th Fiscal Year) > P34-46 : Stance on and Measures Concerning Climate Change (Disclosures pursuant to the TCFD Recommendations)

201-3	Defined benefit plan obligations and other retirement plans	Securities Report (The 16th Fiscal Year) > P135-138: Consolidated financial statements
201-4	Financial assistance received from government	Not Disclosed

GRI 202: Market Presence 2016

Number	Disclosure	Location
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not Disclosed
202-2	Proportion of senior management hired from the local community	Not Disclosed

GRI 203: Indirect Economic Impacts 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Risk Management > The Group Business Management Risks > Business Risks / Sustainability-related Risks Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability Securities Report (The 16th Fiscal Year) > P60-69 : Business risks The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business (PDF 2,951KB)
203-1	Infrastructure investments and services supported	Thriving Communities > Society > Promote Social Contribution

203-2	Significant indirect economic impacts	Health and Nutrition > Contribute to Healthy Diets Health and Nutrition > Contribute to Health Diets > Communicate Information on Nutrition Improvement in Emerging Countries Health and Nutrition > Preparing for Emerging Infectious Diseases Health and Nutrition > Stable Supply of Pharmaceuticals by Building a Robust Supply Chain Meiji Cocoa Support Make Sustainable Dairy Industry

GRI 204: Procurement Practices 2016

Number	Disclosure	Location
204-1	Proportion of spending on local suppliers	Not Disclosed

GRI 205: Anti-corruption 2016

Number	Disclosure	Location
205-1	Operations assessed for risks related to corruption	Not Disclosed
205-2	Communication and training about anti-corruption policies and procedures	Philosophy > Corporate Behavior Charter Meiji Group Anti-Corruption Policy (PDF 390KB) Compliance > Anti-Corruption
205-3	Confirmed incidents of corruption and actions taken	Compliance > Compliance Breaches > Number of disciplinary actions taken for compliance breaches (FYE March 2025)

GRI 206: Anti-competitive Behavior 2016

Number	Disclosure	Location
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Compliance > Compliance Breaches > Number of disciplinary actions taken for compliance breaches (FYE March 2025)

GRI 207: Tax 2019

Number	Disclosure	Location
207-1	Approach to tax	Meiji Group Tax Policy (PDF 523KB) Tax Compliance
207-2	Tax governance, control, and risk management	Meiji Group Tax Policy (PDF 523KB) Tax Compliance
207-3	Stakeholder engagement and management of concerns related to tax	Meiji Group Tax Policy (PDF 523KB)
207-4	Country-by-country reporting	Tax Compliance Tax Compliance > Meiji Group's List of Tax Payment by Tax Jurisdiction (PDF 123KB)

GRI 301: Materials 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Caring for the Earth > Long-Term Environmental Vision/ Environmental Management Caring for the Earth > Circular Economy Sustainable Sourcing Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business (PDF 2,951KB)

301-1	Materials used by weight or volume	Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Material Balance (FYE 3/2025) Circular Economy > Container and Packaging Life Cycle Management > Packaging Initiatives ESG Data > Environment > Circular Economy > Raw materials used / Packaging used
301-2	Recycled input materials used	Circular Economy > Circular Economy Targets Circular Economy > Container and Packaging Life Cycle Management > Packaging Initiatives Caring for the Earth > Circular Economy > Waste/ Recycled Amount ESG Data > Environment > Circular Economy > Recycled volume / Food recycling rate for the food segment
301-3	Reclaimed products and their packaging materials	Circular Economy > Circular Economy Targets Circular Economy > Container and Packaging Life Cycle Management > Packaging Initiatives

GRI 302: Energy 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Caring for the Earth > Long-Term Environmental Vision/ Environmental Management Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Approach to climate change and TCFD initiatives /Adopted an Internal Carbon Pricing System/ Material Balance (FYE 3/2025) Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
302-1	Energy consumption within the organization	Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Approach to climate change and TCFD initiatives /Adopted an Internal Carbon Pricing System/ Material Balance (FYE 3/2025) Caring for the Earth > Climate Change > Reduce CO_2 Emissions ESG Data > Environment > Climate Change Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > Energy consumption volume
302-2	Energy consumption outside of the organization	Not Disclosed
302-3	Energy intensity	Caring for the Earth > Climate Change > Reduce CO_2 Emissions ESG Data > Environment > Climate Change > Energy Consumption Volume > Per unit of sales

302-4	Reduction of energy consumption	Caring for the Earth > Climate Change > Reduce CO_2 Emissions ESG Data > Environment > Climate Change > Energy Consumption Volume Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > Energy consumption volume
302-5	Reductions in energy requirements of products and services	Caring for the Earth > Climate Change > Reduce CO_2 Emissions

GRI 303: Water and Effluents 2018

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Caring for the Earth > Long-Term Environmental Vision/ Environmental Management Caring for the Earth > Water Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
303-1	Interactions with water as a shared resource	Long-Term Environmental Vision/ Environmental Management > Water Caring for the Earth > Water Meiji Group Procurement Policy (PDF 172KB) Meiji Group Supplier Code of Conduct (PDF 176KB) Meiji Cocoa Support > Support for Cocoa Producing Areas
303-2	Management of water discharge-related impacts	Caring for the Earth > Water > Secure Water Resources Caring for the Earth > Pollution Prevention > Preventing water pollution ESG Data > Environment > Proper Management of Chemical Substances

303-3	Water withdrawal	Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Material Balance (FYE 3/2025) Caring for the Earth > Water > Water Usage Volume Results Caring for the Earth > Water > Water Risk Survey Results ESG Data > Environment > Water > Water usage volume (by region)/ Water usage volume (by water source) Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > Water Usage Volume
303-4	Water discharge	Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Material Balance (FYE 3/2025) Caring for the Earth > Water > Water Usage Volume Results ESG Data > Environment > Water > Water drainage volume（by region）/Water draining volume (by destination) Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > Water drainage volume
303-5	Water consumption	Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Material Balance (FYE 3/2025) Caring for the Earth > Water > Water Usage Volume Results Caring for the Earth > Water > Water Risk Survey Results ESG Data > Environment > Water > Water usage volume (by region)/ Water usage volume (by water source) Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > Water Usage Volume

GRI 304: Biodiversity 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Caring for the Earth > Long-Term Environmental Vision/ Environmental Management Caring for the Earth > Biodiversity Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List > Caring for the Earth > Biodiversity Caring for the Earth > Biodiversity > Protect Local Biodiversity Caring for the Earth > Biodiversity > Avoid Forest Depletion and Deforestation Integrated Report 2025 P56 : Living in Harmony with Nature > TNFD Caring for the Earth > Biodiversity > Protect Local Biodiversity > Acquisition of the SEGES "Social and Environmental Green Evaluation System Excellent Stage 3" and "Shizen-kyousei site (Site in Harmony with Nature, OECM*)"
304-2	Significant impacts of activities, products and services on biodiversity	Caring for the Earth > Biodiversity > Protect Local Biodiversity Caring for the Earth > Climate Change > Reduce CO_2 Emissions > Promotion of calculation of the carbon footprint of product(CFP) Caring for the Earth > Biodiversity > Avoid Forest Depletion and Deforestation Integrated Report 2025 P53-57 : Living in Harmony with Nature

304-3	Habitats protected or restored	Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List > Caring for the Earth > Biodiversity (PDF 325KB) Caring for the Earth > Biodiversity Caring for the Earth > Biodiversity > Protect Local Biodiversity / Avoid Forest Depletion and Deforestation ESG Data > Environment > Biodiversity > Implementation rate of biodiversity conservation activities at manufacturing sites(Global) Integrated Report 2025 P56 : Living in Harmony with Nature > TNFD
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Caring for the Earth > Biodiversity > Protect Local Biodiversity > Evaluation Results Using IBAT Integrated Report 2025 P56 : Living in Harmony with Nature > TNFD

GRI 305: Emissions 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Caring for the Earth > Long-Term Environmental Vision/ Environmental Management Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Approach to climate change and TCFD initiatives /Adopted an Internal Carbon Pricing System/ Material Balance (FYE 3/2025) Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business

305-1	Direct (Scope 1) GHG emissions	Caring for the Earth > Climate Change > Reduce CO_2 Emissions ESG Data > Environment > Climate Change > CO_2 emissions Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > CO_2 emissions
305-2	Energy indirect (Scope 2) GHG emissions	Caring for the Earth > Climate Change > Reduce CO_2 Emissions ESG Data > Environment > Climate Change > CO_2 emissions Environmental Data FYE 3/2025 (as of August 7, 2025) (PDF 171KB) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > CO_2 emissions
305-3	Other indirect (Scope 3) GHG emissions	Caring for the Earth > Climate Change > Reduce CO_2 Emissions ESG Data > Environment > Climate Change > CO_2 emissions Environmental Data FYE 3/2025 (as of August 7, 2025) (PDF 171KB) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > CO_2 emissions
305-4	GHG emissions intensity	Caring for the Earth > Climate Change > Reduce CO_2 Emissions ESG Data > Environment > Climate Change > CO_2 emissions Environmental Data FYE 3/2025 (as of August 7, 2025) (PDF 171KB)
305-5	Reduction of GHG emissions	Caring for the Earth > Climate Change > Reduce CO_2 Emissions ESG Data > Environment > Climate Change > Energy Consumption Volume / CO_2 emissions/Percentage of electricity from renewable energy sources (excluding electricity sales) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > CO_2 emissions
305-6	Emissions of ozone-depleting substances (ODS)	Caring for the Earth > Climate Change > Eliminate Specific CFCs ESG Data > Environment > Climate Change > Reduction of CFC-using (Global) ESG Data > Environment > Proper Management of Chemical Substances Environmental Data FYE 3/2025 (as of August 7, 2025) (PDF 171KB)

305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Approach to climate change and TCFD initiatives /Adopted an Internal Carbon Pricing System/ Material Balance (FYE 3/2025) Caring for the Earth > Pollution Prevention > Preventing air pollution ESG Data > Environment > Proper Management of Chemical Substances Environmental Data FYE 3/2025 (as of August 7, 2025) (PDF 171KB)

GRI 306: Waste 2020

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Caring for the Earth > Long-Term Environmental Vision/ Environmental Management Caring for the Earth > Circular Economy Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
306-1	Waste generation and significant waste-related impacts	Long-Term Environmental Vision/ Environmental Management > The Meiji Group Long-Term Environmental Vision > Circular Economy Caring for the Earth > Circular Economy Integrated Report 2025 P90 : Financial and Non-Financial Highlights > CO_2 emissions
306-2	Management of significant waste-related impacts	Long-Term Environmental Vision/ Environmental Management > The Meiji Group Long-Term Environmental Vision > Circular Economy Caring for the Earth > Circular Economy
306-3	Waste generated	Caring for the Earth > Circular Economy > Waste/ Recycled Amount ESG Data > Environment > Circular Economy > Waste amount / Hazardous waste emissions Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P90 : Financial and Non-Financial Highlights > CO_2 emissions

306-4	Waste diverted from disposal	Caring for the Earth > Circular Economy > Waste/ Recycled Amount Caring for the Earth > Circular Economy > Reduce Environmental Impact > Reduction of Food Loss ESG Data > Environment > Circular Economy > Recycled volume / Total weight of food loss & waste recycled Environmental Data FYE 3/2025 (as of August 7, 2025)
306-5	Waste directed to disposal	Caring for the Earth > Circular Economy > Waste/ Recycled Amount ESG Data > Environment > Circular Economy > Waste amount / Hazardous waste emissions / Final Disposal Volume (Landfill) Environmental Data FYE 3/2025 (as of August 7, 2025)

GRI 308: Supplier Environmental Assessment 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO (PDF 17,874KB) Sustainable Sourcing > Supply chain management / Sustainable raw material procurement Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
308-1	New suppliers that were screened using environmental criteria	Not Disclosed
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainable Sourcing > Supply chain management / Sustainable raw material procurement ESG Data > Society > Sourcing Integrated Report 2025 P53: Living in Harmony with Nature

GRI 401: Employment 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Thriving Communities > Human Resources > Promotion of Human Capital Strategy Integrated Report 2025 P58-60 : Human Resource Strategy > Message from CHRO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
401-1	New employee hires and employee turnover	ESG Data > Society > Human Resources > Number of new employees / Voluntary employee turnover rate
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not Disclosed
401-3	Parental leave	Thriving Communities > Human Resources > Employee-Friendly Workplaces > Promoting Smart Work > Providing Flexible Work Arrangements ESG Data > Society > Employee-Friendly Workplaces > Number of employees taking childcare leave / Number of employees opting for shortened work hours for childcare / Percentage of employees returning to work after the end of childcare leave / Percentage of employees who continue working after taking childcare leave

GRI 402: Labor/Management Relations 2016

Number	Disclosure	Location
402-1	Minimum notice periods regarding operational changes	Not Disclosed

GRI 403: Occupational Health and Safety 2018

Number	Disclosure	Location
3-3	Occupational health and safety management system	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Thriving Communities > Human Resources > Employee-Friendly Workplaces Integrated Report 2025 P58-60 : Human Resource Strategy > Message from CHRO Integrated Report 2025 P65 : Human Resources Strategy > Human Resources Management > Work Styles and Working Environment Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability
403-1	Occupational health and safety management system	ESG Data > Society > Employee-Friendly Workplaces > Percentage of sites covered by ISO45001
403-2	Hazard identification, risk assessment, and incident investigation	Thriving Communities > Human Resources > Employee-Friendly Workplaces > Occupational Health and Safety
403-3	Occupational health services	Thriving Communities > Human Resources > Employee-Friendly Workplaces > Occupational Health and Safety Integrated Report 2025 P65 : Human Resources Strategy > Human Resources Management > Work Styles and Working Environment
403-4	Worker participation, consultation, and communication on occupational health and safety	Thriving Communities > Human Resources > Employee-Friendly Workplaces > Improving Employee Engagement
403-5	Worker training on occupational health and safety	Thriving Communities > Human Resources > Employee-Friendly Workplaces > Occupational Health and Safety > Workplace-specific health and safety training programs

403-6	Promotion of worker health	Thriving Communities > Human Resources > Employee-Friendly Workplaces > Promoting Health Management Integrated Report 2025 P65 : Human Resources Strategy > Human Resources Management > Work Styles and Working Environment
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Thriving Communities > Human Resources > Employee-Friendly Workplaces > Occupational Health and Safety Thriving Communities > Human Resources > Employee-Friendly Workplaces > Occupational Health and Safety > Occupational Accident Elimination Initiatives and Accidents Occurring Over Time > Preventive measures against occupational accidents that occurred in FYE March 2025
403-8	Workers covered by an occupational health and safety management system	ISO Certification > List of Certification Status of ISO14001 and ISO45001
403-9	Work-related injuries	Thriving Communities > Human Resources > Employee-Friendly Workplaces > Occupational Health and Safety > Occupational Accident Elimination Initiatives and Accidents Occurring Over Time ESG Data > Society > Employee Health Indicators
403-10	Work-related ill health	Not Disclosed

GRI 404: Training and Education 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Thriving Communities > Human Resources > Promotion of Human Capital Strategy Integrated Report 2025 P58-60 : Human Resource Strategy > Message from CHRO Integrated Report 2025 P63 : Human Resources Strategy > Human Resources Management > Human Resource Development Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business (PDF 2,951KB)
404-1	Average hours of training per year per employee	ESG Data > Society > Human Resources > Education and training hours per employee Thriving Communities > Human Resources > Human Capital Development
404-2	Programs for upgrading employee skills and transition assistance programs	Thriving Communities > Human Resources > Diversity, equity and inclusion > Rehiring Employees after Retirement Thriving Communities > Human Resources > Human Capital Development > Mechanisms to Encourage Autonomy and Challenge Integrated Report 2025 P63 : Human Resources Strategy > Human Resources Management > Human Resource Development
404-3	Percentage of employees receiving regular performance and career development reviews	Thriving Communities > Human Resources > Human Capital Development > Mechanisms to Encourage Autonomy and Challenge > Voluntary Training to Support Career Development > FYE March 2025 Training Results

GRI 405: Diversity and Equal Opportunity 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Thriving Communities > Human Resources > Promotion of Human Capital Strategy Integrated Report 2025 P58-60 : Human Resource Strategy > Message from CHRO Integrated Report 2025 P64 : Human Resources Strategy > Human Resources Management > Diversity, Equity and Inclusion (DE&I) Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
405-1	Diversity of governance bodies and employees	Thriving Communities > Human Resources > Diversity, equity and inclusion Business Management System > Corporate Governance System ESG Data > Society > Human Resources Integrated Report 2025 P80 : Corporate Governance > Composition of the Board of Directors and Audit & Supervisory Board Integrated Report 2025 P76-78 : Directors and Audit & Supervisory Board Members Securities Report (The 16th Fiscal Year) > P94-101 : Overview of corporate governance Securities Report (The 16th Fiscal Year) > P102-112 : Directors and other officers Corporate Governance Report P21 : 2 > 1. Organizational Composition and Operation
405-2	Ratio of basic salary and remuneration of women to men	ESG Data > Society > Human Resources > Gender pay gap (Ratio of female to male)

GRI 406: Non-discrimination 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Thriving Communities > Human Rights > Respect and Promote Human Rights Integrated Report 2025 P57 : Sustainability Strategy > Human Rights Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
406-1	Incidents of discrimination and corrective actions taken	Thriving Communities > Human Rights > Respect and Promote Human Rights > Implementing Human Rights Due Diligence Thriving Communities > Human Rights > Respect and Promote Human Rights > Initiatives for risk assessment, mitigation, and remedy Compliance Integrated Report 2025 P57 : Sustainability Strategy > Living in Harmony with Nature > Human Rights

GRI 407: Freedom of Association and Collective Bargaining 2016

Number	Disclosure	Location
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not Disclosed

GRI 408: Child Labor 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Thriving Communities > Human Rights > Respect and Promote Human Rights Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business (PDF 2,951KB)
408-1	Operations and suppliers at significant risk for incidents of child labor	Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Thriving Communities > Human Rights > Respect and Promote Human Rights > Implementing Human Rights Due Diligence Thriving Communities > Human Rights > Respect and Promote Human Rights > Initiatives for risk assessment, mitigation, and remedy Sustainable Sourcing > Supply chain management Meiji Cocoa Support > Efforts to Eliminate Child Labor Integrated Report 2025 P57 : Sustainability Strategy > Living in Harmony with Nature > Human Rights

GRI 409: Forced or Compulsory Labor 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Thriving Communities > Human Rights > Respect and Promote Human Rights Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business (PDF 2,951KB)
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Thriving Communities > Human Rights > Respect and Promote Human Rights > Implementing Human Rights Due Diligence Thriving Communities > Human Rights > Respect and Promote Human Rights > Initiatives for risk assessment, mitigation, and remedy Sustainable Sourcing > Supply chain management Meiji Cocoa Support > Efforts to Eliminate Child Labor Integrated Report 2025 P57 : Sustainability Strategy > Living in Harmony with Nature > Human Rights

GRI 410: Security Practices 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Thriving Communities > Human Rights > Respect and Promote Human Rights Integrated Report 2025 P57 : Sustainability Strategy > Living in Harmony with Nature > Human Rights Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
410-1	Security personnel trained in human rights policies or procedures	Thriving Communities > Human Rights > Respect and Promote Human Rights > Group Employee Training

GRI 411: Rights of Indigenous Peoples 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Thriving Communities > Human Rights > Respect and Promote Human Rights Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
411-1	Incidents of violations involving rights of indigenous peoples	Thriving Communities > Human Rights > Respect and Promote Human Rights > Implementing Human Rights Due Diligence Thriving Communities > Human Rights > Respect and Promote Human Rights > Initiatives for risk assessment, mitigation, and remedy Sustainable Sourcing > Supply chain management Integrated Report 2025 P57 : Sustainability Strategy > Living in Harmony with Nature > Human Rights

GRI 413: Local Communities 2016

Number	Disclosure	Location
413-1	Operations with local community engagement, impact assessments, and development programs	Thriving Communities > Society > Stakeholder Engagement Thriving Communities > Society > Promote Social Contribution Sustainable Sourcing > Sustainable raw material procurement > Sourcing of Raw Milk / Sourcing of Cocoa / Sourcing of Palm Oil / Sourcing of Soybean / Sourcing of Paper
413-2	Operations with significant actual and potential negative impacts on local communities	Not Disclosed

GRI 414: Supplier Social Assessment 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List Sustainable Sourcing > Supply chain management Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business
414-1	New suppliers that were screened using social criteria	Not Disclosed
414-2	Negative social impacts in the supply chain and actions taken	Sustainable Sourcing > Supply chain management ESG Data > Society > Sourcing Integrated Report 2025 P57 : Sustainability Strategy > Living in Harmony with Nature > Human Rights

GRI 415: Public Policy 2016

Number	Disclosure	Location
415-1	Political contributions	Not Disclosed

GRI 416: Customer Health and Safety 2016

Number	Disclosure	Location
416-1	Assessment of the health and safety impacts of product and service categories	Healthier Lives > Quality and Safety Governance > Risk Management
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Healthier Lives > Quality and Safety Governance > Risk Management

GRI 417: Marketing and Labeling 2016

Number	Disclosure	Location
3-3	Management of material topics	Sustainability 2026 Vision > Meiji Group 2026 Medium-Term Management Plan > Response to Materiality > Sustainability Activities for Materiality Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List (PDF 325KB) Healthier Lives > Quality and Safety > Food Safety and Quality Assurance / Pharmaceutical Reliability Assurance Integrated Report 2025 P49-52 : Sustainability Strategy > Message from CSO Securities Report (The 16th Fiscal Year) > P21-56 : Views and Initiatives on Sustainability The 2026 Medium-term Business Plan > P8-22 : 2. The Fusion of Sustainability and Business

417-1	Requirements for product and service information and labeling	Healthier Lives > Quality and Safety Healthier Lives > Health and Nutrition > Contribute to Healthy Diets > Product Package Labeling Thriving Communities > Society > Stakeholder Engagement > Communicate with Our Customers Meiji Group Food Nutrition Labeling Policy (PDF 386KB) Meiji Group Marketing Communication to Children Policy (PDF 389KB) Meiji Group Policy for the Marketing of Breast-milk Substitutes (PDF 639KB)
417-2	Incidents of non-compliance concerning product and service information and labeling	Not Disclosed
417-3	Incidents of non-compliance concerning marketing communications	Not Disclosed

GRI 418: Customer Privacy 2016

Number	Disclosure	Location
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not Disclosed

SASB (Sustainability Accounting Standard Board)

Last Updated: December 26, 2025

The Sustainability Accounting Standards Board (SASB) is an independent, standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. This table below references the Standard for the Processed Foods industry as defined by SASB's Sustainable Industry Classification System (SICS) and identifies where Meiji Holdings addresses each topic.

Sustainability disclosure topics and accounting metrics

Topic	Accounting Metric	SASB Code	Location
Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	FB-PF-130a.1	Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List > Climate Change > Utilization of renewable energy (PDF 325KB) Caring for the Earth > Climate Change > Reduce CO2 Emissions > Energy Usage/CO2 Emissions Caring for the Earth > Climate Change > Promotion of Renewable Energy ESG Data > Environment > Climate Change > Energy consumption volume Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P89-91 : Financial and Non-Financial Highlights > Non-Financial Information > Energy consumption volume Securities Report (The 16th Fiscal Year) > P26-33 : Views and Initiatives on Sustainability > (4) Indicators and targets of the 2026 Medium-Term Business Plan

Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	FB-PF-140a.1	Caring for the Earth > Water > Water Usage Volume Results > Water Usage Volume Caring for the Earth > Water > Water Risk Survey Results > Survey Results Based on Aqueduct ESG Data > Environment > Water > Water drainage volume (by region) / Water draining volume (by destination) Environmental Data FYE 3/2025 (as of August 7, 2025) Integrated Report 2025 P89-91 : Financial and Non-Financial Highlights > Non-Financial Information > Water usage volume
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	FB-PF-140a.2	Long-Term Environmental Vision/ Environmental Management > Environmental Management > Number of environmental accidents and regulation violations Caring for the Earth > Water > Secure Water Resources > Initiatives on Water Quality > Quality Management of Discharged Water ESG Data > Environment > Environmental management
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-PF-140a.3	Caring for the Earth > Water

Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rates and (2) associated corrective action rates for (a) major and (b) minor non-conformances	FB-PF-250a.1	Not disclosed
	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognised food safety certification programme	FB-PF-250a.2	Not disclosed
	(1) Total number of notices of food safety violation received, (2) percentage corrected	FB-PF-250a.3	Not disclosed
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-PF-250a.4	Not disclosed
Health & Nutrition	Revenue from products labelled or marketed to promote health and nutrition attributes	FB-PF-260a.1	ESG Data > Society > Customers Healthier Lives > Health and Nutrition > Health- and Nutrition-Related Targets
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-PF-260a.2	Healthier Lives > Health and Nutrition
Product Labeling & Marketing	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	FB-PF-270a.1	Not disclosed
	Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	FB-PF-270a.2	Not disclosed
	Number of incidents of non-compliance with industry or regulatory labelling or marketing codes	FB-PF-270a.3	Not disclosed
	Total amount of monetary losses as a result of legal proceedings associated with labelling or marketing practices	FB-PF-270a.4	Not disclosed

Packaging Lifecycle Management	(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable	FB-PF-410a.1	Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List > Circular economy ESG Data > Environment > Circular Economy Caring for the Earth > Circular Economy > Circular Economy Targets Circular Economy > Container and Packaging Life Cycle Management > Packaging Initiatives Caring for the Earth > Circular Economy > Container and Packaging Life Cycle Management > Packaging Initiatives > Use of containers and packaging and recycling implementation fee payments for household products
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	FB-PF-410a.2	Caring for the Earth > Circular Economy > Circular Economy Targets Caring for the Earth > Circular Economy > Container and Packaging Life Cycle Management
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental or social standards, and percentages by standard	FB-PF-430a.1	Sustainable Sourcing ESG Data > Society > Sourcing
	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor nonconformances	FB-PF-430a.2	Sustainable Sourcing > Supply chain management > Promoting Supplier Management
Ingredient Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	FB-PF-440a.1	Biodiversity > Protect Local Biodiversity > Impact of Water Risks on Yields of Main Raw Materials
	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	FB-PF-440a.2	Sustainable Sourcing > Supply chain management / Sustainable raw material procurement Meiji Cocoa Suport Make Sastainable Dairy Industry

Activity metric

Activity Metric	Code	Location
Weight of products sold	FB-PF-000.A	Caring for the Earth > Long-Term Environmental Vision/ Environmental Management > Material Balance (FYE 3/2025)
Number of production facilities	FB-PF-000.B	Securities Report (The 16th Fiscal Year) > P81-84 : Major facilities

UN Global Compact

UN Global Compact Principles		Location
Human Rights	Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	Human Rights
	Principle 2 Businesses should make sure that they are not complicit in human rights abuses.	
Labour	Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Rights Human Resources Sustainable Sourcing
	Principle 4 Businesses should support the elimination of all forms of forced and compulsory labour.	
	Principle 5 Businesses should support the effective abolition of child labour.	
	Principle 6 Businesses should support the elimination of discrimination in respect of employment and occupation.	
Environment	Principle 7 Businesses should support a precautionary approach to environmental challenges.	Sustainability 2026 Vision Climate Change Circular Economy Water Biodiversity
	Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility.	
	Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.	
Anti-Corruption	Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	Compliance

Sustainable Development Goals (SDGs)

Goal	Description	Location
	Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Health and Nutrition
	Goal 3 Ensure healthy lives and promote well-being for all at all ages	Health and Nutrition Quality and Safety
	Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Health and Nutrition
	Goal 5 Achieve gender equality and empower all women and girls	Human Resources
	Goal 6 Ensure availability and sustainable management of water and sanitation for all	Water Biodiversity
	Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all	Climate Change
	Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Human Resources Human Rights Sustainable Sourcing
	Goal 10 Reduce inequality within and among countries	Human Resources Human Rights
	Goal 12 Ensure sustainable consumption and production patterns	Quality and Safety Circular Economy Sustainable Sourcing
	Goal 13 Take urgent action to combat climate change and its impacts	Climate Change
	Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Water
	Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Biodiversity Sustainable Sourcing
	Goal 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development	Society Sustainable Sourcing Collaboration

Health and Nutrition

SUSTAINABILITY 2026 VISION

HEALTH & NUTRITION

Climate Change

SUSTAINABILITY 2026 VISION

CLIMATE CHANGE

Water Resources

SUSTAINABILITY 2026 VISION

WATER

Plastic Resource Circulation

SUSTAINABILITY 2026 VISION

CIRCULAR ECONOMY

Food Loss

CIRCULAR ECONOMY

Human Rights

SUSTAINABILITY 2026 VISION
SOCIETY
SUSTAINABLE SOURCING
INNOVATION

Diversity

SUSTAINABILITY 2026 VISION
HUMAN RESOURCES

Supply Chain Management

SUSTAINABILITY 2026 VISION
SUSTAINABLE SOURCING
QUALITY AND SAFETY
SUSTAINABILITY VIDEO

Environment

Environmental Management								
			Unit	FYE 3/2025				
Third-party certification	ISO14001	Japan	-	Certified at 29 factories、1 laboratories, and 12 group companies				
		Overseas	-	Certified at 4 group companies				
	Percentage of sites covered by ISO14001[*1]	Global	%	80.0				
			Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Number of violations of environmental laws and regulations		Global	Incidents	0	0	0	0	0
Number of fines for violations of environmental laws			Incidents	0	0	0	0	0
Number of major environmental accidents			Incidents	2	1	0	1	0

More about related initiatives

Circular Economy								
			Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Raw materials used	Total[*2]	Global	ten thousand tons	173.0	176.2	160.8	267.2	266.9
	Raw milk		ten thousand tons	-	134.6	128.3	122.4	122.6
	Wheat & starches		ten thousand tons	-	12.6	4.7	5.6	5.6
	Sugars		ten thousand tons	-	10.0	10.1	50.0	48.6
	Milk-derived raw materials		ten thousand tons	-	4.6	5.8	5.0	5.1
	Feed		ten thousand tons	-	-	-	62.1	63.0
	Others		ten thousand tons	-	14.3	12.0	22.1	21.9
Packaging used	Total	Global	ten thousand tons	-	18.1	17.9	16.5	17.5
	Paper		ten thousand tons	-	6.1	5.7	5.5	5.6
	Cardboard		ten thousand tons	-	6.4	6.5	6.1	6.2
	Plastic, PET bottles		ten thousand tons	-	4.1	4.1	3.6	3.9
	Steel		ten thousand tons	-	0.7	0.7	0.8	0.4
	Aluminium		ten thousand tons	-	0.1	0.1	0.1	0.1
	Glass, Glass bottles		ten thousand tons	-	0.6	0.7	0.4	0.4
Waste amount[*3]	Japan		ten thousand tons	2.6	2.4	2.4	2.2	1.6
	Per unit of sales (Japan)		tons/hundred million yen	2.4	2.2	2.5	2.3	1.6
	Global[*4]		ten thousand tons	3.0	2.8	2.7	2.7	2.3
	Per unit of sales (Global)		tons/hundred million yen	2.5	2.3	2.5	2.4	2.0
Hazardous waste emissions			ten thousand tons	0.2	0.1	0.1	0.1	0.2
Recycled volume[*3]			ten thousand tons	2.0	2.0	2.0	1.9	1.4
Recycling rate			%	-	80.5	86.2	88.2	85.5
Final disposal volume (Landfill)			ten thousand tons	0.1	0.1	0.1	0.1	0.1
Reduction of food product waste [*11]			%	△29.3	△34.1	△31.5	△26.8	△25.0
Total weight of all food loss & waste[*11]			ten thousand tons	-	-	-	2.5	2.0
Total weight of food loss & waste recycled[*11]			ten thousand tons	-	-	-	2.4	1.9

Environment

Circular Economy

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Total weight of food loss[*11]		t	-	-	-	978	689
	Per unit of sales	tons/hundred million yen	-	-	-	0.12	0.08
Food recycling rate for the food segment		%	-	-	-	96.0	96.5
Rate of reduction for plastic use (total volume)[*11]		%	△11.7	△16.0	△18.3	△22.1	TBC
Rate of reduction for virgin plastic use[*11]		%	-	-	-	-	TBC
Percentage of recycled PET used[*11]		%	-	-	-	-	TBC

More about related initiatives

Water

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Water usage volume[*17] (by region)	Global[*4]	thousand ㎥	22,571	21,255	20,623	20,885	18,854
	Per unit of sales (Global)	m³/hundred thousand yen	1.89	1.78	1.94	1.89	1.63
	Japan	thousand ㎥	21,189	19,808	19,516	19,468	17,254
	Per unit of sales (Japan)	m³/hundred thousand yen	1.92	1.83	2.07	2.00	1.72
	China[*5]	thousand ㎥	845	879	509	811	1,030
	Asia (excluding China)[*6]	thousand ㎥	479	497	542	546	516
	North America & Europe[*7]	thousand ㎥	58	71	57	59	53
Water usage volume*[17] (by water source)	Total fresh water	thousand ㎥	22,571	21,255	20,623	20,885	18,854
		%	100.0	100.0	100.0	100.0	100.0
	Tap water	thousand ㎥	2,391	2,259	1,845	2,043	1,855
		%	10.9	10.6	9.0	9.8	9.8
	Water for industrial use	thousand ㎥	4,888	4,680	4,505	4,298	4,200
		%	22.3	22.0	21.8	20.6	22.3
	Rivers, lakes, and marshes	thousand ㎥	0	0	0	0	0
		%	0.0	0.0	0.0	0.0	0.0
	Ground water	thousand ㎥	15,289	14,313	14,270	14,542	12,793
		%	66.7	67.3	69.2	69.6	67.9
	Rainwater	thousand ㎥	3	3	3	3	6
		%	0.0	0.0	0.0	0.0	0.0
Water drainage volume (by region)	Global[*4]	thousand ㎥	18,226	17,397	17,412	19,388	17,759
	Japan	thousand ㎥	17,248	16,450	16,732	18,358	16,525
	China[*5]	thousand ㎥	761	739	441	758	949
	Asia (excluding China)[*6]	thousand ㎥	162	178	208	241	249
	North America & Europe[*7]	thousand ㎥	54	31	30	31	35

Environment

Water

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Water draining volume (by destination)	Total	thousand ㎥	18,226	17,397	17,404	19,388	17,759
		%	100.0	100.0	100.0	100.0	100.0
	Sewerage	thousand ㎥	8,156	7,979	7,479	7,319	6,871
		%	44.7	45.9	43.0	37.8	38.7
	Discharge into rivers	thousand ㎥	9,991	9,324	9,845	11,972	10,798
		%	54.8	53.6	56.6	61.7	60.8
	Discharge into ocean	thousand ㎥	0	0	0	0	0
		%	0.0	0.0	0.0	0.0	0.0
	Discharge into ground water (including irrigation)	thousand ㎥	78	94	80	93	91
		%	0.4	0.5	0.5	0.5	0.5
Water used as raw material for products [*18]		thousand ㎥	-	3,858	3,212	1,497	1,095
Water source recharge volume		thousand ㎥	-	934	1,326	1,661	2,083
Water source recharge rate [*19]		%	-	24.2	41.3	111.0 [*20]	190.3

More about related initiatives

Biodiversity

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Implementation rate of biodiversity conservation activities at manufacturing sites (Global [*4])		%	38.8 [*8]	61.9 [*8]	77.1 [*8]	100	98.1
	Japan	%	36.2 [*8]	67.4 [*8]	81.4 [*8]	100	100
	Overseas	%	45.0 [*8]	50.0 [*8]	66.7 [*8]	100	92.3

More about related initiatives

Climate Change

			Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2024
Energy consumption volume (Global [*4])			TJ	11,439	11,095	11,020	10,075	10,021
		Per unit of sales	TJ/hundred million yen	1.0	0.9	1.0	0.9	0.9
Energy consumption volume (Japan)			oil:10,000 kL	24.8	24.0	23.5	21.5	20.5
			TJ	9,766	9,424	9,236	8,315	7,956
		Per unit of sales	TJ/hundred million yen	0.9	0.9	1.0	0.9	0.8
Energy consumption volume (Global [*4])		Electricity consumption volume	MWh	631,404	772,659	760,199	757,827	774,189
CO_2 emissions	Global [*4]	Scope1	ten thousand tons of CO_2	23.9	24.5	22.9	20.9	20.0
		Scope2	ten thousand tons of CO_2	32.4	29.1	28.5	26.3	26.1
		Per unit of sales	t-CO_2/hundred million yen	47.2	44.8	48.4	42.7	40.0
	Japan	Scope 1	ten thousand tons of CO_2	21.5	22.1	20.5	18.4	17.3
		Scope 2 [*4]	ten thousand tons of CO_2	25.4	21.6	21.9	18.8	17.7
		Per unit of sales [*10]	t-CO_2/hundred million yen	42.4	40.3	45.0	38.2	34.9
	China [*5]	Scope 1	ten thousand tons of CO_2	0.3	0.3	0.2	0.4	0.6
		Scope 2	ten thousand tons of CO_2	2.6	2.7	1.8	2.3	3.3
	Asia (excluding China) [*6]	Scope 1	ten thousand tons of CO_2	1.0	1.0	1.1	1.1	1.1
		Scope 2	ten thousand tons of CO_2	3.6	3.9	4.1	4.5	4.7
	North America & Europe [*7]	Scope 1	ten thousand tons of CO_2	1.1	1.1	1.0	1.0	1.1
		Scope 2	ten thousand tons of CO_2	0.8	0.8	0.7	0.7	0.5

Climate Change

			Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2024
CO_2 emissions	Japan	Scope 3 total	ten thousand tons of CO_2	294.8	302.7	348.4	420.5	415.3
		Category 1 Purchased goods and services	ten thousand tons of CO_2	225.9	228.4	279.2	349.2	343.0
		Category 2 Capital goods	ten thousand tons of CO_2	21.3	29.2	22.6	16.8	17.8
		Category 3 Fuel- and energy-related activities (not included in Scope 1 and 2)	ten thousand tons of CO_2	2.1	1.9	8.7	7.8	7.1
		Category 4 Upstream transportation and distribution	ten thousand tons of CO_2	24.3	23.7	21.9	20.5	20.4
		Category 5 Waste generated in operations	ten thousand tons of CO_2	1.1	0.8	0.8	0.8	0.8
		Category 6 Business travel	ten thousand tons of CO_2	0.2	0.2	0.1	0.2	0.1
		Category 7 Employee commuting	ten thousand tons of CO_2	0.4	0.4	0.4	0.4	0.5
		Category 8 Upstream leased assets	ten thousand tons of CO_2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
		Category 9 Downstream transportation and distribution	ten thousand tons of CO_2	15.6	14.7	11.2	21.7	22.4
		Category 10 Processing of sold products	ten thousand tons of CO_2	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts
		Category 11 Use of sold products	ten thousand tons of CO_2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
		Category 12 End-of-life treatment of sold products	ten thousand tons of CO_2	3.9	3.6	3.3	3.1	3.2
		Category 13 Downstream leased assets	ten thousand tons of CO_2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
		Category 14 Franchises	ten thousand tons of CO_2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
		Category 15 Investments	ten thousand tons of CO_2	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts
	Global[*4]	Scope 3 total	ten thousand tons of CO_2	313.5	322.7	390.5	466.5	464.2
		Category 1 Purchased goods and services	ten thousand tons of CO2	241.0	244.2	316.6	390.3	386.2
		Category 2 Capital goods	ten thousand tons of CO2	21.3	29.2	22.6	16.8	17.8
		Category 3 Fuel- and energy-related activities (not included in Scope 1 and 2)	ten thousand tons of CO2	2.5	2.3	10.3	9.4	8.9
		Category 4 Upstream transportation and distribution	ten thousand tons of CO2	25.4	24.8	23.0	21.6	21.7
		Category 5 Waste generated in operations	ten thousand tons of CO2	1.2	1.0	1.0	1.0	1.2
		Category 6 Business travel	ten thousand tons of CO2	0.2	0.2	0.2	0.2	0.2
		Category 7 Employee commuting	ten thousand tons of CO2	0.6	0.6	0.6	0.6	0.7
		Category 8 Upstream leased assets	ten thousand tons of CO2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
		Category 9 Downstream transportation and distribution	ten thousand tons of CO2	16.7	16.1	12.3	22.8	23.5
		Category 10 Processing of sold products	ten thousand tons of CO2	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts
		Category 11 Use of sold products	ten thousand tons of CO2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
		Category 12 End-of-life treatment of sold products	ten thousand tons of CO2	4.5	4.2	3.9	3.7	3.9
		Category 13 Downstream leased assets	ten thousand tons of CO2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
		Category 14 Franchises	ten thousand tons of CO2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
		Category 15 Investments	ten thousand tons of CO2	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts	Excluded due to trace amounts

Environment

Climate Change

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Reduction of CFC-using (Global[*4*21])		%	Base year	△44.8	△52.5	△62.7	△65.8
	Japan	%	Base year	△43.8	△50.2	△61.9	△63.1
	Overseas	%	Base year	△47.8	△59.8	△65.2	△74.7
Use of eco-friendly car[*10]		number	660	772	821	1,090	1,271
Percentage of electricity from renewable energy sources (excluding electricity sales)	Global[*4]	%	-	5.3	9.5	17.4	24.2

More about related initiatives

Proper Management of Chemical Substances[*15]

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
PRTR emissions (Japan)	(13) Acetonitrile	t	0.2	0.0	0.0	-	0.0
	(127) Chloroform	t	1.6	-	-	-	-
	(186) Methylene chloride	t	7.2	9.1	1.2	0.8	-
	(232) N,N-Dimethylformamide	t	0.0	0.1	1.7	1.5	8.7
	(438) Methylnaphthalene	t	0.8	0.8	1.0	0.9	1.2
	Total emissions	t	9.8	10.0	3.9	3.2	9.9
	(243) Dioxins	mg-TEQ	0.2	0.3	0.4	0.1	0.2
PRTR transfer volume (Japan)	(13) Acetonitrile	t	3.6	2.2	2.1	-	1.2
	(127) Chloroform	t	29.8	-	-	-	-
	(186) Methylene chloride	t	25.0	29.2	8.3	10.4	-
	(232) N,N-Dimethylformamide	t	336.2	32.8	122.0	395.9	462.9
	(438) Methylnaphthalene	t	0.0	0.0	0.0	0.0	0.0
	Total transfer volume	t	394.6	64.2	132.4	406.3	464.1
	(243) Dioxins	mg-TEQ	0.6	1.1	1.3	0.5	0.5
BOD emissions[*16] (Global[*4])		t	-	18.0	15.4	100.4	87.7
COD emissions[*16]	Japan (CODmn)	t	-	36.0	32.3	58.3	93.5
	Overseas (CODcr)	t	-	-	2.3	2.6	2.3
NOx emissions[*22]		t	140.5	164.3	157.3	162.2	242.5
SOx emissions[*22]		t	66.1	95.9	97.1	90.0	80.9
VOC (atmospheric emissions)		t	561.7	101.9	118.3	147.7	112.2

More about related initiatives

Method for calculating environmental data

●Circular Economy

	Calculation method	Scope of data collection
Waste amount	Japan Calculated based on waste manifest in accordance with the "Act on Waste Management and Public Cleaning (Waste Management Act)" Overseas Calculated based on waste manifes using methods on the basis of the "Waste Management Act"	Japan All production-related sites of Meiji Group[*11] All production-related sites of Meiji Seika Pharma Co., Ltd. Group[*12] All production-related sites of KM Biologics Co., Ltd. Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2024, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.

●Water

	Calculation method	Scope of data collection
Water usage volume	Aggregated based on water inatake volume Tap water: Aggregated based on invoices Water for industrial use: Aggregated based on invoices Rivers, lakes, and marshes: Aggregated based on on-site measuring instruments Ground water: Aggregated based on on-site measuring instruments Rainwater: Aggregated based on on-site measuring instruments	Japan Meiji Holdings Co., Ltd. Meiji Group[*11] Meiji Seika Pharma Co., Ltd. Group*[12] KM Biologics Co., Ltd. Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.
Water drainage volume	Sewerage: Aggregated based on on-site measuring instruments Discharge into rivers: Aggregated based on on-site measuring instruments Discharge into ocean: Aggregated based on on-site measuring instruments Discharge into ground water (including irrigation): Aggregated based on on-site measuring instruments	Japan Meiji Holdings Co., Ltd. Meiji Group[*11] Meiji Seika Pharma Co., Ltd. Group[*12] KM Biologics Co., Ltd. Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.

●Climate Change

【Calculation Method of Energy Consumption】

	Calculation method	Scope of data collection
Energy Consumption	Japan and Overseas ＜Electricity＞ ・Electricity consumption = Aggregated values from electricity utility bills and related documents ・Use of renewable energy-derived electricity: Volume of electricity procured from renewable energy sources ・Green Power Certificates, etc.: Volume of certificates purchased from electricity utilities ・On-site solar power generation (self-generated electricity): Aggregated based on measurements from on-site meters ＜Fuels (gas fuels and oil fuels)＞ Fuel consumption (gas and oil) = Volume of fuel purchased [m³ or L] × Calorific value conversion factor [MJ/m³ or MJ/L] × Energy conversion factor [GWh/MJ] Gas fuels:primarily city gas Oil fuels: primarily diesel oil, kerosene, gasoline, and heavy fuel oil ＜District Heating and Cooling (DHC)＞ DHC consumption = Aggregated values from DHC provider invoices [MJ] × Energy conversion factor [GWh/MJ] ＜Conversion to heat energy＞ Heat energy [TJ]=Standard electricity unit [thousand kWh] × 8.64 / 1000 Reference ・Act on Rationalizing Energy use and Shifting to Non-fossil Energy (Energy Conservation Act) ・Act on Special Measures Concerning Procurement of Renewable Electric Energy by Operators of Electric Utilities	Japan Meiji Holdings Co., Ltd. Meiji Co., Ltd. Group[*11] Meiji Seika Pharma Co., Ltd. Group[*12] KM Biologics Co., Ltd. Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.

【Calculation Method of CO_2 Emissions Scope 1 and 2】

	Calculation method	Scope of data collection
Scope1	Japan and Overseas Greenhouse Gas (GHG) Emissions = Energy Consumption × GHG Emission Factor Note: The emission factors used for both Japan and Overseas calculations are based on the "Act on Promotion of Global Warming Countermeasures" Reference ・Energy Conservation Act ・Act on Promotion of Global Warming Countermeasures ・The Greenhouse Gas Protocol-A Corporate Accounting and Reporting Standard (GHG Protocol Corporate Standard)	Japan Meiji Holdings Co., Ltd. Meiji Co., Ltd. Group[*11] Meiji Seika Pharma Co., Ltd. Group[*12] KM Biologics Co., Ltd. Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.
	Calculation method	Scope of data collection
Scope2	Japan Greenhouse Gas (GHG) Emissions = Energy Consumption × GHG Emission Factor Note: Emission calculations are based on the "Act on Promotion of Global Warming Countermeasures" and use adjusted emission factors provided by electricity suppliers, gas suppliers and heat suppliers. (basic emission factors were used up to FY2021). Overseas Greenhouse Gas (GHG) Emissions = Energy Consumption × GHG Emission Factor Note: Emission factors are based on the IEA's "Emissions from Fuel Combustion" dataset. Reference ・Act on Rationalizing Energy use and Shifting to Non-fossil Energy (Energy Conservation Act) ・Act on Promotion of Global Warming Countermeasures ・IEA Emissions from Fuel Combustion ・GHG Protocol Corporate Standard	Japan Meiji Holdings Co., Ltd. Meiji Co., Ltd. Group[*11] Meiji Seika Pharma Co., Ltd. Group[*12] KM Biologics Co., Ltd. Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.

【Calculation Method for Scope 3】

Category	Calculation method	Scope of data collection
1. Purchased goods and services	Before the FYE 3/2022 results Data used: Purchase price of raw materials, etc. (millions yen) Calculation method: CO2 emissions from Purchased goods and services = Purchase price of raw materials, etc. × emission intensity per raw material, etc. From the FYE 3/2023 results onward Data used: Purchase weight of raw materials, etc. (t) Calculation method: CO2 emissions from Purchased goods and services = Purchase weight of raw materials, etc.× emission intensity per raw material, etc. Reference ・the inter-industry table of the Ministry of the Environment DB*13 ・IDEA（Inventory Database for Environmental Analysis） ・GHG Protocol Scope3 Guidance ・Calculated by multiplying the purchase weight of major raw materials and packaging materials (paper, plastic, cardboard, steel, aluminum, glass) related to the food and pharmaceutical businesses by the IDEA emission intensity (For "pharmaceutical active ingredients, raw powders, raw liquids" among major raw materials, since there is no weight intensity, it is calculated by multiplying the purchase price by the IDEA emission intensity.) ・From FYE 3/2023, the calculation method has been changed from the Ministry of the Environment DB*13 based on purchase price to IDEA based on purchase weight (for "pharmaceutical active ingredients, raw powders, raw liquids" for which there is no emission intensity for weight, the emission	Scope： Japan All production-related sites of Meiji Group*11 All production-related sites of Meiji Seika Pharma Co., Ltd. Group*12 All production-related sites of KM Biologics Co., Ltd. Meiji Food Materia Co., Ltd. and Meiji Feed Co., Ltd. added from FYE 3/2024 Contract manufactured products and purchased products added from FYE 3/2025 Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.
2. Capital goods	Data used: Capital investment price (millions yen) Calculation method: CO2 emissions from Capital goods = Capital investment price (millions yen) × emission intensity of capital goods Reference ・Emission intensity per price of capital goods in the Ministry of the Environment DB*13 ・GHG Protocol Scope3 Guidance	Scope： Meiji Group*14

Category	Calculation method	Scope of data collection
3. Fuel- and energy-related activities (not included in Scope 1 and 2)	Data used: Each energy consumption volume (electricity, steam, fuel) Calculation method: CO_2 emissions from Fuel- and energy-related activities (not included in Scope 1 and 2) = Energy consumption of purchased amount × emission intensity per energy type usage Reference ・Emission intensity per electricity and heat usage volume in the Ministry of the Environment DB[*13] ・Emission intensity per fuel usage in IDEA ・GHG Protocol Scope3 Guidance	Scope： Japan Meiji Group[*14] Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.
4. Upstream transportation and distribution	Data used: Purchase weight of raw materials (tons) Calculation method: CO_2 emissions from Upstream transportation and distribution = ①Purchase weight of raw materials × factor obtained from the transportation scenario (travel distance: 500km, 10-ton truck with a loading ratio of 60%) ②CO_2 emissions from Meiji Co.'s logistics (specific consignors) Calculated by adding ① and ② Reference ・Emission intensity related to "transportation" in the calculation, reporting, and public disclosure system under the Global Warming Countermeasures Act of the Ministry of the Environment DB[*13] ・GHG Protocol Scope3 Guidance	Scope： Japan All production-related sites of Meiji Group[*11] All production-related sites of Meiji Seika Pharma Co., Ltd. Group[*12] All production-related sites of KM Biologics Co., Ltd. Meiji Food Materia Co., Ltd. and Meiji Feed Co., Ltd. added from FYE 3/2024 Contract manufactured products and purchased products added from FYE 3/2025 Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.
5. Waste generated in operations	Data used: Weight of industrial waste by type (tons) Calculation method: CO_2 emissions from Waste generated in operations = Weight of industrial waste by type × emission factor per type of industrial waste Reference ・Emission intensity per type of industrial waste in the Ministry of the Environment DB[*13] ・GHG Protocol Scope3 Guidance	Scope： Japan All production-related sites of Meiji Group[*11] All production-related sites of Meiji Seika Pharma Co., Ltd. Group[*12] All production-related sites of KM Biologics Co., Ltd. Meiji Food Materia Co., Ltd. and Meiji Feed Co., Ltd. added from FYE 3/2024 Contract manufactured products and purchased products added from FYE 3/2025 Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.

Category	Calculation method	Scope of data collection
6. Business travel	Data used: Number of Meiji Group employees Calculation method: CO_2 emissions from Business travel = Number of Meiji Group employees × emission intensity per employee Reference ・Emission intensity per number of employees & working days in the Ministry of the Environment DB[*13] ・GHG Protocol Scope3 Guidance	Scope： Japan Meiji Group[*14] Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2024, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year
7. Employee commuting	Data used: Number of Meiji Group employees, annual working days Calculation method: Number of Meiji Group employees × annual working days × emission intensity per working day Reference ・Emission intensity related to “transportation” in the calculation, reporting, and public disclosure system under the Global Warming Countermeasures Act of the Ministry of the Environment DB[*13] ・GHG Protocol Scope3 Guidance	Scope： Japan Meiji Group[*14] Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year
8. Upstream leased assets	Not applicable (Included in Scope 1 and 2)	-
9. Downstream transportation and distribution	Data used: Total product sales volume (tons) Calculation method: CO_2 emissions from Downstream transportation and distribution = Total product sales volume (tons) × intensity obtained from the transportation scenario (using 10-ton truck with a 10% load rate) Reference ・Emission intensity related to “transportation” in the calculation, reporting, and public disclosure system under the Global Warming Countermeasures Act of the Ministry of the Environment DB[*13] ・GHG Protocol Scope3 Guidance	Scope： Japan All production-related sites of Meiji Group[*11] All production-related sites of Meiji Seika Pharma Co., Ltd. Group[*12] All production-related sites of KM Biologics Co., Ltd. Meiji Food Materia Co., Ltd. and Meiji Feed Co., Ltd. added from FYE 3/2024 Contract manufactured products and purchased products added from FYE 3/2025 Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.
10. Processing of sold products	Excluded (due to trace amounts)	-
11. Use of sold products	Not applicable	-

Category	Calculation method	Scope of data collection
12. End-of-life treatment of sold products	Data used: Weight of packaging material for sold products (tons) Calculation method: Weight of packaging material for sold products (tons) × intensity factor per type of waste Reference ・Emission intensity per type of waste in the Ministry of the Environment DB[*13] ・GHG Protocol Scope3 Guidance	Scope： Japan All production-related sites of Meiji Group[*11] All production-related sites of Meiji Seika Pharma Co., Ltd. Group[*12] All production-related sites of KM Biologics Co., Ltd. Global In addition to the above, overseas production companies 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024) in China, 7 companies (5 companies in FYE 3/2024) in Asia (excluding China), 3 companies (4 companies until FYE 3/2022) in North America & Europe Until the FYE 3/2024, the performance of overseas production companies was aggregated based on the calendar year, from January to December. Starting from the FYE 3/2025, performance will be aggregated on a fiscal year basis, covering the period from April to March of the following year.
13. Downstream leased assets	Not applicable	-
14. Franchises	Not applicable	-
15. Investments	Excluded (due to trace amounts)	-

Unless otherwise noted, data related to the "environment" refers to the domestic Meiji Group (consolidated and equity-method affiliates).
The unit factors for FYE 3/2022 results and earlier are calculated from consolidated sales before applying the "Accounting Standard for Revenue Recognition."
The unit factors for FYE 3/2023 and beyond are calculated from consolidated sales after applying the "Accounting Standard for Revenue Recognition."
Until the fiscal year 2023, the performance of overseas group companies was aggregated based on the calendar year, from January to
Starting from the fiscal year 2024, performance will be aggregated on a fiscal year basis, covering the period from April to March of the

*1 ISO 14001 certification rate applies to production sites.
*2 Applies to domestic Meiji Group only until FYE 3/2021 (consolidated and equity-method affiliates).
*3 Only applies to industrial waste generated from production-related sites.
*4 Meiji Group (domestic Meiji Group and 15 overseas production companies [14 companies in FYE 3/2021, 15 companies in FYE 3/2022, 14 companies in FYE 3/2023, 15 companies in FYE 3/2024]).
*5 Data aggregated from 5 companies (5 companies in FYE 3/2021, 6 companies from FYE 3/2022 to FYE 3/2024).
*6 Data aggregated from 7 companies (5 companies in FYE 3/2024).
*7 Data aggregated from 3 companies (4 companies until FYE 3/2022).
*8 Due to the prevention of the spread of COVID-19, activities were suspended, and the activities of the participating local governments were also suspended, resulting in a low implementation rate.
*9 Japan's CO_2 emission intensity (Scope 1 and 2).
*10 Sum of non-consolidated totals for Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd., and KM Biologics Co., Ltd.
*11 Meiji Co., Ltd. and its affiliated domestic group companies.
*12 Meiji Seika Pharma Co., Ltd. and its affiliated domestic group companies.
*13 Ministry of the Environment's "Database of Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver3.4)."
*14 Meiji Holdings Co., Ltd., Meiji Co., Ltd. and its affiliated domestic group companies, Meiji Seika Pharma Co., Ltd. and its affiliated domestic group companies, KM Biologics Co., Ltd.,.
*15 In the table, "-" indicates that the annual handling amount was less than 1 ton as defined by the PRTR Law.
*16 The aggregation scope includes wastewater discharged into public water bodies.
The aggregation scope of BOD and COD from FYE 3/2023 includes the Meiji Group overseas (domestic Meiji Group only until FYE 3/2022).
Japan's COD emissions are measured using potassium permanganate as an oxidizing agent.
Overseas COD emission volume is measured using potassium dichromate as an oxidizing agent.
In FYE 3/2024, both BOD and COD emissions significantly increased because data was obtained from all sites subject to aggregation.
*17 Aggregated based on water inatake volume.
*18 Water usage (intake) volume − Water drainage volume
*19 Water source recharge rate for Water used as raw material for products
*20 The water source recharge rate increased significantly due to both enhanced recharge efforts and a substantial reduction in the volume of water used as raw material for products.
*21 Following a review of equipment utilizing refrigerants, the volume of refrigerants held during the base year (FYE 3/2019) was revised. As a result, the reduction rates (Global, Japan) for each fiscal year have also been adjusted accordingly.
*22 FYE3/2024, NOx and SOx emissions were calculated theoretically based on fuel consumption. From FYE3/2025 onward, the emissions are aggregated based on actual measured concentrations in flue gas.

Society

Human Resources

			Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Number of employees	Global[*1]		persons	17,832	17,336	17,290	17,270	17,231
		Male	persons	12,585	12,199	12,039	11,960	11,908
			%	71	70	70	69.3	69.1
		Female	persons	5,247	5,137	5,251	5,310	5,323
			%	29	30	30	30.7	30.9
	Japan[*2]		persons	9,537	9,309	9,018	8,943	8,912
		Male	persons	7,148	6,954	6,718	6,640	6,553
		Female	persons	2,389	2,355	2,300	2,303	2,359
Number of temporary employees	Global[*1]		persons	8,369	7,864	7,242	6,549	6,779
	Japan[*2]		persons	4,659	4,552	4,231	4,028	4,007
		Male	persons	1,812	1,778	1,657	1,571	1,614
		Female	persons	2,847	2,774	2,574	2,457	2,393
Employees by Region	Japan		%	69.3	68.4	67.4	64.2	63.7
	Indea		%	11.2	11.4	11.8	11.8	12.6
	China		%	6.0	6.7	7.0	8.2	8.5
	Indonesia		%	4.4	4.5	4.5	4.3	4.4
	United States		%	3.5	3.7	3.8	3.7	3.7
	Thailand		%	2.4	2.4	2.7	3.0	3.1
	Singapore		%	1.6	1.6	1.9	1.8	1.8
	Spain		%	1.5	1.4	1.7	1.6	1.7
	Others		%	0.0	0.3	0.4	1.4	0.5
Average number of consecutive years served			years, months	17.04	17.09	18.03	18.09	19.08
		Male	years, months	18.04	18.11	19.03	19.11	20.08
		Female	years, months	14.00	14.06	15.01	15.08	16.07
Average age of employees			age(YY.MM)	40.09	41.04	41.10	42.04	43.01
		Male	age(YY.MM)	41.10	42.05	42.11	43.05	44.01
		Female	age(YY.MM)	37.07	38.02	38.08	39.03	39.11
Female board members[*3]			%	12.5	25.0	22.2	22.2	22.2
			persons	1	2	2	2	2
Female board members, audit & supervisory board members[*3]			%	13.3	20.0	18.8	18.8	17.6
			persons	2	3	3	3	3
Female executive officers			%	–	–	–	2.4	2.2
			persons	–	–	–	1	1
Female line general managers			%	–	–	–	1.2	2.2
			persons	–	–	–	3	5
Female managers			%	3.7	4.7	5.6	6.5	7.7
			persons	–	–	–	–	140
Number of female leaders (Managers and assistant managers)			persons	208	237	256	281	320

Human Resources			Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Number of new employees			persons	395	192	228	230	302
	Male		persons	256	105	145	148	167
	Female		persons	139	87	83	82	135
Ratio of employees with disabilities[*4]			%	2.47	2.51	2.53	2.64	2.60
Number of retierment-age employees requesting re-employment			persons	126	113	98	95	145
Ratio of approved requests of re-employment			%	100	100	100	100	100
Percentage of mid-career workers as full-time employees	Meiji Co., Ltd.		%	48.8	7.3	28.6	28.8	31.5
	Meiji Seika Pharma Co., Ltd.		%	34.4	28.2	58.3	72.2	49.5
	KM Biologics Co., Ltd.		%	44.4	44.0	41.1	45.8	41.9
Percentage of open positions filled by internal candidates (internal hires)			%	0	95.0	100	100	44.4
	Male		%	0	52.6	66.7	75.0	50.0
	Female		%	0	47.4	33.3	25.0	50.0
Employee turnover rate[*5]			%	-	-	2.2	2.1	2.2
	Male		%	-	-	2.1	1.9	2.1
	Female		%	-	-	2.6	2.7	2.6
Voluntary employee turnover rate			%	1.6	2.1	2.1	2.0	1.5
	Male		%	-	1.7	1.9	1.8	1.2
	Female		%	-	3.2	2.5	2.6	2.4
	Voluntary turnover rate for young employees less than 3 years from graduates		%	11.4	13.4	10.6	10.7	5.9
Education and training expense per employee[*4*6]			yen	16,000	22,000	39,000	46,000	50,000
Total Education and training hours[*6*7]			hours	2,583	9,090	478,246	482,291	210,720
Education and training hours per employee[*6*7]			hours	0.27	0.98	53.03	53.93	20.68
Gender pay gap (Ratio of female to male)[*8]			%	-	-	49.5	50.4	51.7
	Employees		%	-	-	66.2	66.9	67.5
		Management	%	-	-	88.9	90.0	96.6
	Temporary employees		%	-	-	58.6	56.7	55.6

More about related initiatives

Society

Employee-Friendly Workplaces			Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Average monthly hours of overtime per employee			hours	10.1	12.7	11.0	11.9	11.4
Percentage of annual paid vacation days taken by employees			%	67.3	68.5	71.9	74.7	77.1
Number of employees taking childcare leave	Male		persons	90	190	275	233	218
	Female			330	332	332	327	301
Number of employees opting for shortened work hours for childcare	Male		persons	7	6	4	6	5
	Female			402	458	412	336	311
Percentage of employees returning to work after the end of childcare leave			%	100	100	100	100	99.21
Percentage of employees who continue working after taking childcare leave			%	100	100	99	98	97.87
Number of employees taking nursing-care leave			persons	13	8	21	50	39
Union participation rate[*9]			%	100	100	100	100	100
Number of lost time injuries[*10]			incidents	-	-	-	-	-
	Japan		incidents	30	34	23	26	35
	Overseas		incidents	-	-	-	-	-
Lost-time injury frequency rate (LTIFR)[*11]			-	1.03	1.09	1.06	0.83	0.79
	Japan		-	0.86	1.07	0.86	0.64	0.18
	Japan (Subcontractors)		-	1.97	3.16	1.47	2.62	1.87
	Overseas		-	1.52	1.16	1.46	1.16	1.13
	Average value of Japanese manufacturing industry[*12]		-	1.21	1.31	1.25	1.29	1.30
Lost-time injury severity rate[*13]			-	0.0198	0.0211	0.2682	0.0147	0.0065
	Japan		-	0.0214	0.0218	0.3085	0.0151	0.0018
	Overseas		-	0.0031	0.0164	0.0164	0.0119	0.0045
	Average value of Japanese manufacturing industry[*12]		-	0.07	0.06	0.08	0.08	0.06
Number of work related fatalities[*11]			persons	0	0	0	0	0
	Japan		persons	0	0	0	0	0
	Japan (Subcontractors)		persons	0	0	0	0	0
	Overseas		persons	0	0	0	0	0
Percentage of sites covered by ISO45001[*14]	Global		%	-	40.6	50.0	64.5	64.5

More about related initiatives (Workstyle Reform)

More about related initiatives (Occupational Health and Safety)

Society

Employee Health Indicators

			Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Employees with the Risk of Lifestyle-related Disease	Percentage of employees undergoing periodic health examinations		%	100	100	100	100	100
	Follow up rate of employees subject to secondary healthcheckups		%	100	100	100	100	100
	Percentage of employees receiving secondary medical examinations		%	83.9	87.0	85.5	70.7	78.2
	Rate of implementation of specified health guidance		%	29.2	41.3	25.0	35.6	19.0
	Percentage of employees who maintains desirable weight (Less than BMI18.5~25)		%	65.5	65.7	64.5	65.4	64.6
	Percentage of abdominal circumference standard values exceeded[*15]		%	37.5	35.3	34.1	31.4	32.7
	Management (treatment retention) rates for high-risk individuals		%	-	-	92.1	90.9	92.6
Other medical examinations	Gastric cancer screening uptake rate		%	82.0	84.4	87.4	79.5	76.1
	Colorectal cancer screening uptake rate		%	94.3	95.5	94.3	96.0	94.0
	Colorectal cancer screening uptake rate		%	64.2	64.1	73.7	64.0	52.8
Productivity	Absentysms[*16]		%	0.37	0.15	0.44	0.51	0.6
	Presentism (loss)[*17]		%	21.6	20.8	21.9	24.2	24.2
	Presentism	Respondents	persons	-	-	8,206	9,046	9,439
		Response rate	%	-	-	98.4	95.8	95.8
	Percentage of employees on leave due to injury or illness		%	-	-	0.6	0.4	0.4
Stress Check	Participation rate		%	93.4	94.2	95.0	95.2	95.3
	Percentage of employees with high stress		%	8.3	10.1	9.4	9.1	8.4
Fitness Habits	Walking Campaign	Participation Rate	%	59.8	61.7	45.0	36.2	43.2
	Percentage of employees who exercise for half an hour or more at least twice a week[*18]		%	26.7	27.6	28.8	28.5	29.1
Dietary habits	Percentage who do not eat breakfast		%	26.1	26.8	26.9	24.7	23.8
	Percentage who often eats before bedtime		%	31.9	31.6	32.1	30.9	30.7
Quit-smoking Program	Smoking rate		%	20.8	20.5	19.5	16.9	15.6
	Number of Participants[*19]		persons	9	8	2	18	5
Participation rate and percentage satisfaied	Participation rate	E-learning of Lifestyle habits	%	-	96.0	94.6	90.1	90.1
		E-learning of Self care	%	-	-	89.1	91.7	91.1
		E-learning of Line care	%	-	-	89.1	98.3	81.7
		Nutrition education seminar	%	-	46.7	52.0	52.0	53.3
		Women's Health Seminar[*20]	%	-	-	91.8	6.2	3.7
	Percentage satisfied	E-learning	%	-	95.4	99.4	99.7	99.7
		Nutrition education seminar	%	-	91.0	94.0	94.0	94.1

More about related initiatives

Society

Customers		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Percentage of sales of products that contribute to reducing nutritional deficiencies[*21, 22]		%	-	18	27	26	24
Percentage of sales of products that contribute to reducing overnutrition[*21, 23]		%	-	13	17	17	16
	Products with reduced calories[*21, 24]	%	-	3	4	4	4
	Products with reduced fat[*21, 24]	%	-	7	10	10	9
	Products with reduced sugar[*21, 24]	%	-	5	6	4	5
	Products with reduced salt[*21, 24]	%	-	0.1	0.1	0.1	0.2
	Products with reduced cholesterol[*21, 24]	%	-	0.7	0.8	0.8	0.8
	Products compatible with portion size control[*21, 25]	%	-	6	7	7	10
Education regarding responsible marketing[*26]		persons	-	29	286	249	548
	Meiji Group Marketing Communication to Children Policy[*26]	persons	-	-	130	152	548
	Rules regarding the use of SDGs logos and icons in the Meiji Group[*26]	persons	-	29	156	97	-
Employee training on the Food Labeling Act[*27]		persons	-	230	334	371	522
	Workshops for new employees	persons	-	40	91	246	339
	Periodic workshops for technical employees[*27]	persons	-	190	190	125	111
	Workshops on a particular topic[*27]	persons	-	-	53	-	72
Employee Training on Quality (Food business)		persons	7,568	8,186	9,001	8,800	8,894
	Quality training for sales representatives[*27]	persons	1,500	1,500	2,921	2,731	2,800
	Basic lecture series on quality control for plant employees[*28]	persons	6,000	6,200	6,000	6,000	6,000
	Quality assurance meetings for section managers at plants[*29]	persons	68	86	80	69	94
Quality Assurance Training for Employees (Pharmaceutical business)		persons	6,200	6,200	6,100	6,100	6,100
	training (including GVP, GMP, and QMS) to ensure compliance with laws and regulations related to pharmaceutical affairs[*30]	persons	2,200	2,200	2,100	2,100	2,100
	GMP compliance training[*31]	persons	2,000	2,000	2,000	2,000	2,000
	Quality and safety training[*31]	persons	2,000	2,000	2,000	2,000	2,000

More about related initiatives (Health and Nutrition)

More about related initiatives (Quality and Safety)

Society

Social Contribution Activities

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Expenditures for social contribution activities		millions of yen	2,969	2,779	2,931	3,138	3,432
	Charitable Donation	millions of yen	356	243	271	316	504
		%	12	9	9	10	15
	Community Investments	millions of yen	1,301	1,255	1,359	1,297	1,333
		%	44	45	46	41	39
	Commercial Initiatives (incl. Sponsorship Support)	millions of yen	1,312	1,282	1,301	1,524	1,594
		%	44	46	44	49	46
Breakdown of Social Contribution Expenditures		millions of yen	2,969	2,779	2,931	3,138	3,432
	Cash Contributions	millions of yen	324	224	462	696	692
	Personnel Expenses (Volunteer-Related Expenses)	millions of yen	1,761	1,823	1,901	1,495	1,496
	In-kind giving (products or services), Project Sponsorship	millions of yen	504	426	206	194	333
	Management overhead	millions of yen	380	306	362	754	910

More about related initiatives

Society

Sourcing

	Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Number of farms participating in Meiji Dairy Advisory (MDA) [*32]	Number of farms	—	—	—	—	56
Procurement ratio of Meiji Sustainable Cocoa Beans [*33,34]	%	40	42	62	62	100
Use of certified sustainable palm oil [*34]	%	68	84	90	100	100
Use of FSC or PEFC certified and post-consumer paper [*35]	%	77	98	98	100	99

More about related initiatives

***The information of Human Resources in society section covers regular employees of Meiji Holdings Co., Ltd., Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd., and KM Biologics Co., Ltd.**
***The information of Employee-Friendly Workplaces in society section covers regular employees of Meiji Holdings Co., Ltd., Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd., and KM Biologics Co., Ltd.**
***The information of Employee Health Indicators in society section covers regular employees of Meiji Holdings Co., Ltd., Meiji Co., Ltd., and Meiji Seika Pharma Co., Ltd. From FYE 3/2024, KM Biologics Co., Ltd was also included.**
***The information of Social Contribution Activities in society section covers of Meiji Holdings Co., Ltd., Meiji Co., Ltd., and Meiji Seika Pharma Co., Ltd., and KM Biologics Co., Ltd.**

*1 Figures of Meiji Holdings Co., Ltd. and its consolidated subsidaries.
*2 Covers employees of Meiji Holdings Co., Ltd., Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd., and KM Biologics Co., Ltd.
*3 Figures of Meiji Holdings Co., Ltd.
*4 Figures of all Meiji Group companies in Japan.
*5 Not including transfers due to business transfers.
*6 FYE 3/2021 and FYE 3/2022, training conducted by the human resources department. Including e-learning from FYE 3/2023.
*7 From FY2024, e-learning programs that are similar in nature to surveys or tests are excluded.
*8 Figures of Meiji Holdings Co., Ltd. and its consolidated subsidaries in Japan.
*9 We adopt union shop system in which all employees, except management level employees, of Meiji Holdings Co., Ltd., Meiji Co., Ltd., and Meiji Seika Pharma Co., Ltd. are covered.
*10 Figures of consolidated subsidiaries in Japan and Okinawa Meiji Milk Products Co., Ltd.
*11 Figures of consolidated subsidiaries in Japan, Okinawa Meiji Milk Products Co., Ltd. and production the Meiji Group companies overseas.
Frequency rate of lost-worktime injuries: Lost-worktime accidents/ total labor hour x 1 million
*12 Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare)
*13 Figures of consolidated subsidiaries in Japan, Okinawa Meiji Milk Products Co., Ltd. and production-related overseas group company of Meiji Co., Ltd.
Lost-Time Injury Severity Rate: Number of lost days / total working hours x 1,000
*14 Covers production plants.
*15 Abdominal circumference: 85 cm or more for men, 90 cm or more for women. Subjects must be 35 years of age or older
*16 Total number of absences and days of leave due to health problems/number of full-time employees at the end of the fiscal year
*17 Productivity at the time of attendance due to health-related issues is measured by SPQ (one-item version of the University of Tokyo)
*18 Exercise habit: Exercise for more than 30 minutes twice a week
*19 Number of participants in the health insurance association's smoking cessation program
*20 The methods and scope of the training vary with each fiscal year.
*21 Overall sales are sales of products sold by Meiji Co., Ltd. to general consumers. Figures for FY2022 include exports from Japan.
*22 Percentage of sales of products that fall under any of the following categories and purport active supplementation of certain nutritional ingredients
(1)Products that meet the criteria for labeling as supplements to nutritional components as stipulated in the Food Labeling Standard (Japan)
(2)Products that meet the criteria for the category of food with nutrient function claims or food for special dietary uses
(3)Products that are accorded to the laws and regulations of the exporting country corresponding to either (1) or (2)
*23 Percentage of sales of products with reduced calories, fat, sugar, salt, or cholesterol, as well as those of portion-controlled products.
*24 Percentage of sales of products that meet one of the following criteria in the nutrition labeling standard (Japan) for each nutritional ingredient
(1)Products that meet the criteria for labeling standards indicating adequate intake of nutrients or calories
(2)Products that meet the criteria for labeling standards indicating the product does not contain added sugar or salt
(3)Products that meet the criteria for labeling according to the laws and regulations of the exporting country corresponding to either (1) or (2)
*25 Percentage of sales of products with the same content across a variety of volumes
*26 Covers employees of Meiji Holdings Co., Ltd., Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd., and KM Biologics Co., Ltd.
*27 Covers employees of Meiji Co., Ltd.
*28 Covers employees of Meiji Co., Ltd. and affiliated domestic group companies.
Average number of participants per a monthly held session.
*29 Covers employees of Meiji Co., Ltd. and affiliated domestic and overseas group companies.
*30 Covers employees of Meiji Seika Pharma Co., Ltd.
Average number of participants per a monthly held session.
*31 Covers employees of KM Biologics Co., Ltd.
Number of people who participated in the presentation and workplace meetings (estimate).
*32 Covers employees of Meiji Co., Ltd. and affiliated domestic group companies.
*33 Cocoa beans produced in areas where farmer support program has been implemented.
*34 Meiji Co., Ltd. and its affiliated domestic and overseas group companies.
*35 FYE 3/2021, Covers all Meiji Group companies in Japan. From FYE 3/2022, Meiji Group companies overseas were also included.

Governance

Compliance

		Unit	FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
CEO to Employee Compensation Ratio[*1]		%	1,472	1,438	1,470	1,341	1,594
Number of disciplinary actions taken for compliance breaches	Corruption or Bribery	incidents	—	—	—	0	0
	Harassment	incidents	—	—	—	2	0
	Labor	incidents	—	—	—	3	1
	Quality	incidents	—	—	—	0	0
	Information Management	incidents	—	—	—	0	0
	Conflicts of Interest	incidents	—	—	—	0	0
	Money Laundering or Insider trading	incidents	—	—	—	0	0
	Accounting Fraud	incidents	—	—	—	7	4
	Others	incidents	—	—	—	6	9

ISO Certification

List of Certification Status of ISO14001 and ISO45001

	Site	ISO14001 (As of December 1, 2025)	ISO45001 (As of December 1, 2025)
Japan	Meiji Holdings Co., Ltd.	★	
	Meiji Holdings Co., Ltd. Wellness Science Labs		☆[6]
	Meiji Co., Ltd. Meiji Innovation Center		
	Food Segment		
	Meiji Co., Ltd. Wakkanai Plant	★	☆
	Meiji Co., Ltd. Nishi Shunbetsu Plant	★	☆
	Meiji Co., Ltd. Honbetsu Plant	★	☆
	Meiji Co., Ltd. Tokachi Plant	★	☆
	Meiji Co., Ltd. Eniwa Plant	★	☆
	Meiji Co., Ltd. Ibaraki Plant	★	☆
	Meiji Co., Ltd. Moriya Plant	★	☆
	Meiji Co., Ltd. Gunma Plant	★[1]	☆
	Meiji Co., Ltd. Gunma Nutritionals Plant		☆
	Meiji Co., Ltd. Sakado Plant	★	☆
	Meiji Co., Ltd. Saitama Plant	★	☆
	Meiji Co., Ltd. Toda Plant	★	☆
	Meiji Co., Ltd. Kanagawa Plant	★	☆
	Meiji Co., Ltd. Nagano Cheese Plant	★	☆
	Meiji Co., Ltd. Tokai Plant	★	☆
	Meiji Co., Ltd. Aichi Plant	★	☆
	Meiji Co., Ltd. Kyoto Plant	★	☆

Japan	Meiji Co., Ltd. Osaka Plant	★	☆
	Meiji Co., Ltd. Kansai Plant	★[2]	☆
	Meiji Co., Ltd. Kansai Ice Cream Plant		☆
	Meiji Co., Ltd. Kansai Nutritionals Plant		☆
	Meiji Ltd. Kurashiki Plant	★	☆
	Meiji Co., Ltd. Kyushu Plant	★	☆
	Nihon Kanzume, Co., Ltd.	★	☆
	Donan Shokuhin Co., Ltd.	★	☆
	Tochigi Meiji Milk Products Co., Ltd.	★	☆
	Gunma Meiji Co., Ltd.	★	☆
	Tokai Nuts Co., Ltd.	★	☆
	Tokai Meiji Co., Ltd.	★	☆
	Meiji Chewing Gum Co., Ltd.	★	✔
	Meiji Oils and Fats Co., Ltd.	★	☆
	Shikoku Meiji Co., Ltd. (Kagawa Plant)	★	☆
	Shikoku Meiji Co., Ltd. (Matsuyama Plant)	★	☆
	Okinawa Meiji Milk Products Co., Ltd.	★	☆
Overseas	Meiji Ice Cream (Guang Zhou) Co., Ltd.	✔	✔
	Meiji Dairies (Suzhou) Co., Ltd.	✔	
	MEIJI FOOD (GUANGZHOU) CO.,LTD.	✔	

Pharmaceutical Segment			
Japan	Meiji Seika Pharma Co., Ltd. Gifu Plant	★	✔
	Meiji Seika Pharma Co., Ltd. Pharmaceutical Research Center	★[3]	
	Meiji Seika Pharmatech Co., Ltd	★	
	OHKURA Pharmaceutical Co., Ltd. (Uji Business Facilities)	★	
	KM Biologics Co.,Ltd. Kumamoto Production Center	★[4]	
	KM Biologics Co.,Ltd. Head Office		
	Meiji Animal Health Co., Ltd. (Kumamoto)		
	KM Biologics Co.,Ltd. Kikuchi Production Center	★[5]	
	KM Biologics Co.,Ltd. Kikuchi Research Center		
	Meiji Animal Health Co., Ltd. (Kikuchi)		
	KM Biologics Co.,Ltd. Koshi Production Center	★	
	KM Biologics Co.,Ltd. Aso Production Center	★	
Overseas	Medreich Limited (Unit 7)	✔	✔
	Medreich Limited (Unit 8)	✔	✔
	PT. Meiji Indonesian Pharmaceutical Industries	✔	
	Thai Meiji Pharmaceutical Co., Ltd.		✔

★ Multi-site Certification as Meiji Holdings Co., Ltd.
☆ Multi-site Certification as Meiji Co., Ltd.
✔ Single-site Certification

1. Certified as Meiji Co., Ltd. Gunma Plant
2. Certified as Meiji Co., Ltd. Kansai Plant
3. Certified as Meiji Seika Pharma Co., Ltd. Ashigara Research Center
4. Certified as KM Biologics Co.,Ltd. Kumamoto Production Center
5. Certified as KM Biologics Co.,Ltd. Kikuchi Production Center
6. Certified as Meiji Co., Ltd. R&D Div.

Report

Integrated Report

Integrated Report 2025

Integrated Report 2024

Integrated Report 2023

Integrated Report 2022

Integrated Report 2021

Integrated Report 2020

Integrated Report 2019

Integrated Report 2018

Securities Report

Securiteies Report (The 16th Fiscal Year: from April 1,2024 to March 31, 2025)

Securities Report (The 15th Fiscal Year: from April 1, 2023 to March 31, 2024)

Securities Report (The 14th Fiscal Year: from April 1, 2022 to March 31, 2023)

Securities Report (The 13th Fiscal Year: from April 1, 2021 to March 31, 2022)

Sustainability Report

Sustainability Report 2024

Sustainability Report 2023

Sustainability Report 2021

Sustainability Report 2020

Sustainability Report 2019

Sustainability Report 2018

Editorial Policy

Regarding our sustainability activities, we will regularly update and improve our specific initiatives in order to stay true to Meiji Group's Sustainability 2026 Vision and ensure its success.

Scope and Boundary of Reporting

Organizational Scope

This report covers the activities of the Meiji Group, comprising, unless otherwise noted, Meiji Holdings, Meiji, Meiji Seika Pharma, and KM Biologics, and these Group companies.

Period Covered

Covers activities conducted in FYE 3/2025 (April 1, 2024 - March 31, 2025), but also includes some information on activities carried out before, as well as updates on recent activities.

Guidelines Referenced

- GRI (Global Reporting Intiative)
- GRI 1: Foundation 2021
- SASB (Sustainability Accounting Standards Board)
- Environment Reporting Guidelines (2018) by the Ministry of the Environment of Japan

Issuance Period

Issued on: June 2025
Next issue schedule: June 2026

Contact Information

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Sustainability Management Department
2-4-16, Kyobashi, Chuo-ku, Tokyo 104-0031, Japan

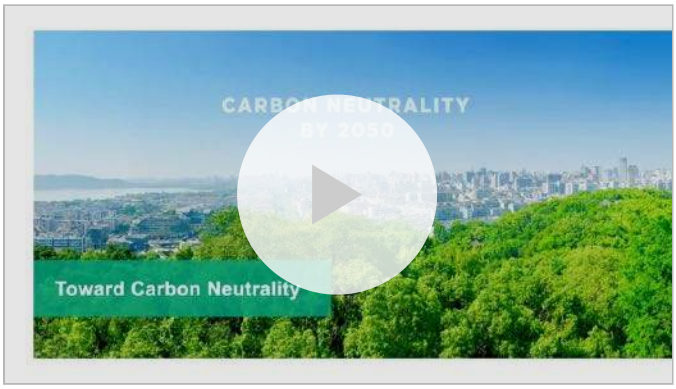
Sustainability Video

Meiji Group Sustainability 2026 Vision

The Meiji Group Sustainability 2026 Vision upholds the three activity categories, categories common to all three, and the SDGs of the United Nations.

Meiji Cocoa Support

Meiji Cocoa Support helps us to source cocoa sustainably.



CARBON NEUTRALITY BY 2050

We have established the roadmap to achieve "carbon neutrality," which is to achieve net zero emissions throughout our entire supply chain by 2050.

Governance

Basic Views

The Meiji Group (the "Group") has created and implements a Group governance structure, which includes our Board of Directors, to promote the realization of medium- and long-term corporate strategy outlined based on our Group Philosophy. Meji Holdings Co., Ltd. (the "Company") is with Audit & Supervisory Board members. The Board of Directors' oversight and Audit & Supervisory Board members' auditing heighten the objectivity and transparency of business management. Our Board of Directors is comprised of diverse directors. The Board deliberates and decides major Group matters, and appropriately monitors to ensure implementation. To improve the efficacy and transparency of the Board of Directors, we have established a system for reflecting the opinions of independent outside directors in management.

On the other hand, concerning business execution, the Company has introduced Chief Officer system to strengthen group management. Serving in the highest positions of responsibility within the Group, Chief Officers supervise and oversee Group business or functions. To promote Group strategy, our Group Strategy Committee, which is comprised of Chief Officers, outlines the direction of important Group matters. Executive Committee, which is chaired by the CEO (Chief Executive Officer) & President, deliberates and decides on important matters concerning strategy implementation, and ensures the rapid and appropriate implementation of operations.

See Corporate Governance Policy for more information. (PDF 92KB)

See Corporate Governance Report for more information. (PDF 88KB)

Business
Management System

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Members of the Board,
Audit & Supervisory
Board Members

LEARN MORE

Compensation of Officers

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Compliance

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Risk Management

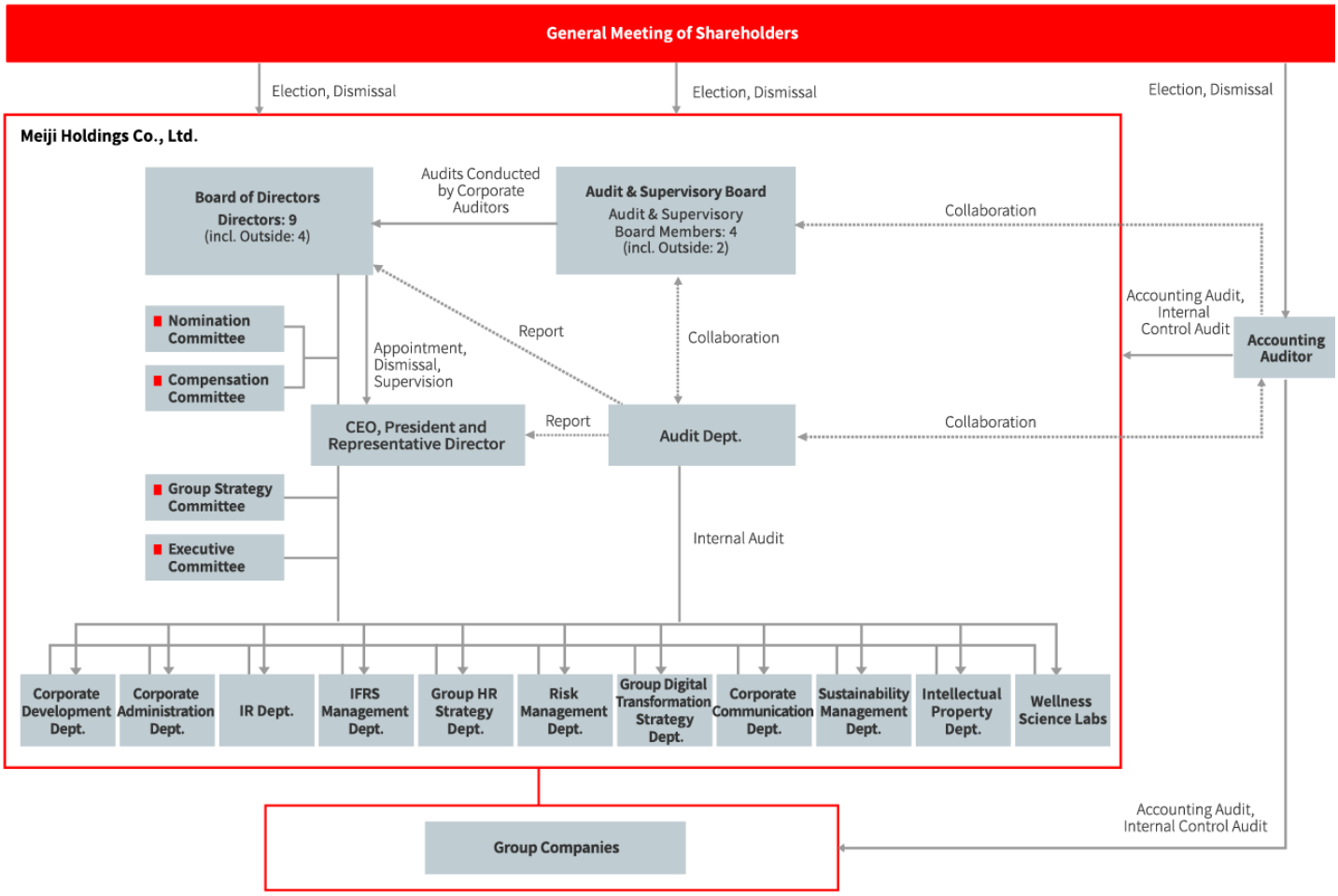
LEARN MORE

Tax Compliance

LEARN MORE

Business Management System

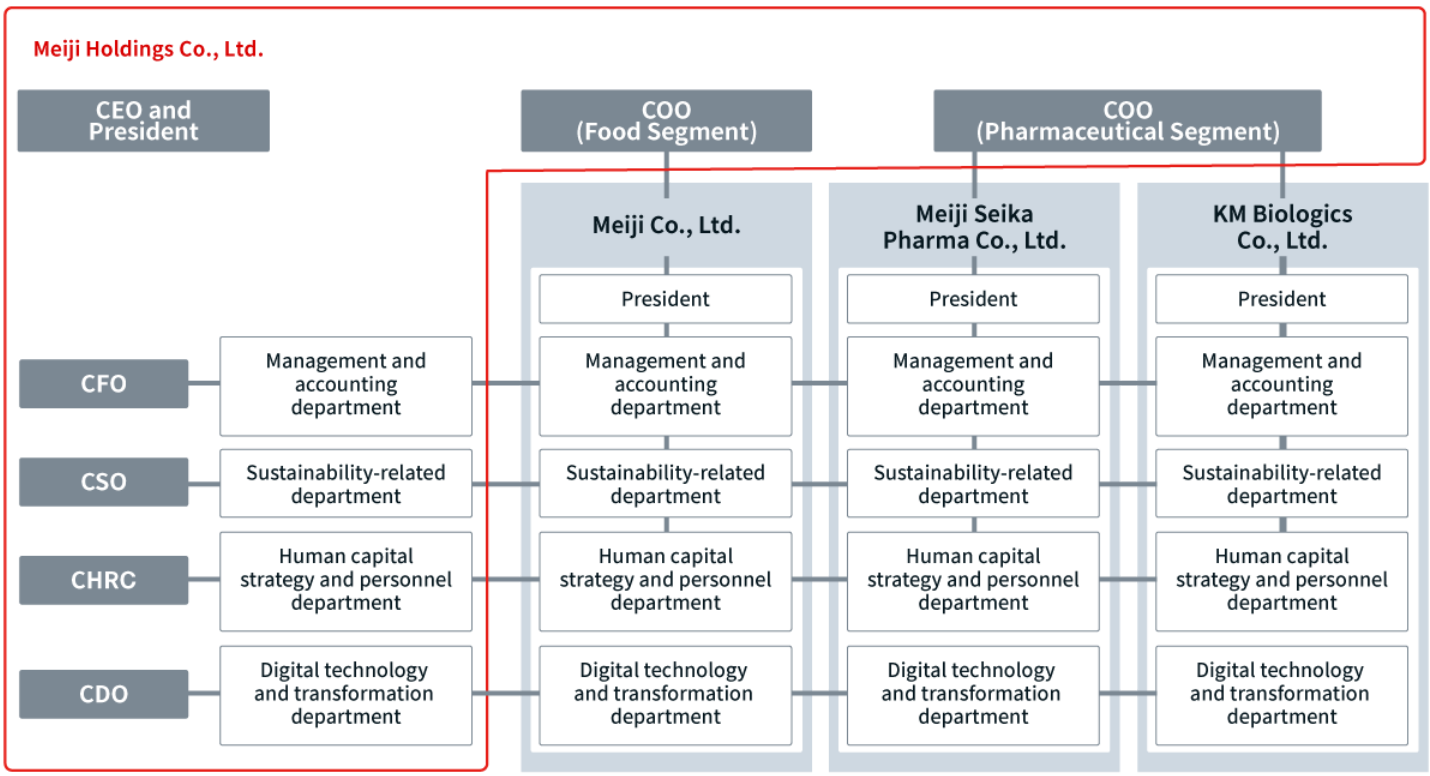
Corporate Governance System



Business Management System Features

1. Appointment of four outside directors and two outside audit & supervisory board members, all of whom are designated as independent directors
2. Limitation of the term of service for directors to one year
3. Introduction of an executive officer system to separate business execution and audit functions and to accelerate management decisions while clarifying management responsibility
4. Introduction of Chief Officer system to strengthen group management. Serving in the highest positions of responsibility within the Meiji Group (the "Group"), Chief Officers work in line with basic management policies outlined by the Board of Directors to supervise and oversee Group business or functions.

Chief Officer Management System



CEO (Chief Executive Officer): Oversee management of the entire Group

COO (Chief Operating Officer): Oversee the business execution of the Food and Pharmaceutical segments

CFO (Chief Financial Officer): Oversee the Group's financial strategy and business management

CSO (Chief Sustainability Officer): Oversee the Group's sustainability business strategy and sustainability activities

CHRO (Chief Human Resource Officer): Oversee the Group's human capital strategy and human capital management

CDO (Chief Digital Officer): Oversee the Group's digital technology strategy

Initiatives to Enhance the Corporate Governance System and Improve its Efficacy

Group Management Structure	2009	Established Meiji Holdings through management integration
		Introduced executive officer system
	2011	Reorganized business (established Food company and Pharmaceutical company)
	2018	KM Biologics Co., Ltd. joined the Group
	2020	Introduced Chief Officer system
Institutional Design	2009	Became a company with an Audit & Supervisory Board
Policy	2015	Formulated Corporate Governance Policy
	2018	Revised Corporate Governance Policy
	2021	Revised Corporate Governance Policy
	2022	Revised Corporate Governance Policy
	2023	Revised Corporate Governance Policy
	2024	Revised Corporate Governance Policy

Support System for Directors' Independence	2009	Independent Outside Directors: 2
	2015	Meetings of Independent Outside Directors and Auditors: 2–3 times/year
	2016	Independent Outside Directors: 3
		Tours of operating bases by Outside Directors and Audit & Supervisory Board Members: 2–3 times/year
	2020	Total number of Directors: 8
		(Percentage of Independent Outside Directors: 37.5%)
	2022	Total number of Directors: 9
		(Percentage of independent Outside Directors: 44.4%)
Nomination	2009	Nomination Committee
	2015	Established rules of the Nomination Committee
	2017	Established Desired Management Human Resource (Leadership Value)
	2018	Established implementation strategy for succession planning for the Group
	2019	Implemented succession planning
	2021	Appointed Chairperson of the Nomination Committee from among Outside Directors
Compensation	2009	Compensation Committee
	2011	Established rules for Director and Executive Officer compensation
	2015	Established rules of the Compensation Committee
	2017	Introduced Restricted Share Compensation Plan
	2021	Revised compensation plans
		Revised rules for Director and Executive Officer compensation
		Appointed Chairperson of the Compensation Committee from among Outside Directors
	2024	Revised compensation plans
Board of Directors Efficacy Evaluation	2015	Efficacy evaluation of the Board of Directors (questionnaire): Once/year
	2019	Individual meetings between Chairperson of the Board and Outside Directors: Once/year
	2020	Individual meetings between Chairperson of the Board, Outside Directors and Outside Audit & Supervisory Board Members: Once/year
	2021	Evaluated by a third-party assessment organization
	2024	Evaluated by a third-party assessment organization
Other	2009	Formulated the Meiji Group's System of Principles
	2010	Formulated the Meiji Group 2020 Vision
	2015	Revised the Corporate Behavior Charter (reconfigured as a stakeholder-specific behavior charter)
	2016	Advisory Committee for the 2026 Vision comprised of the Board of Directors: 4 times
	2017	Formulated the Meiji Group 2026 Vision

Board of Directors

The role of Meji Holdings Co., Ltd. (the "Company") Board of Directors is to formulate and pursue Group-wide strategies, oversee the management of operating companies, and carefully monitor the effectiveness of managers and directors from an independent and objective perspective, with a view to making the Group Philosophy a reality, contributing to the Group's sustainable growth and corporate value over the medium- to long-term, and improving profitability and capital efficiency.

Structure

- We recognize that diversity is an important element of the Group's management strategy. Therefore, while considering diversity such as their nationality, gender, or age, at least one-third of Board of Directors shall be independent outside directors.
- Director candidates are chosen considering diversity such as their nationality, gender, or age, and are nominated for their advanced knowledge and expertise in fields needed to realize the Meiji Group 2026 Vision. These fields include areas such as business strategy, global business, sales and marketing, finance and accounting, HR and diversity, legal affairs and risk management, corporate communications, sustainability, and digital.
- The Board of Directors should be consist of managing directors to oversee core operations, executives to manage operating companies, and non-executive directors including at least one-third of independent outside directors. Currently the number of Board of Directors would be around 10.
- The Board of Directors currently consists of four independent outside directors (including two female directors and one foreign director) and five internal directors for a total of nine directors.

Attendance at Meetings

FYE March 2025 Number of Board of Directors meetings held: 17 (Overall attendance rate: 99.5%)

	Name	Attendance Rate
Inside director	Kazuo Kawamura	17 of 17 meetings (100%)
Inside director	Daikichiro Kobayashi	17 of 17 meetings (100%)
Inside director	Katsunari Matsuda	17 of 17 meetings (100%)
Inside director	Jun Furuta	17 of 17 meetings (100%)
Inside director	Jun Hishinuma	13 of 13 meetings (100%), since taking office on June 27, 2024
Outside director	Mariko Matsumura	17 of 17 meetings (100%)
Outside director	Masaya Kawata	17 of 17 meetings (100%)

Outside director	Michiko Kuboyama	17 of 17 meetings (100%)
Outside director	Peter David Pedersen	17 of 17 meetings (100%)
Internal audit & supervisory board member	Hiroaki Chida	17 of 17 meetings (100%)
Internal audit & supervisory board member	Takayoshi Ohno	17 of 17 meetings (100%)
Outside audit & supervisory board member	Hajime Watanabe	17 of 17 meetings (100%)
Outside audit & supervisory board member	Makoto Ando	16 of 17 meetings (94.1%)

Evaluation of the Board of Directors

Once a year, the Company analyzes and evaluates the effectiveness of the Board of Directors as a whole, taking into consideration the results of surveys on the role and management of the Board of Directors and problems or issues that the Board faces, including a self-evaluation questionnaire submitted by members of the Board of Directors. The Company then takes remedial measures to address any issues highlighted in the surveys. We work to improve the effectiveness of the Board of Directors neutrally and objectively by having third-party assessments conducted approximately once every three years.

1. Method for analyzing/evaluating how effectively the Board functioned in FYE March 2025

In line with our own corporate governance policy, which we established in October 2015, we requested an evaluation by third-party assessment organization to evaluate how effectively the Board of Directors functioned during the FYE March 2025, which we conduct once every three years. Each member of the Board completed a self-assessment, and third-party assessment organization conducted individual interviews based on the results of the questionnaires. The results of evaluations based on those responses were submitted to the Board of Directors as primary evaluation result. The Board of Directors then evaluated and deliberated on those findings, and summarized evaluation results.

Self-Evaluation Questionnaire Topics

1. Roles of the Board of Directors
   (setting strategic direction, overseeing company, succession planning, discussing/reporting on business matters)
2. Composition of the Board of Directors
   (scale, diversity, composition ratio of internal and external)
3. Operating status of the Board of Directors
   (discussion, chairperson of the Board, secretariat, content and quality of submissions and presentations)
4. Response to issues from the previous year
5. Support system for Outside Directors

2. Results of analyzing/evaluating how effectively the Board functioned in FYE March 2025

According to the evaluation results by third-party assessment organization and the board meetings records, we confirm the Board is operating effectively. We monitored the two issues previously identified: (1) monitoring the progress of the 2026 Medium-Term Business Plan and expanding deliberations towards supporting initiatives aimed at Plan achievement, and (2) improving Board of Directors operations to stimulate deliberations towards achieving sustainable Group growth and medium and long-term improvements in corporate value. We confirmed that progress is being made on these implemented initiatives.
On the other hand, we received recommendations concerning issues that require continued efforts, particularly the need to enhance strategic deliberations, refine the CEO selection process, and formulate a successor plan for outside directors.

3. Initiatives for the FYE March 2026

In FYE March 2025, we will work further to improve the following issues we recognized to enhance the efficacy of the Board of Directors and strengthen corporate governance.

- Monitoring the progress of the 2026 Medium-Term Business Plan and expanding deliberations towards supporting initiatives aimed at Plan achievement
- Improving Board of Directors operations to stimulate deliberations towards achieving sustainable Group growth and medium and long-term improvements in corporate value.

FYE March 2019	- Execution of the Meiji Group succession planning development policy - Improving the quality of meeting materials and presentations
FYE March 2020	- Appropriate implementation of the Meiji Group succession planning - Improving the quality of meeting materials and presentations - Reporting on business operations in a strategy-focused manner
FYE March 2021	- Enhancing the implementation of the Meiji Group succession planning - Further improving the quality of meeting materials and presentations - Enhancing the reporting of business operations and clarifying issues in unachieved targets
FYE March 2022	- Strengthening monitoring - Stimulating Board deliberations that take into account revisions to the Corporate Governance Code
FYE March 2023	- Strengthening monitoring - Expanding deliberations on medium- and long-term issues - Selecting agenda items and improving Board management
FYE March 2024	- Deepening of discussions regarding medium- to long-term management strategies for sustainable growth - Expansion of regular review and follow-up concerning response to medium and long-term issues that affect corporate value
FYE March 2025	- Monitoring the progress of the 2026 Medium-Term Business Plan and expanding deliberations towards supporting initiatives aimed at Plan achievement - Improving Board of Directors operations to stimulate deliberations towards achieving sustainable Group growth and medium and long-term improvements in corporate value
FYE March 2026	- Expanding strategic deliberations that can lead to resolutions to long-term issues and issues identified through progress monitoring for the Medium-Term Business Plan - Enhancing the quality and depth of deliberations related to increasing the precision and speed of decision-making - Strengthening succession monitoring conducted by the Board of Directors

Audit & Supervisory Board

Audit & Supervisory Board work towards sustainable growth and medium- to long-term growth in corporate value as a part in the governance of the Company together with the Board of Directors. Also, Audit & Supervisory Board fulfills the roles and responsibilities from an independent and objective standpoint based on the Company's fiduciary and accountability duties to shareholders.

Attendance at Meetings

FYE March 2025 Number of Audit & Supervisory Board meetings held: 16 (Overall attendance rate: 98.4%)

	Name	Attendance Rate
Internal audit & supervisory board member	Hiroaki Chida	16 of 16 meetings (100%)
Internal audit & supervisory board member	Takayoshi Ohno	16 of 16 meetings (100%)
Outside audit & supervisory board member	Hajime Watanabe	16 of 16 meetings (100%)
Outside audit & supervisory board member	Makoto Ando	15 of 16 meetings (93.8%)

Functions and Roles of any Committee or Other Meeting

Nomination Committee

- Composition (FYE March 2025): Outside director 4, inside director 1
- Chairperson: Outside director
  Chairperson is selected from among members who are independent outside directors and appointments shall be made so that the chairperson does not also serve as chairperson of both Nomination Committee and Compensation Committee.
- Roles and functions: Nomination Committee provides the Board of Directors with proposals for the nomination or removal of directors and Audit & Supervisory Board members, and deliberates and advises on the nomination or removal of executive officers, including the president. The Committee also deliberates and advises on matters such as succession plans.

Attendance at Meetings

FYE March 2025 Number of Nomination Committee meetings held: 7 (Overall attendance rate: 100%)

	Name	Attendance Rate
Inside director	Kazuo Kawamura	7 of 7 meetings (100%)
Outside director	Mariko Matsumura	7 of 7 meetings (100%)
Outside director	Masaya Kawata	7 of 7 meetings (100%)
Outside director	Michiko Kuboyama	7 of 7 meetings (100%)
Outside director	Peter David Pedersen	7 of 7 meetings (100%)

Compensation Committee

- Composition (FYE March 2024): Outside director 4, inside director 1
- Chairperson: Outside director
  Chairperson is selected from among members who are independent outside directors and appointments shall be made so that the chairperson does not also serve as chairperson of both Nomination Committee and Compensation Committee.
- Roles and functions: Compensation Committee deliberates on policies regarding the determination of compensation for directors and executive officers, the amount of compensation, the level of compensation, etc., and reports to the Board of Directors.

Attendance at Meetings

FYE March 2025 Number of Compensation Committee meetings held: 2 (Overall attendance rate: 100%)

	Name	Attendance Rate
Inside director	Kazuo Kawamura	2 of 2 meetings (100%)
Outside director	Mariko Matsumura	2 of 2 meetings (100%)
Outside director	Masaya Kawata	2 of 2 meetings (100%)
Outside director	Michiko Kuboyama	2 of 2 meetings (100%)
Outside director	Peter David Pedersen	2 of 2 meetings (100%)

Executive Committee

- Composition: Board members and executive officers
- Roles and functions: Executive Committee serves as an advisory body to the CEO & President and deliberates important matters related to business execution based on the basic strategic policy outlined by the Board of Directors.

The Group Strategy Committee

- Composition:
  CEO (Chief Executive Officer)
  CFO (Chief Financial Officer)
  CSO (Chief Sustainability Officer)
  COO (Chief Operating Officer) of the Pharmaceutical Segment
  COO (Chief Operating Officer) of the Food Segment
  CHRO (Chief Human Resource Officer)
  CDO (Chief Digital Officer)
- Roles and functions:
  The Group Strategy Committee applies basic management policy adopted by the Board of Directors towards determining the direction of core matters such as the Group's overall vision, business plans, business policy, and the allocation of management resources.

In addition to the above, we provide a forum for exchanging opinions between outside directors and outside corporate auditors, which is utilized for the more effective management of the Board of Directors.

Auditing Structure and Audit & Supervisory Board

Internal Auditing Division

We have established an Audit Department (internal audit staff: 7), which reports directly to the CEO, President and Representative Director as an auditing division. This department collaborates with other internal auditing divisions within the Group to conduct internal audits.

Internal auditing divisions hold regular monthly meetings with the Audit & Supervisory Board to share information and exchange opinions on the status of activities. The division works to strengthen cooperation with the accounting auditor by regularly sharing information.

Governance Audits of Overseas Group Companies

For overseas Group companies, generally thought to have higher risks than in Japan, in addition to conventional business audits, we also have established a structure for conducting audits specifically designed to reduce fraud and other management risks (referred to as "governance audits"). Governance audits are generally conducted three to four times a year to confirm frameworks and management related to fraud prevention, including promotion of Meiji Group Code of Conduct, Meiji Group Policy awareness, anti-corruption, the separation of duties, whistleblowing systems, and risk management systems. We use external experts to ensure audit efficiency and efficacy.

Audit results are reported to audited companies and also shared with the Group CEO and other relevant officers, corporate auditors, and each operating company. Through these initiatives, we are working to strengthen our internal systems, and enhance our fraud checks and prevention.

Independent auditor	Ernst & Young ShinNihon LLC
Audit department (internal auditing)	Audit Department
Principal meetings auditors attend	Board of Directors, Executive Committee, Audit & Supervisory Board, Audit Department Liaison Meeting, and others

Internal Control System

We provide products and services to a large number of customers through our food and pharmaceutical business operations. In accordance with the Corporate Behavior Charter, the Meiji Group has established an internal control system befitting the Group and the Group companies that is based on mutual collaboration and multifaceted checking functions to ensure directors, executive officers, and other employees comply with the Food Sanitation Act, the Pharmaceutical and Medical Device Act, and other statutory laws and regulations and the Articles of Incorporation, thereby ensuring fair and sound business activities firmly rooted in compliance.

Cross-shareholding of Listed Companies

The Group does not hold shares that are not recognized as contributing to sustainable growth and improvement of corporate value over the medium- to long-term, taking into consideration the necessity of business operations.
We hold listed shares as cross-shareholdings when we think it would:
1) Accelerate the group's financial operations
2) Strengthen the relationship with our group companies
3) Strengthen the group's transactional relationships
4) Be reasonable in light of our responsibility to shareholders

Every year, the Board of Directors reviews all the brands the Group is holding and determines whether the company should continue holding them or dispose of them. We will verify the suitability of possession and disclose the details of the verification. For each brand, the Board considers the following factors:

- The rationale for holding the brand
- The transactions for the brand in the past year
- The medium- to long-term outlook for the brand
- The amount of dividend

As a rule, we will exercise our voting rights in line with the wishes of the stock issuing company's Board of Directors. However, we will decline to do so if we think that it would negatively impact the business relationships with the Group or if it would clearly harm the common interests of shareholders.
When a company holding Meiji shares for strategic purposes (cross-shareholding company) indicates the intention to sell the stock, we do not interfere with the sale of the share.
We do not engage in transactions that would interfere with Group and shareholder common interests, including transactions with cross-shareholding companies without sufficiently validating the economic feasibility of the transaction.

Related Party Transactions

Directors and Audit & Supervisory Board members of the Company or a major operating company may not engage in material transactions with the Company or a major operating company without the approval of the Company's Board of Directors. Where such transactions are approved, the status of said transactions must be reported to the Company's Board of Directors.

Constructive Dialogue with Shareholders

The Company pursues the following measures for promoting constructive dialogue with shareholders.

1. The Company positively and voluntarily engages with shareholders so as to promote constructive dialogue with them. General communication with shareholders is managed by the Investor Relations (IR) Department, which is managed by the executive officer in charge of IR. To a practical extent, we also engage in dialogue with directors and Audit & Supervisory Board members, including outside officers.
2. With the aim of supporting shareholder dialogue, the director in charge of IR organizes liaison meetings with personnel from other departments, including Corporate Planning, Corporate Administration, and Risk Management, so as to share information between the departments.
3. In addition to one-on-one meetings, the Company holds earnings conferences twice-yearly for institutional investors and securities analysts to announce the second quarter and the fiscal year results, as well as small meetings led by the Company President. We also hold earnings conferences with institutional investors and securities analysts at the end of the first and third quarter.

4. We work to promote dialogue with individual investors and to inform them about the group's businesses. In FYE March 2025, we held factory tours and online briefings for individual investors.
5. We actively promote ESG dialogue with investors. We hold one-on-one meetings with institutional investors and conferences for institutional investors and securities analysts.
6. We provide information via our website for shareholders and investors. We publish our investment securities reports (Japanese/English), earnings flash reports (Japanese/English), integrated reports (Japanese/English), and earnings conference materials (Japanese/English) on this website. We also stream video of our earnings conferences (Japanese/English) and publish a Q&A summary (Japanese/English) to further communication.

Members of the Board, Audit & Supervisory Board Members

Overview of Directors

Leadership

Main Expertise and Background

Skills Matrix of Members of the Board and Audit & Supervisory Board Members

- The Board of Directors formulates and pursues Group-wide strategies and oversees the management of operating companies. Additionally, the Board carefully monitors the effectiveness of directors and executive officers from an objective position. Furthermore, the Board works to realize the Group Philosophy, promotes sustainable Group growth and medium to long-term improvements to corporate value, and strives to improve profitability and capital efficiency.
- We identified the skills that are essential to effectively perform such functions of the Board, and created the following skills matrix to clarify the skills required of individual directors.
- When changing the skills items, the Board of Directors decides on skills required of the Board based on consideration of role of the Board of Directors and after consulting with the Nomination Committee.
- For Audit & Supervisory Board Members, the Company has prepared a skills matrix similar to the one for directors to confirm the status of "finance and accounting" and "legal affairs and risk management" skills, which are critical to auditing business execution by directors.

Reasons for Selection and Definition of Skills

Management strategy	Skills required to lead and supervise medium and long-term improvements in corporate value through sustainable growth to realize the Group's vision of "continuing growing in Japan and the world by creating values which are one step ahead for food and health"
Global business	Skills required to support the confirmation of appropriate business environments and trends, and make decisions and supervise from a global perspective towards steadily capturing overseas markets as we aim to accelerate the speed of global development and become a truly global company

Sales and marketing	Skills required to lead and oversee the formulation of effective sales and marketing strategies towards securing an overwhelming advantage in core businesses and establishing a foundation for growth in overseas markets
Finance and accounting	Skills required to make judgments and supervise from a finance and accounting perspective to build a stable management foundation towards achieving an optimal capital structure while balancing strategic business investments aimed at medium and long-term improvements to corporate value with aggressive shareholder returns
HR and diversity	Skills required to formulate and supervise human resource strategy and diversity management policies, and practice human capital management that positions human resources as important assets towards improving corporate value
Legal affairs and risk management	Skills required to formulate and supervise group-wide policies related to legal affairs and risk management to enhance group governance towards strengthening group management
Corporate communication	Skills required to formulate and supervise communication strategies towards building trust-based relationships with a wide range of stakeholders, including customers, business partners, shareholders, and investors
Sustainability	Skills required to lead and supervise the balance between economic value and social and environmental value to realize the Meiji Group Sustainability 2026 Vision and resolve social issues through sustainability innovation
Digital	Skills required to lead and supervise the Meiji Group DX strategy to accelerate our realization of "creating and providing new customer value" and "workstyle reform and productivity improvements"

Members of the Board

Name	Main expertise and background								
	Management strategy	Global business	Sales and marketing	Finance and accounting	HR and diversity	Legal affairs and risk management	Corporate Communication	Sustainability	Digital
Katsunari Matsuda	●		●		●		●	●	
Toshiaki Nagasato	●	●			●		●	●	
Bunjiro Yao	●	●					●	●	
Jun Furuta	●	●				●	●		●
Jun Hishinuma	●			●			●		
Mariko Matsumura Outside					●	●			
Masaya Kawata Outside	●	●			●			●	●
Michiko Kuboyama Outside	●		●		●		●		
Peter David Pedersen Outside	●	●			●			●	

Audit & Supervisory Board Member

Name	Main expertise and background								
	Management strategy	Global business	Sales and marketing	Finance and accounting	HR and diversity	Legal affairs and risk management	Corporate Communication	Sustainability	Digital
Masayori Tamaki					●	●			
Yasushi Watanabe				●		●			
Makoto Ando Outside				●		●			
Masakazu Komatsu Outside						●			

Policies and Procedures in the Appointment/Dismissal of Officers

Nominating Director Candidate

We select our director candidates at the Board of Directors, after consulting with the Nomination Committee. Then the candidates are appointed at the General Meeting of Shareholders.

We select our director candidates considering diversity such as nationality, gender, and age. To realize the Meiji Group 2026 Vision, we select the candidates with their advanced knowledge and expertise from the following perspectives: management strategy, global business, sales and marketing, finance and accounting, HR and diversity, legal affairs and risk management, corporate communications, and sustainability.

Nominating directors with executive duties

All candidates must have the following qualities:

- Extensive experience
- Business sense
- Specialist expertise
- Upstanding character

Also, we nominate persons who can steer the Meiji Group (the "Group") toward sustainable growth based on the past achievement. To implement our corporate philosophy and promote our corporate value, we look for the following qualities:

- Effective decision-making ability: Transparent bold business decisions swiftly and impartially.
- Group management: Achieve optimal group-wide management.

Nominating Independent Outside Director candidates

We nominate persons with the following qualities:

- Ability to analyze the Group's business operations objectively and from multiple perspectives
- Character, insight, and ability to take on the role of an Independent Outside Director
  All such candidates must meet our independence standards.

Decisions on the reappointment of directors are subject to substantive deliberations by the Nomination Committee regarding the person's efficacy in fulfilling their required duties on the Board of Directors.

The removal of a director shall involve appropriate deliberations by the Nomination Committee before a final decision is made by the Board of Directors. The removal of directors is conducted by provisions stipulated in relevant laws.

Nominating Audit & Supervisory Board Member Candidates

We select our Audit & Supervisory Board member candidates at the Board of Directors after consulting with the Nomination Committee with the consent of Audit & Supervisory Board. Audit & Supervisory Board Members are appointed at the General Meeting of Shareholders.

Nominating Audit & Supervisory Board member candidates

Audit & Supervisory Board members select candidates at the Board of Directors after consulting with the Nomination Committee with the consent of Audit & Supervisory Board.
Audit & Supervisory Board Members are appointed at the General Meeting of Shareholders.

While considering diversity such as their nationality, gender, or age, we nominate persons with the following qualities:

- Upstanding character
- Specialist expertise
- Excellent discernment
- High moral standards

For our Audit & Supervisory Board members to properly inspect the Group's operations of the compliance (with laws, regulations, and standards etc.) and validity and to bring any issues to our attention from an objective and impartial perspective. At least one of the candidates must have solid grounding in finance and accounting. Of these, outside Audit & Supervisory Board candidates are chosen from among persons who fulfill separately stipulated judgment criteria for independence with vast knowledge and experience in relevant fields such as accounting or law.

In the event of matters requiring the removal of Audit & Supervisory Board members, the Nomination Committee shall deliberate before a final decision is made by the Board of Directors. The removal of Audit & Supervisory Board members is conducted by provisions stipulated in relevant laws.

Outside Directors and Auditors

Reasons for Nomination of Outside Directors

Mariko Matsumura

We appointed Mariko Matsumura as an outside director because her extensive career as a lawyer will enable her to offer professional and insightful advice on company management and to effectively oversee execution of duties. We expect that she will make a significant contribution to the enhancing of corporate governance. While she has never engaged in company management other than as an outside director or outside Audit & Supervisory Board member, we nonetheless believe she is qualified for the post because of the above reason. Mariko Matsumura fulfills the Company's independence standards for independent directors, and there is no possibility of conflict of interest with general shareholders.

Masaya Kawata

Masaya Kawata has extensive management experience as the former President and Representative Director and Chairman and Representative Director of Nisshinbo Holdings Inc., and accomplishments as well as broad insight. He has promoted the company's group and global management. We appointed Masaya Kawata as an outside director because his extensive experience, track record, and vast knowledge related to business management will enable him to provide Group management valuable advice and ensure the appropriate monitoring of business execution for our Group. We expect that he will make a significant contribution to enhancing corporate governance. He fulfills the Company's independence standards for independent directors, and there is no possibility of conflict of interest with general shareholders.

Michiko Kuboyama

Michiko Kuboyama has vast experience related to product development and marketing through her roles at Kao having worked in the Products Public Relations Center before serving as Center manager and as a communications fellow in the Lifestyle Research Department. We appointed Michiko Kuboyama as an outside director because she will be able to provide Group management valuable advice and ensure the appropriate monitoring of business execution from the perspective of the consumer and a diverse range of other perspectives. We expect that she will make a significant contribution to the enhancing of corporate governance. While she has never engaged in company management other than as an outside director or Audit & Supervisory Board Member (Outside), we nonetheless believe she is qualified for the post because of the above reason. Michiko Kuboyama fulfills the Company's independence standards for independent directors, and there is no possibility of conflict of interest with general shareholders.

Peter David Pedersen

Peter David Pedersen has provided advice on sustainability management to the Company as an outside expert on the Company's ESG Advisory Board since FYE March 2022. He has abundant experience at environmental and CSR consulting firms along with deep insights in sustainability management at the global level and training of next-generation leaders. We appointed him as an outside director, expecting that he will provide helpful advice on the Group's management and appropriately supervising the execution of its business operations based on the above experience and insights. We expect that he will make a significant contribution to the enhancing of corporate governance. Peter David Pedersen fulfills the Company's independence standards for independent directors and there is no possibility of conflict of interest with general shareholders.

Reasons for Nomination of Outside Audit & Supervisory Board Members

Makoto Ando

Makoto Ando has built a prolific career and gained deep expertise in both the private sector, working in major audit firms and accounting firms in Japan and overseas as a certified public accountant, and the public sector. Thus, we appointed her as an Outside Audit & Supervisory Board Member. While she has not been involved in corporate management in the past, except as an Outside Director or an Outside Audit & Supervisory Board Member, we have concluded that she will be able to perform her duties appropriately as an Outside Audit & Supervisory Board Member for the reasons mentioned above. Furthermore, she fulfills the Company's Criteria for Independence and there is no possibility of conflict of interest with general shareholders.

Masakazu Komatsu

Masakazu Komatsu has a prolific career as an attorney at law and deep expertise in corporate legal affairs. Thus we appointed him as an Outside Audit & Supervisory Board Member, expecting that he will contribute significantly to enhancing our corporate governance by objectively auditing the execution of duties by Directors, especially from the perspective of legal and risk management. While he has not been involved in corporate management in the past, except as an Outside Director or an Outside Audit & Supervisory Board Member, we have concluded that he will be able to perform his duties appropriately as an Outside Audit & Supervisory Board Member for the reasons mentioned above. Furthermore, he fulfills the Company's Criteria for Independence and there is no possibility of conflict of interest with general shareholders.

Criteria for Independence

Meji Holdings Co., Ltd. (the "Company") has established Criteria for Independence of Outside Members of the Board and Outside Audit & Supervisory Board Members (Criteria for Independence) as follows.
When an Outside Member of the Board and an Outside Audit & Supervisory Board Member are independent, such Member shall not fall under any of the following categories.

1. A person who executes business of the Company or its subsidiary
2. A person who executes business of the Company's parent company or a fellow subsidiary
3. A party which has material business transactions with the Company or a person who executes business transactions of that party, or a major business partner of the Company, or a person who executes business transactions of that business partner
4. A consultant, an accounting expert, or a legal expert who receives a considerable amount of cash or other assets other than compensation as a Member of the Board or an Audit & Supervisory Board Member from the Company (when a party who receives such assets is an organization, such as a corporation or an association, this shall refer to a person who is associated with such organization)
5. A person who fell under category 1 above during the ten-year period prior to assuming the position
6. A person who fell under category 2, 3, or 4 above during the one-year period prior to assuming the position
7. A relative within the second degree of kinship of a person (excluding a person who does not have an important management position) who currently falls or fell under category 1, 2, 3, or 4 above during the one-year period prior to assuming the position

*1 "A party which has material business transactions with the Company" is one that received payment from the Company during the latest fiscal year equivalent to 2% or more of the party's annual consolidated net sales or 100 million yen, whichever is greater.
*2 "A major business partner of the Company" is one that made payment to the Company during the latest fiscal year equivalent to 2% or more of the Company's annual consolidated net sales.
*3 "A consultant, an accounting expert, or a legal expert who receives a considerable amount of cash or other assets other than compensation as a Member of the Board or an Audit & Supervisory Board Member from the Company" is the one who received cash or assets from the Company during the latest fiscal year other than compensation as a Member of the Board or an Audit & Supervisory Board Member, equivalent to 2% or more of his/her consolidated net sales or 10 million yen, whichever is greater.

Independent Outside Officers who Concurrently Serve at Other Companies

The Company permits independent outside officers to concurrently serve as officers in other listed companies, but only to the extent that they are not prevented from devoting sufficient time and effort required to fulfill their roles and responsibilities as director or Audit & Supervisory Board member of the Company.

Succession plan for the CEO and other top executives

Our Board of Directors decides on the succession plan for our Group CEO based on consultation with the Nomination Committee. The Board of Directors outlines implementation strategy for a succession plan based on the parameters (leadership values) required of executives. These parameters are outlined based on our Group Philosophy, our Code of Conduct, and business strategy.

Based on this implementation strategy, the Nomination Committee deliberates on the nomination and removal of the current CEO of the Company and the Presidents of our main Group companies, and selects CEO and President candidates. The Board of Directors receives regular reports on the status of the succession plan and deliberates on the details of the plan.

Leadership Value describes the standards that our executives must uphold to lead the group toward achieving its vision. The main thing we expect of top executives is the ability to "instigate change and lead reform efforts." To this end, Leadership Value outlines the following 10 competences across three themes:

1. Strategic planning and action: Imagination, decisiveness, ability to achieve breakthroughs, ability to channel creative energies
2. Organizational leadership skills: Ability to communicate and convince, ability to motivate, magnanimity for others' mistakes, ability to develop others' talents
3. Character: Ability to recognize and channel diverse talents, upstanding character

Training Opportunities for Directors and Audit & Supervisory Board Members

The Company provides directors, Audit & Supervisory Board members, and executive officers with training opportunities as necessary to develop their understanding of their legal liabilities and the roles and responsibilities they are expected to perform with respect to corporate governance, compliance, and risk management, as well as opportunities to gain the necessary knowledge on the Group's business lineup, organizational structure, and financial status.

The Company briefs outside officers on the Group's management strategy and business lineup/status to further their understanding of these matters. In addition, outside officers are taken on inspection tours of plants and research laboratories.

Compensation of Officers

Objective of Compensation System

From the perspective of expanding and strengthening Group business operations and corporate governance towards achieving our long-term vision, we outline the objectives of our plan for remuneration for directors and corporate auditors as the following.

Objectives of our plan for remuneration for directors and corporate auditors (outlined in 2011)

1. To ensure compensation levels that enable the hiring of elite internal and external personnel, provide motivation, and promote retention.
2. To serve as motivation for achieving short, medium, and long-term targets.
3. To ensure appropriate compensation for generated results.
4. To fulfill a sense of purpose by sharing accountability for results with shareholders.
5. To ensure fair and reasonable practices that enable the fulfillment of accountability to shareholders and all other stakeholders.

Policy on Compensation for Director

Composition of compensation

The compensation of directors (excluding Outside Directors) is comprised of the following three components.

1. Basic compensation, which is fixed according to the position and duties
2. Performance-linked compensation as a short-term incentive based on corporate and individual performance for the previous fiscal year
3. Share compensation as a medium- to long-term incentive that is linked to the performance of the Meiji ROESG® and the Meiji Group's share price trend

Basic compensation and performance-linked compensation is paid in cash, while share compensation is provided by allotting shares with transfer restrictions.
Only basic compensation is paid to Outside Directors and Audit & Supervisory Board Members from the perspective of their roles and independency.

* ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University.

Compensation levels

To ensure compensation levels that enable the hiring of elite internal and external personnel, provide motivation, and promote retention, we reference the following when determining compensation levels for directors.

(Compensation benchmark source)
- Levels at major Japanese companies as indicated in data from external research firms
- Levels at major manufacturing companies that are similar to Meiji in business scope, operations, and structure

Compensation governance

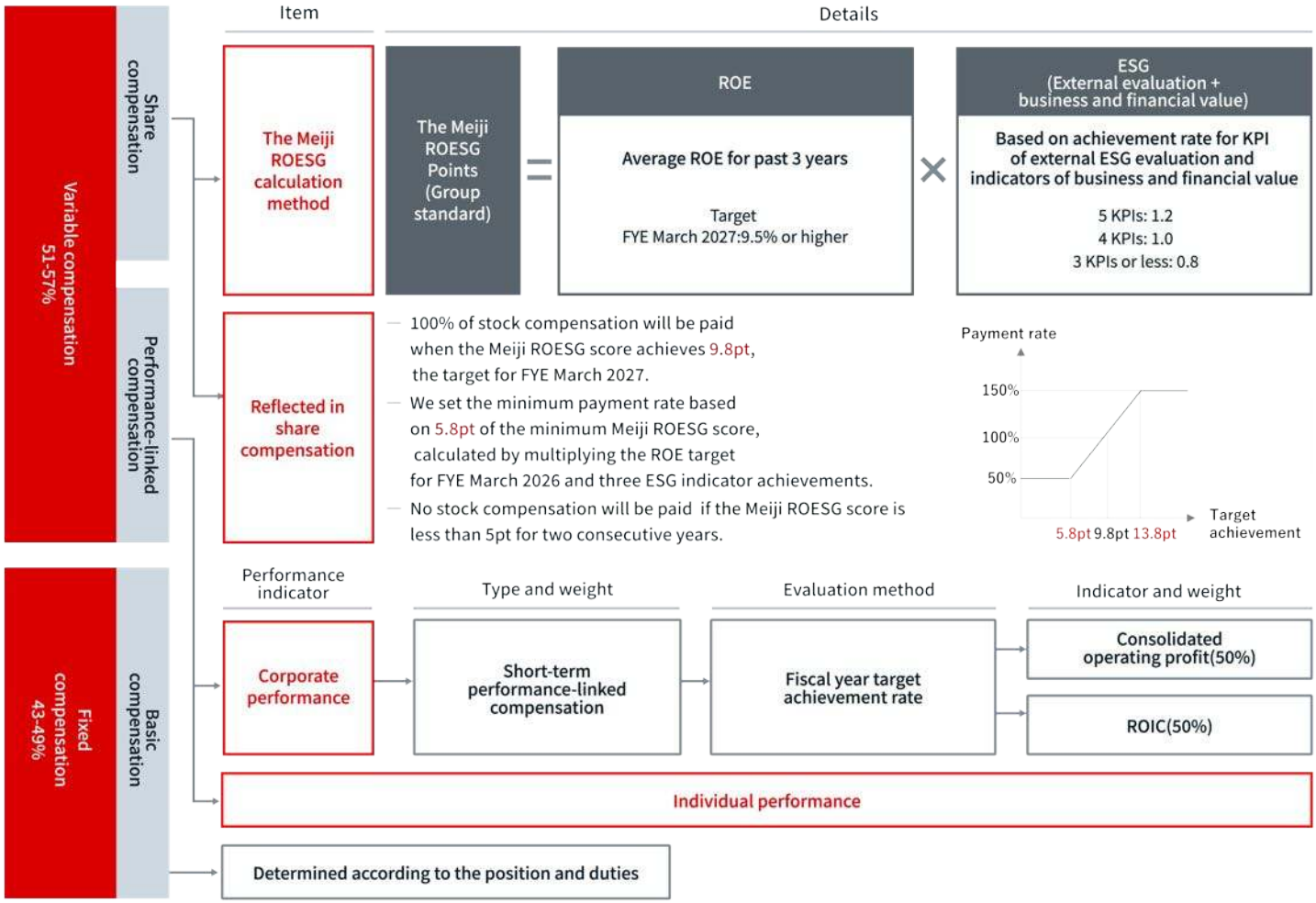
The Board of Directors determines the structure for director compensation, the results for company and individual performance, and the amounts of calculated compensation, after hearing the opinion of the Compensation Committee on these matters. The Compensation Committee has the majority of whom are outside directors independent of Meji Holdings Co., Ltd. (the "Company").

Payment Amount Calculation Method of Compensation for Director

Compensation ratio

To provide incentives to improve the corporate value of the Meiji Group and promote the sharing of interests with shareholders and other stakeholders, we have set the ratio of fixed compensation (basic compensation) to variable compensation (performance-linked compensation and share compensation) at 43-49:57-51 in the amount of remuneration upon achievement of budget targets. Specifically, we apply a higher rate of variable compensation as the rank and position of the executive increases.
Furthermore, the ratio of performance-linked compensation and stock-based compensation within variable compensation is 60:40.

Overview of calculation of director compensation payment amount



Base compensation

Fixed compensation (base compensation) is paid to directors. We determine this amount based on the director's status and responsibilities, and reference compensation levels at major Japanese companies as indicated in data from external research firms as well as compensation levels at major manufacturing companies that are similar to Meiji in business scope, operations, and structure.

Variable compensation

Performance-linked compensation

Objectives

To ensure a commitment to the Meiji Group 2026 Vision and key indicators outlined in our Medium-Term Business Plan, and to increase motivation towards improving performance.

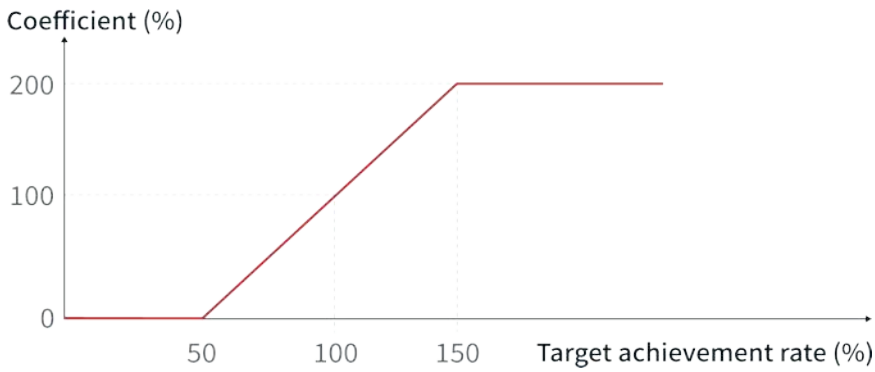
Composition of compensation

- For the CEO, President and Representative Director, and COOs, Members of the Board of the Company: Performance-linked compensation is based only on evaluations of corporate performance, consisting of short-term performance-linked compensation.
- Individual performance is also added to the evaluation items for executive officers excluding the CEO, President and Representative Director, as well as COOs and Members of the Board of the Company.

Payment amount calculation method

- Short-term performance-linked compensation
  Directors (excluding Outside Directors) are paid short-term performance-linked compensation in the form of compensation that is linked to the level of target achievement for consolidated operating profit and ROIC.
  The payment amount is calculated by multiplying the coefficient corresponding to the achievement rate for the fiscal year as shown in the chart below. Furthermore, regardless of target achievement rate, the coefficient is reduced by half if earnings are less than capital costs.

Coefficient for Consolidated Operating Profit/ROIC



- Compensation based on individual performance indicators
  The CEO comprehensively evaluates individual performance based on a seven-tier scale and calculates payment amounts by multiplying the target base amount by a coefficient that ranges from 0% to 200%. Furthermore, the CEO and COO are not subject to individual performance evaluations.

Share compensation

Objectives

To provide incentives to improve the corporate value of the Meiji Group and promote the sharing of interests with shareholders and other stakeholders.

Overview

As a medium- to long-term incentive that is linked to trends in our stock price, we issue transfer restricted shares that cannot be disposed of for the three-year period following allocation (issued once per year after the General Meeting of Shareholders). The amount of monetary compensation claims to be granted by the

Company in order to allot transfer restricted shares fluctuates every year according to the results of the Meiji ROESG in the previous fiscal year.

Payment amount calculation method

We set the Meiji ROESG, which is calculated based on ROE figures and the results of ESG initiatives, as a performance indicator. The payment amount is calculated by multiplying the base amount by a coefficient calculated as detailed below:

- We calculate the Meiji ROESG, which combines ROE and ESG indicators (external evaluations). The coefficient is set to 100% for 9.8pt.

- The minimum score for Meiji ROESG is 5.8pt and the maximum score is 13.8pt. The coefficient will vary between 50% and 150% depending on the Meiji ROESG score.

- No stock compensation will be paid if the Meiji ROESG score is less than 5pt for two consecutive years.

ESG Indicators (external evaluation)

ESG Rating Agencies	Evaluation indicators	FYE March 2026 Target
MSCI ESG Ratings	MSCI ESG Leaders Indexes	AA
S&P Global CSA	Dow Jones Best-in Class Indices	70pt or more
ISS ESG	ISS ESG	46pt or more（C）

Policy on Compensation for Corporate Auditors

- The amount of compensation for Audit & Supervisory Board members is determined through negotiation with the members concerned, and the amount will be within the limit resolved by the General Meeting of Shareholders.

- Only basic compensation is paid to Audit & Supervisory Board Members from the perspective of their roles and independency.

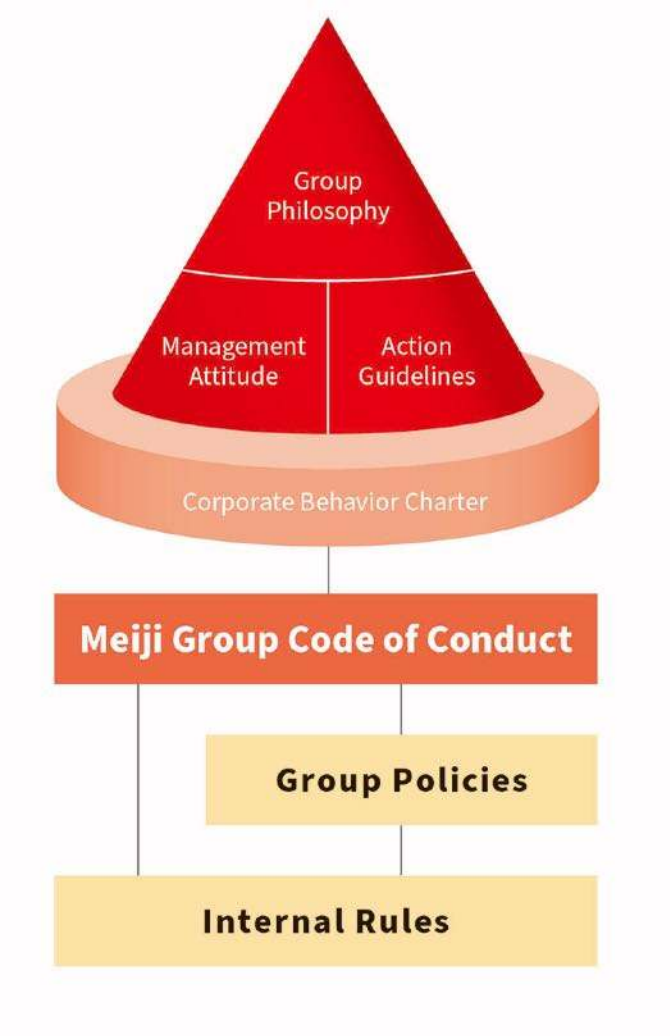
Details and Total Amount of Compensation of Officers

We disclose the total amount of compensation by officer category and by compensation type, and number of eligible officers. For directors with a total compensation of JPY 100 million or higher, we also disclose their individual amount of compensation. See the Corporate Governance Report ([Director Compensation] on page 28)

Compliance

Basic Views

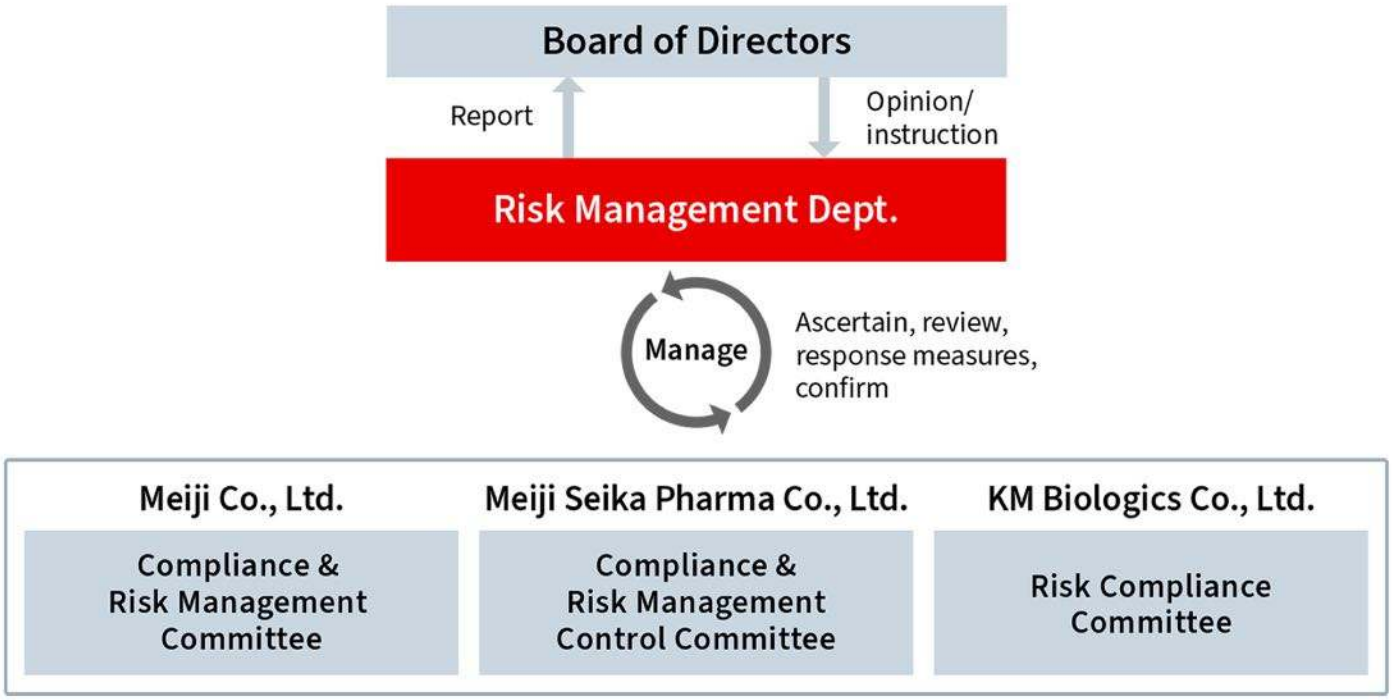
The Meiji Group complies with the laws, regulations and social rules of each country in order to ensure fair and free competition as well as proper and transparent transactions. To increase awareness and strengthen compliance further, we established internal regulations based on our Corporate Behavior Charter and the Meiji Group Code of Conduct and work to improve internal training. We conduct business holding ourselves to high ethical standards and shall continue to develop to be a company group trusted by society.



Philosophy | Meiji Group

Management System

The Meiji Group has established an effective compliance management system by developing related regulations, such as the Compliance Regulations and setting up relevant committees within each Group company.



Compliance awareness

The Meiji Group has established the Meiji Group Code of Conduct which sets forth concrete values, concepts, and standards for implementing the Corporate Behavior Charter and clarifies the actions required of each and every executive and employee of the Meiji Group. The Meiji Group Code of Conduct has been translated into English, Chinese, Spanish, Thai, and Indonesian, and is being disseminated to employees not only in Japan but also overseas. To deepen understanding of the Meiji Group Code of Conduct and raise compliance awareness among all executives and employees, we conduct various compliance education and training programs, publish and disseminate in-house educational materials, and conduct compliance surveys. In FY2023, we conducted employee training aimed at raising awareness and implementing the Meiji Group Code of Conduct for all Group employees in Japan and overseas Group company secondees.

Anti-Corruption

The Meiji Group formulated Meiji Group Anti-Corruption Policy in order to remain a transparent and sound corporate group that is trusted by society. In May 2019, we became a signatory to the UN Global Compact and we comply with Principle 10: Business should work against corruption in all its forms, including extortion and bribery. We translated this policy into English, Chinese, Spanish, Thai, Indonesian and Hindi to raise employee awareness, not only in Japan but overseas as well. We are continuing our efforts to deepen employees' understanding of the Meiji Group Code of Conduct and Anti-Corruption Policy through in-house training, e-learning, and awareness-raising activities on our internal portal site. In FY2024, we conducted an e-learning program for approximately 13,000 employees, including all Group employees in Japan and those seconded to overseas Group companies. This program aimed to raise awareness of our Code of Conduct and Anti-Corruption Policy. It comprehensively covered the prohibition of corrupt practices such as bribery, abuse of authority, money laundering, and insider trading, emphasizing the importance of integrity through specific case studies. The participation rate of this e-learning program was 93.5%.

Meiji Group Anti-Corruption Policy

The Meiji Group regularly conducts operations audits of domestic and overseas Group companies. Operations audits include audits of compliance-related matters, such as fraud and corruption prevention as stipulated in the Meiji Group Anti-Corruption Policy or the Meiji Group Code of Conduct. In the last three years from FYE March 2024, we have completed operations audits for 65% of our Group companies. For overseas Group companies, in addition to operations audits, we are conducting audits specifically designed to reduce fraud, corruption and other management risks (referred to as "governance audits"). In the last three years from FYE March 2024, we have completed governance audits for 10 companies. Governance audits are used to confirm frameworks and management related to fraud prevention, including promotion of Meiji Group Policy awareness, anti-corruption, separation of duties, whistleblowing systems, and risk management systems. The use of external experts ensures audit efficiency and efficacy. Audit results are reported to audited companies and also shared with the Group CEO and other relevant officers, corporate auditors, and each operating company. Through these initiatives, we are working to strengthen our internal systems, and fraud checks and prevention.

Compliance Breaches

Once a breach of compliance becomes evident, we will promptly take corrective action and take appropriate action (such as disciplinary action in accordance with the Rules of Employment, including pay reduction, demotion, etc.) against those involved in such breaches.

The number of disciplinary actions for compliance breaches in FYE March 2025 was as follows.

Number of disciplinary actions taken for compliance breaches (FYE March 2025)

Breakdown	incidents
Corruption or Bribery	0
Harassment	0
Labor	1
Quality	0
Information Management	0
Conflicts of Interest	0
Money Laundering or Insider trading	0
Accounting Fraud	4
Others	9

Compliance Counseling Desk

The Meiji Group has established measures to promote the prevention and early discovery of any violations of legal code, the Meiji Group Code of Conduct, and the Meiji Corporate Behavior Charter. We maintain an internal whistleblowing system for employees that includes an internal hotline as well as a consultation desk staffed by an external attorney or other qualified professional to ensure independence from Company management.
For overseas Group companies, we have established local reporting channels that allow directors and employees to report in the language they use. We also have a reporting channel in Japan to receive such reports.

The Meiji Group explicitly prohibits the unjust treatment of whistleblowers in Company rules and regulations concerning internal reporting. We also protect whistleblowers by enabling anonymous reporting. Reported information is handled strictly as confidential information and is shared with relevant committees at each

company. These committees then examine reported information and respond accordingly.
The Board of Directors of Meiji Holdings regularly receives reports on the operating status of the compliance systems and activities of each operating company and the operation of the internal reporting system, and supervise the operation of such systems.
The Meiji Group provides employees with cards containing whistleblowing hotline information. This information is also posted to our intra site to promote awareness of the whistleblowing system among employees.
In FYE March 2025, there were 234 reports and consultations throughout the Group.

An Ethical and Transparent Pharmaceuticals Company

Responsible promotion of ethical pharmaceuticals

The Meiji Group Pharmaceutical business embraces the mission of contributing to improving the health and welfare people around the world by developing innovative, highly effective, and safer pharmaceuticals. Critical to achieving this mission is maintaining strong ethical practices and transparency throughout our business activities. Furthermore, we must ensure appropriate interactions with researchers, medical professionals, and patient organizations, and engage in responsible promotional activities.

To ensure appropriate promotional activities, we maintain compliance with the Pharmaceutical and Medical Device Act and other relevant Japanese laws, and follow the laws, regulations, and guidelines of each country in which we engage in promotional activities for ethical pharmaceuticals.

In Japan, we used the Japan Pharmaceutical Manufacturers Association (JPMA) Code of Practice as the framework for creating our own Code of Practice. To supplement this Code, we also have outlined a Promotion Code, which reflects the principles of the Fair Trade Competition Code created by the Fair Trade Council of the Ethical Pharmaceutical Drugs Marketing Industry. We also established our Ethical Pharmaceutical Marketing Activity Regulations, which we based on the Ethical Pharmaceutical Marketing Activity Guidelines drafted by the Ministry of Health, Labour, and Welfare.

In our Promotion Code, we explicitly outline management duties and matters of compliance concerning promotional activities. Our Marketing Code for Ethical Pharmaceuticals outlines the organizational structure and role of the Marketing Supervisory Division, an entity that is independent of the Sales Division. This Code also outlines promotional procedures. When evaluating promotional materials, the Marketing Supervisory Division invites independent external experts from outside the Group to participate in their evaluation process.

Overseas, we conduct sales activities in compliance with promotion codes outlined by the respective industrial organizations of Indonesia, Thailand, and Spain where we have sales offices.

Employee education and internal audit concerning the promotion of ethical pharmaceuticals

To ensure the Group promotes are conducted in accordance with the Promotion Code and the Marketing Code for Ethical Pharmaceuticals, we regularly conduct training for all pharmaceutical sales division employees to ensure awareness.

To confirm compliance with the Promotion Code and the Marketing Code for Ethical Pharmaceuticals, an internal audit division conducts regular audits to confirm the adequacy of our compliance structure and activity processes, including promotional activities.
The Market Supervisory Division confirms the appropriateness of marketing representative (MR) activities by monitoring their activities, including accompanying MRs on sales visits to evaluate MR activities. The Market Supervisory Division also implements responses to MR activities as necessary.

Participation in industry initiative related to safe and responsible pharmaceuticals

To ensure the Group maintains membership in the following industry organizations as part of our efforts to ensure the safety of our pharmaceuticals. We partner with other companies towards establishing and promoting industry rules on matters such as the appropriate use of pharmaceuticals.

- The Federation of Pharmaceutical Manufacturers' Associations of Japan
- Japan Pharmaceutical Manufacturers Association
- Pharmaceutical Manufacturers' Association of Tokyo
- The Fair Trade Council of the Ethical Pharmaceutical Drugs Marketing Industry
- Council for the Proper Use of Medicine
- Japan Association of Vaccine Industries
- Japan Society of Quality Assurance
- Japan Blood Products Association

Transparency in corporate activities and relationships with medical institutions and patient organizations

Regarding interactions with researchers, medical professionals, patient groups, etc., each company has established its own Code of Practice for all directors and employees to ensure a high level of morality. The Pharmaceutical segment has also established Guidelines on Transparency of Relationships between Corporate Activities and Medical Institutions. Based on these guidelines, we disclose details of the academic research grants it provides.disclose details of the academic research grants it provides. These disclosures help illustrate the ways in which we contribute to progress in the life sciences, while adhering to the highest ethical standards.

Risk Management

Basic Views

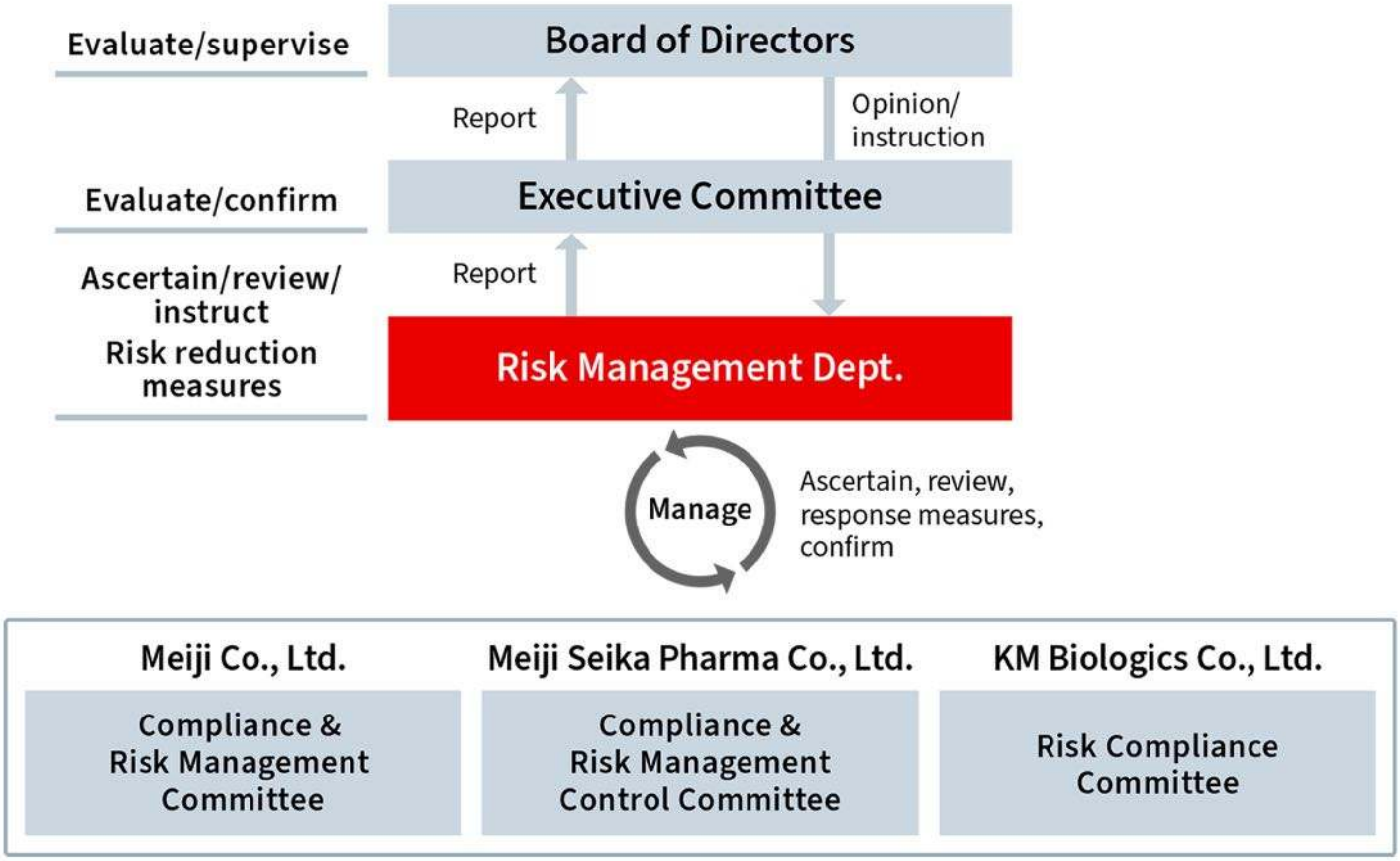
The Meiji Group recognizes that risk management is not just for responding when emergencies or disasters occur and severely impact business activities. It is also important to take preventive measures to control and avert/mitigate management risks.

Risk Management System

The Group established a risk management structure that supports further growth to achieve the Meiji Group 2026 Vision. Under this risk management structure, we identify overall Group management risks, reduce risks, and manage decisive risk-taking.

We established the Risk Management Department, as an independent division, to strengthen Group-wide risk management, and appointed an executive officer in charge of the department. The Executive Committee evaluates and confirms Group-wide management risks in line with the Group Vision and the risk control status and reports them to the Board of Directors, which evaluates and supervises the system. Thus, we can manage risks by adapting to changes in our operating environment.

Furthermore, to establish risk management systems that are suited to the Food Segment and Pharmaceutical Segment, respectively, we periodically share information, identify issues, and address them appropriately. We regularly share risk information across the Group, which includes risks common to all of our segments and risks that have impacts on the whole Group. Accordingly, we identify, evaluate, address, and solve risks promptly. The executive officer in charge of the Risk Management Department reports, as needed, information to the CEO, President and Representative Director.



* The Meiji Group has developed its risk management structure with reference to internationally recognized standards such as ISO31000 and the COSO framework.

Strengthen business continuity plans

The Meiji Group recognizes that risk management is not just for responding when emergencies or disasters occur and severely impact business activities. It is also important to take preventive measures to control and mitigate/avert risks.

In addition, as a company responsible for "food and health", we are maintaining and improving our business continuity plan (BCP) so that pharmaceuticals and food can be delivered to those who need it even in an emergency.

We provide employees with ongoing awareness training and regular training to confirm their safety.
In terms of business infrastructure and systems, we work to strengthen BCP in the entire value chain by reinforcing the earthquake resistance of facilities, establishing multiple production bases, duplicating procurement of raw materials, and reinforcing IT system backups.

Basic Policies for Business Continuity Plans

Meiji Group's mission is to continue supplying the products and services our customers need, even in the event of a large-scale disaster. In order to ensure this is possible, we have implemented our BCP in line with the following policies:

1. Protect the lives of people involved in Meiji Group's business operations, as well as their families
2. Fulfil Meiji Group's social responsibilities
3. Minimize damage to business caused by stoppage of operations, or similar causes

The Group Business Management Risks

We appropriately identify risks and develop countermeasures considering the risk impact from a company-wide business management perspective. In this way, we not only minimize risks, but we also achieve sustainable growth and gain new growth opportunities. We outlined the three visions — the Business Vision, Sustainability Vision, and Management Foundation Vision — in the Meiji Group 2026 Vision. We have identified the Meiji Group Business Management Risks based on those three Visions. Each management risk is managed under the supervision of an assigned risk owner, who implements measures to avoid or mitigate these risks at the first line of operational management.
Among the matters related to the status of business, accounting, etc. as described in this annual securities report, the main risks that management recognizes as having a significant impact on the financial position, operating results, and cash flows of the consolidated company are as follows.

The future risks outlined in the table below are categorized based on the Group's medium- and long-term management strategies. We have assessed their importance to the Group, taking into account the likelihood of occurrence and the level of impact on the Group.

The information represents risks recognized by the Group as of the date of submission of this annual securities report. These risks are not a comprehensive representation of all the risks related to our businesses.

Business Risks

(As of June 26, 2025)

$$: Risks of greater importance

$: Risks of great importance

	Risks	Countermeasures	Change in risk recognition from previous year	Importance to the Group
Sale and supply of products and services	• Abandon to launch planned product • Changes in customer lifestyles and values • Negative rumors about the Group's core materials (milk, cocoa, etc.)	• Establish solid Proofs of Concept (POC) • Gather information on market trends • Develop products that are friendly to the environment and society • Create products and services unique to Meiji that address social issues • Appropriately disseminate relevant information about products and materials	→	$$
The majority of profits comes from specific products	• Sluggish sales of products that account for a considerable portion of sales and profits	• Implement promotions that maximize unique value • Improve product portfolio management • Explore new markets and new business domains	→	$$
Supply chains	• Insufficient or excess procurement or price increases of raw materials • Cessation of production due to production problems, etc. • Difficulties in procuring raw milk • Unstable product supplies due to distribution problems	• Gather information on raw materials markets and promote procurement strategies • Strengthen coordination between production and sales divisions • Diversify suppliers and consider alternative materials • Improve distribution efficiency through labor-saving/automation	→	$$

Technological advances	• Insufficient adaptation to rapid advances in digital technologies • Discovery of innovative treatment methods, manufacturing methods and formulation methods	• Consider introducing new technologies as early as possible • Research new manufacturing and formulation methods, and search for alliances	↗	$$
Laws and regulations	• Revisions that significantly impact corporate activities • NHI drug price revisions	• Obtain information about system revisions early and implement countermeasures • Make appropriate approaches to relevant government authorities • Expand portfolio of products that are not affected by NHI drug price revisions	→	$
Overseas expansion and overseas Group companies	• Rapid changes in society, or outbreaks of war or terrorism • Revisions of the systems that greatly exceed expectations in various countries	• Gather information, and investigate and implement countermeasures early • Create product supply systems from multiple locations	→	$

Business plans, etc.	• Failure to achieve the Visions or Medium-Term Business Plans due to change in business conditions • Growth slowdowns in Core Business, or failure to achieve targets for overseas markets or new business domains • Impairment losses on non-current assets or goodwill • Fluctuations in foreign exchange or interest	• Enhance unique value and search for new value • Manage business portfolio from the perspectives of profitability, growth, and productivity • Make decisions and monitor investment, M&A, and R&D plans appropriately • Use foreign exchange contracts and borrow at fixed interest rates	↗	$

Sustainability-related Risks

	Risks	Countermeasures	Change in risk recognition from previous year	Importance to the Group
Caring for the Earth	• Environment friendliness in corporate activities	• Reduce CO2 emissions and prevent fluorocarbon leaks, promote energy-saving activities, expand installation of solar power generation facilities, use renewable energy-driven power, properly treat wastewater and industrial waste, and promote environmental management in compliance with ISO14001 • Circular economy • Comply with policies related to the environment	→	$

Climate change	• Address climate change	• Analyze climate change scenarios according to the TCFD framework, formulate strategies and release information	→	$
Thriving Communities	• Sustainable raw material procurement • Understand diversity, and use a diverse workforce effectively • Consider human rights, and human rights issues	• Increase the ratio of sustainably procured raw materials, such as cocoa beans and palm oil • Strengthen cooperation and collaboration with industry organizations and other companies to solve social issues in the dairy industry • Create organizations and cultures that value diverse perspectives and abilities • Address challenges of human rights based on due diligence • Strictly comply with policies, etc. related to procurement, human rights, society, and so on.	↗	$

Management Foundation-related Risks

	Risks	Countermeasures	Change in risk recognition from previous year	Importance to the Group
Governance	• Make decisions in a timely and appropriately manner • Internal or external non-compliance	• Improve effectiveness of the Board of Directors • Enhance corporate governance systems • Provide education on compliance and social media usage based on Meiji Group Behavior Charter, and comply with internal and external policies	↗	$$
Damage to the Meiji brand	• Product recalls or withdrawals from the market due to quality defects or unexpected side effects of pharmaceuticals, etc. • Unexpected harmful rumors about the Group or products	• Pursue quality and safety • Communicate appropriately with each stakeholder	↗	$$
Human capital and culture	• Recruit and develop human capital required for corporate growth • Employee engagement • Effects of business environment on productivity	• Secure management human resource pool that leads to succession plan • Improve employee training • Implement measures in consideration of the results of the employee engagement survey • Promote smart work, strengthen the structure to enhance health and productivity management; develop a Group-wide structure for occupational health and safety	→	$

Information asset leaks	• Information leaks and system shutdowns due to unauthorized access, etc. • Data breaches due to inappropriate system management	• Strengthen information management systems and information security • Strengthen education on information management and comply with regulations and policies	→	$$
Disaster, emergency or other unforeseen circumstances	• Temporary or full suspension of business operations due to disasters, pandemics or other unexpected emergency • Increases or decreases in product demand due to changes in business conditions in an emergency	• Develop business continuity plans and risk management plans for swift recovery • Maintain a broad product portfolio across the Group	↗	$$

The Board of Directors selected the priority initiative topics for FYE March 2025 relating to Group business management risks and confirmed the initiatives of each operating company.

Priority initiative topics for FYE March 2025

1. Procurement shortage or surplus of raw materials and price hikes

Amid the emergence of geopolitical risks such as rapid changes in social conditions overseas and outbreaks of war and terrorism, we confirmed the risks and countermeasures for major imported raw materials that are highly dependent on overseas markets, especially the procurement status of cocoa beans, which prices continue to soar, and the countermeasures to deal with these risks.
In order to enhance the sustainability of cocoa beans production, the Meiji Group is implementing Meiji Cocoa Support (MCS), Meiji's own support program for farmers. Through these activities, we directly visit farming areas and work with various partners to provide technical support to improve cocoa beans quality, improve farmers' lives, and solve social issues such as environmental conservation and restoration in local communities. Furthermore, we are striving to reduce risks related to ensuring the stable sourcing of cocoa beans by procuring cocoa beans produced in regions where Meiji supports through MCS as Meiji Sustainable cocoa beans.

2. Responding to the rise of innovative drug treatments, manufacturing methods and formulations

In the area of influenza vaccines, where vaccination rates have been declining, we confirmed the impact of new modality formulations and the entry of vaccines developed overseas on the Meiji Group's manufacturing methods and formulations, as well as measures and policies to deal with such issues.
The Group is responding to the diversified needs of the vaccine market by maximizing the value of current vaccines and monitoring the progress of each modality's development.

Information Security

We work to strengthen information security, including the management of personal information and confidential information. In addition to enhancing and implementing intellectual property protection and other information management in accordance with guidelines and rules related to various information management, we ensure employee education and training are provided, and work to strengthen our continuously evolving IT technology.
We provide necessary information to customers through helpdesks and websites established for each business division. For shareholders and investors, we provide information disclosure through our IR activities and a dedicated website.

Basic policy

The Meiji Group understands the importance of ensuring the security of customer personal information and other information assets. With this in mind, we have outlined the Meiji Group Information Security Policy along with various related rules and guidelines that we apply towards ensuring and enhancing information security.

Meiji Group Information Security Policy

Management structure

The Meiji Group recognizes information security as a business risk. As an information security structure, the Meiji Holdings Co., Ltd. Executive Committee evaluates and confirms the state of information security management, and submits reports to the Board of Directors, which oversees the evaluation and monitoring of this structure. We also establish relevant committees within each operating company to strengthen information security and ensure an effective information security structure. In the event of a serious incident or other emergency situations related to information security, the executive officer in charge of the Risk Management Department at Meiji Holdings Co., Ltd. submits reports directly to the CEO, President and Representative Director.

Initiatives

Employee education

To improve information security awareness, we regularly conduct employee education and training concerning information security.

Information Security Employee Education Implementation Status

Education / training content	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
	results	results	results	results
Rate of new employee training	100% (162 people)	100% (168 people)	100% (159 people)	100% (218 people)
Rate of e-learning education	85% (10,315 of 12,137)	88% (10,727 of 12,222)	83% (11,703 of 14,061)	92% (12,920 of 13,989)
E-learning details	About risks and measures related to email and internet use		Importance of initial response to information security incidents and accidents	Trends of cyber attacks and countermeasures, rules and precautions for protection of information assets
Suspicious email / targeted email attack response training numbers	11,217 people	3,578 people*	14,273 people	14,783 people
Other initiatives	Companywide warnings and information security one-point lessons			

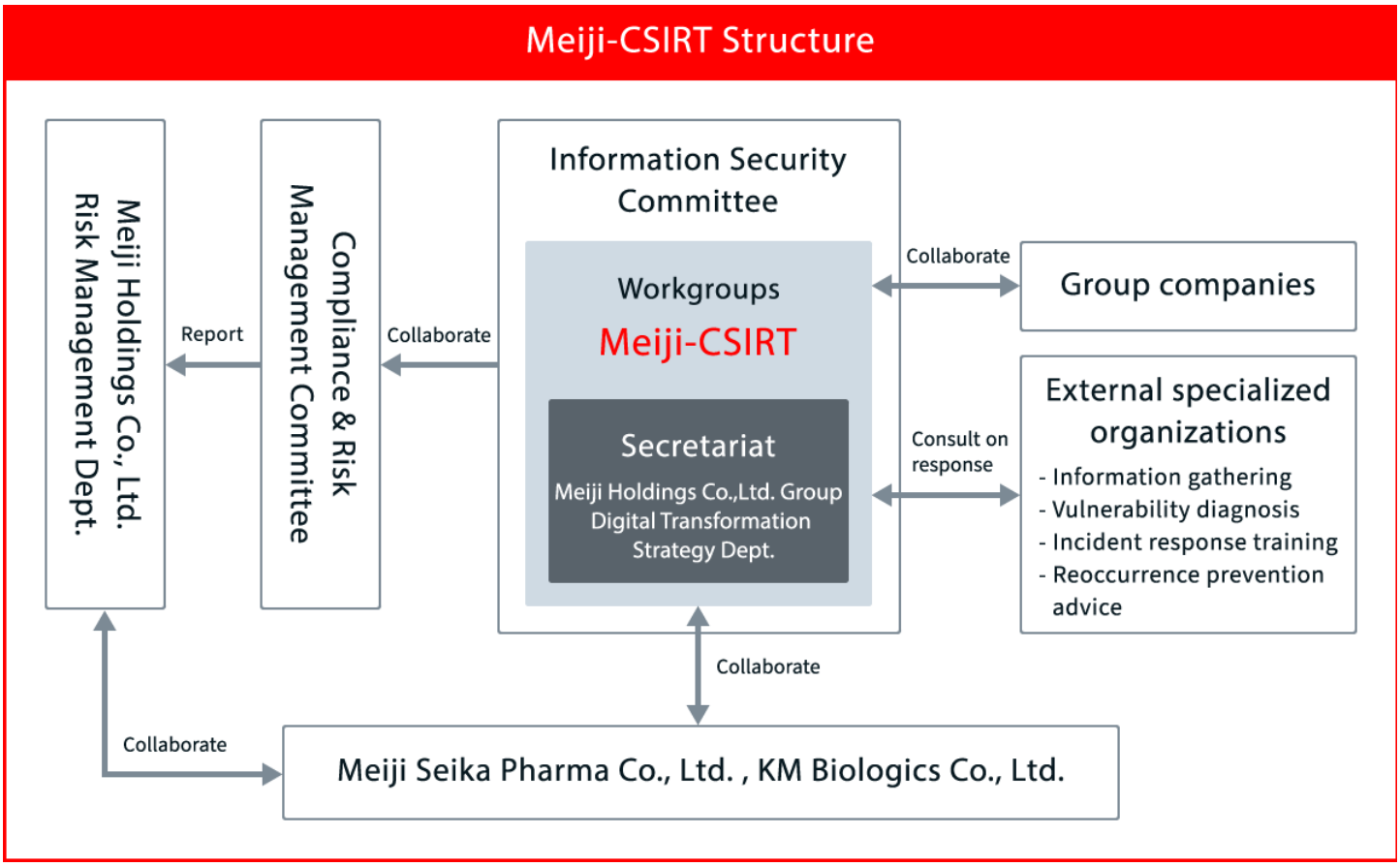
* Implemented for randomly selected participants

Strengthening incident response

The Meiji Group has created an Incident Response Procedure to prevent incidents before they occur if a security threat is detected as well as to prevent the spread of damage in the event an incident occurs. Specifically, we have established a CSIRT* structure within each operating company and implemented various measures, including outlining a response flow, conducting training, and working to further strengthen coordination between operating companies. This helps ensure business continuity and increase society's trust in the Meiji Group.

* CSIRT (Computer Security Incident Response Team): The name of the dedicated organization for monitoring security issues on computers and networks within the organization, and conducting cause analysis and identifying the scope of impact in the event an issue is discovered.

CSIRT Structure Example: Meiji Co., Ltd.

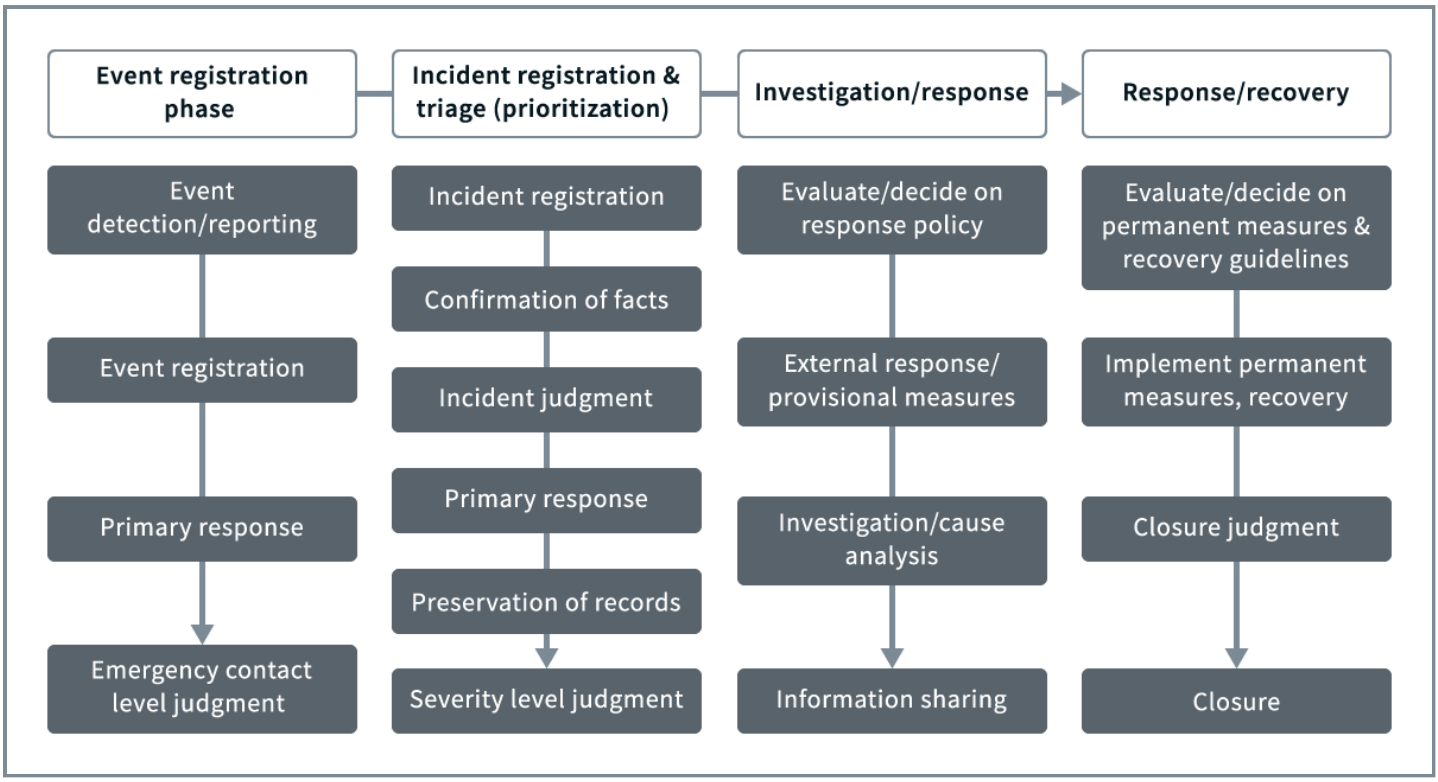


Meiji Seika Pharma Co., Ltd. and KM Biologics Co., Ltd. have also established similar CSIRT structure.

Incident response details

We implement various measures to prevent incidents, including electronic media and PC encryption, IT asset management, and log monitoring. In the event of an incident, we prevent information leaks by taking measures such as locking accounts, conducting remote wipes, and investigating logs.
In cases where we suspect an organization has been subject to a cyberattack, we systemically prepare to conduct detection, isolation, and recovery.

Incident Response Procedure



Incident response training

The Meiji Group implements a regular annual training program on incident response. The results of training are reported to the supervising officers of each operating company, and structures are reviewed regularly based on those results.

Cybersecurity response

The Meiji Group continuously works to strengthen the cybersecurity of our IT environment, which includes our website servers and networks. These efforts include third-party vulnerability diagnosis using cyberattack simulations.

Social media risk reduction initiatives

The Meiji Group has established various rules for the use of social networking services in order to reduce social media risks. We also use a company portal website to educate our employees.

Intellectual property rights initiatives

The importance of intellectual property protection is increasing year by year due to the growing awareness of intellectual property rights, including trademark rights such as copyright and design registration, and various measures taken by the government. We have rights to the results obtained through research and development of products and technologies as intellectual property, and utilizes them to continuously supply high value-added products that are unique to the Meiji Group.

Tax Compliance

Basic Views

The Meiji Group's businesses are supported by many factors such as national and regional public infrastructure and services, markets, workers, resources and governments. We believe that appropriate tax payment is important, which is also a corporate responsibility in order to contribute to the social, economic and financial development of the countries and regions where we operate and to develop our business activities sustainably.
The Meiji Group has established the Meiji Group Tax Policy to comply with the tax laws and meet the expectations from stakeholders regarding appropriate tax practices.
This policy has been approved by the Chief Financial Officer through the Company's decision-making process.

Meiji Group Tax Policy(PDF523KB)

As our operation globalizes and international transactions increase, we recognize the growing importance of response to transfer pricing taxation in controlled transactions. We have established operational rules for determining transfer pricing in accordance with the OECD Transfer Pricing Guidelines, and reviews them as necessary to ensure that they are appropriate.

In addition, we are working to strengthen the knowledge of taxation and cultivate awareness of tax compliance through training and education to those in charge of tax. The tax department cooperates with the operating departments to ensure appropriate tax payments and reduction of tax risks.

Meiji Group's List of Tax Payments by Tax Jurisdiction(PDF157KB)

Tax-related information by tax jurisdiction for FYE 3/2024

(Unit: Million Yen, Employees)

Tax jurisdiction	Revenue	Profit before income taxes	Income taxes paid	Income taxes accrued	Number of employees
Australia	6,827	403	153	126	8
China	53,959	-19,699	671	122	1,468
India	36,996	7,624	1,862	2,018	2,069
Indonesia	15,745	1,703	289	418	1,114
Japan	1,474,147	136,512	20,193	31,318	11,755
Singapore	20,343	696	18	25	314
Spain	8,396	1,772	394	374	287
Taiwan,Province of China	6,082	626	198	148	60
Thailand	9,961	1,802	288	350	545
United Kingdom	8,292	807	-3	184	26
United States	33,274	2,118	742	536	659
Vietnam	2,774	440	62	89	13
Others	110	-377	0	0	6

The above figures are based on the Country-by-Country Report submitted to the Japanese Tax Authorities and cover all subsidiaries.
The total figures for each item in this table do not match the figures in the consolidated financial statements, as the figures for each tax jurisdiction item are the sum of the separate financial statements of each subsidiary.

Tax-related information by tax jurisdiction for FYE 3/2024

Tax jurisdiction	Names of the resident entities	Primary activities of the organization
Australia	Medreich Australia Pty Ltd.	Sales, Marketing or Distribution
Australia	MEIJI DAIRY AUSTRALASIA PTY. LTD.	Procurement
China	Meiji (China) Investment Co., Ltd.	Sales, Marketing or Distribution
China	Meiji Dairies (Tianjin) Co., Ltd.	Manufacturing
China	Meiji Seika Food Industry (Shanghai) Co., Ltd.	Manufacturing
China	Meiji Ice Cream (GuangZhou) Co., Ltd.	Manufacturing
China	Meiji Food (GuangZhou) Co., Ltd.	Manufacturing
China	Meiji Dairies (Suzhou) Co., Ltd.	Manufacturing
China	Guangdong Meiji Pharmaceutical Co., Ltd.	Sales, Marketing or Distribution
China	Guangzhou Meiji Confectionery Co., Ltd.	Manufacturing
China	Meiji Food Materia (Qingdao) Co.,Ltd.	Procurement, Sales, Marketing or Distribution
Hong Kong	Medreich Far East Limited	Sales, Marketing or Distribution
Hong Kong	MEIJI HK Co., Ltd.	Holding shares or other equity instruments
India	Medreich Limited	Manufacturing
India	Genovo Development Services Limited	Research and Development
India	Adcock Ingram Limited	Manufacturing, Sales, Marketing or Distribution
India	Medreich Life care Limited	Sales, Marketing or Distribution
India	Adcock Ingram Pharma Private Limited	Manufacturing, Sales, Marketing or Distribution
Indonesia	PT. Meiji Indonesian Pharmaceutical Industries	Manufacturing, Sales, Marketing or Distribution
Indonesia	PT MEIJI FOOD INDONESIA	Manufacturing, Sales, Marketing or Distribution
Japan	Meiji Holdings Co., Ltd.	Holding shares or other equity instruments
Japan	Meiji Business Support Co., Ltd.	Administrative, Management or Support Services
Japan	KM Biologics Co., Ltd.	Research, Development, Manufacturing, Sales, Marketing or Distribution
Japan	Meiji Seika Pharma Co., Ltd.	Research, Development, Manufacturing, Sales, Marketing or Distribution
Japan	OHKURA Pharmaceutical Co., Ltd.	Manufacturing
Japan	Me Pharma Co., Ltd.	Sales, Marketing or Distribution
Japan	Romeck Pharma GK	Sales, Marketing or Distribution
Japan	Meiji Co., Ltd.	Manufacturing, Sales, Marketing or Distribution
Japan	Meiji Food Materia Co., Ltd.	Sales, Marketing or Distribution
Japan	Meiji Chewing Gum Co., Ltd.	Manufacturing
Japan	Donan Shokuhin Co., Ltd.	Manufacturing
Japan	Tokai Nuts Co., Ltd.	Manufacturing
Japan	Meiji Ad Agency Co., Ltd.	Planning and Producing Advertisement
Japan	Meiji Fresh Network Co., Ltd.	Sales, Marketing or Distribution
Japan	Meiji Logitech Co., Ltd.	Sales, Marketing or Distribution
Japan	Tokai Meiji Co., Ltd.	Manufacturing
Japan	Shikoku Meiji Co., Ltd.	Manufacturing
Japan	Meiji Feed Co., Ltd.	Manufacturing
Japan	Meiji Oils and Fats Co., Ltd.	Manufacturing
Japan	Nihon Kanzume, Co., Ltd.	Manufacturing
Japan	Meiji Techno-Service Inc.	Administrative, Management or Support Services
Japan	Meiji Nice Day Co., Ltd.	Sales, Marketing or Distribution
Japan	Gunma Meiji Co., Ltd.	Manufacturing
Japan	Tochigi Meiji Milk Products Co., Ltd.	Manufacturing
Japan	Meiji Animal Health Co., Ltd.	Manufacturing, Sales, Marketing or Distribution
Japan	Meiji Seika Pharmatech Co., Ltd.	Manufacturing
Japan	MIYAKO YUSO TRANSPORTATION CO., LTD.	Sales, Marketing or Distribution
Japan	Meihan Ryutsu Co., Ltd.	Sales, Marketing or Distribution
Japan	Food Express Tokai Co., Ltd.	Sales, Marketing or Distribution
Japan	Toko Transport Inc.	Sales, Marketing or Distribution
Japan	Kantora Logi Co., Ltd.	Sales, Marketing or Distribution
Japan	New Hokkaido Feed Co., Ltd.	Manufacturing
Japan	Makiba Feed Co., Ltd.	Manufacturing
Netherlands	Meiji Seika Europe B.V.	Holding shares or other equity instruments
Netherlands	Meiji Food Europe B.V.	Manufacturing
New Zealand	Medreich New Zealand Limited	Sales, Marketing or Distribution
New Zealand	MEIJI NEW ZEALAND LIMITED	Sales, Marketing or Distribution
Singapore	Meiji Seika (Singapore) Pte. Ltd.	Manufacturing, Sales, Marketing or Distribution
Singapore	MEIJI DAIRY AUSTRALASIA PTY. LTD.	Procurement
Spain	Meiji Pharma Spain, S.A.	Manufacturing, Sales, Marketing or Distribution
Taiwan,Province of China	Taiwan Meiji Food Co., Ltd.	Sales, Marketing or Distribution
Thailand	Thai Meiji Pharmaceutical Co., Ltd.	Manufacturing, Sales, Marketing or Distribution
Thailand	Thai Meiji Food Co., Ltd.	Sales, Marketing or Distribution
United Kingdom	Inopharm Limited	Holding or Managing intellectual property
United Kingdom	Medreich plc	Sales, Marketing or Distribution
United States	Meiji Pharma USA Inc.	Research and Development
United States	Meiji America Inc.	Sales, Marketing or Distribution
United States	D.F. Stauffer Biscuit Co., Inc.	Manufacturing, Sales, Marketing or Distribution
United States	Laguna Cookie Co., Inc.	Manufacturing, Sales, Marketing or Distribution
Vietnam	MEIJI FOOD VIETNAM CO., LTD.	Sales, Marketing or Distribution