

13 Social Data

Employee Information

Indicators			Unit	As of March 31, 2023			As of March 31, 2024			As of March 31, 2025		
				Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of LOTTE Group employees	Total number of employees in Japan	Persons		11,794	—	—	11,686	—	—	11,332	5,464	5,869
		Full-time employees	Persons	7,375	—	—	7,189	—	—	7,061	4,005	3,056
		Part-time employees	Persons	4,419	—	—	4,497	—	—	4,271	1,459	2,813
		Persons		7,446	—	—	7,436	3,500	3,936	7,292	3,408	3,885
		Full-time employees	Persons	3,713	2,301	1,412	3,644	2,245	1,399	3,513	2,153	1,360
		Part-time employees	Persons	3,733	—	—	3,792	1,255	2,537	3,779	1,255	2,525
		LOTTE CO., LTD.	Persons	4,436	—	—	4,408	2,647	1,761	4,316	2,582	1,734
		Full-time employees	Persons	2,459	1,702	757	2,409	1,668	741	2,299	1,597	702
		Part-time employees	Persons	1,977	—	—	1,999	979	1,020	2,017	985	1,032
		Group companies in Japan	Persons	3,010	—	—	3,028	853	2,175	2,977	826	2,151
	Total number of employees overseas	Full-time employees	Persons	1,254	599	655	1,235	577	658	1,214	556	658
		Part-time employees	Persons	1,756	—	—	1,793	276	1,517	1,763	270	1,493
		Persons		4,348	—	—	4,250	—	—	4,040	2,056	1,984
		Full-time employees	Persons	3,662	—	—	3,545	—	—	3,548	1,852	1,696
		Part-time employees	Persons	686	—	—	705	—	—	492	204	288
		Asia subtotal	Persons	2,860	—	—	2,835	1,558	1,277	2,787	1,442	1,345
		Full-time employees	Persons	2,560	—	—	2,520	1,386	1,134	2,536	1,373	1,163
		Part-time employees	Persons	300	—	—	315	172	143	251	69	182
		U.S. and Europe subtotal	Persons	1,488	—	—	1,415	—	—	1,253	614	639
		Full-time employees	Persons	1,102	—	—	1,025	—	—	1,012	479	533
		Part-time employees	Persons	386	—	—	390	—	—	241	135	106
Average age of employees in Japan		Age		40.4	41.4	38.9	40.7	41.8	39.1	40.9	41.7	39.4
	LOTTE CO., LTD.	Age		39.6	40.2	38.2	39.9	40.5	38.5	40.0	40.5	38.8
	Group companies in Japan	Age		42.0	44.7	39.6	42.4	45.4	39.8	42.5	45.2	40.0
Average length of employment in Japan		Years		17.1	18.2	15.5	17.6	18.5	16.0	17.6	18.5	16.1
	LOTTE CO., LTD.	Years		17.0	17.1	16.8	17.3	17.3	17.1	17.3	17.3	17.3
	Group companies in Japan	Years		17.4	21.3	14.0	18.2	22.0	14.8	18.2	22.2	14.9
Age group of employees in Japan		Persons		—	—	—	3,644	2,245	1,399	3,513	2,153	1,360
	20s and under	Persons		—	—	—	808	442	366	786	427	359
	30s	Persons		—	—	—	883	522	361	850	507	343
	40s	Persons		—	—	—	927	573	354	838	529	309
	50s and up	Persons		—	—	—	1,026	708	318	1,039	690	349

Q DEI (Due to organizational changes, parent company LOTTE HOLDINGS CO., LTD. is included in calculations from March 31, 2025)

Indicators		Unit	As of March 31, 2023			As of March 31, 2024			As of March 31, 2025		
			Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of managers in the Group		Persons	790	626	164	749	587	162	785	607	178
	Ratio of women in management roles	%	20.8			21.6			22.7		
	Number of managers in Japan	Persons	529	490	39	533	493	40	549	504	45
	Ratio of women in management roles	%	7.4			7.5			8.2		
	LOTTE CO., LTD + LOTTE HOLDINGS CO., LTD.*	Persons	329	314	15	336	319	17	358	336	22
	Ratio of women in management roles	%	4.6			5.1			6.1		
	New graduate hires	Persons	273	262	11	279	267	12	291	278	13
	Mid-career hires	Persons	56	52	4	57	52	5	67	58	9
	Number of managers overseas	Persons	261	136	125	216	94	122	236	103	133
	Ratio of women in management roles	%	47.9			56.5			56.4		
Ratio of women supervisors (section manager class)	LOTTE CO., LTD + LOTTE HOLDINGS CO., LTD.*	%	12.2			14.1			13.5		

* Results as of March 31, 2023 and March 31, 2024 are for LOTTE CO., LTD only.

Q Gender gap in wages

Indicators		Unit	FY2022		FY2023		FY2024	
Gender gap in wages	LOTTE CO., LTD.	%	61.8		62.1		62.4	
	Permanent employees	%	72.8		72.5		73.7	
	Contingent workers	%	68.4		70.5		71.3	

Q Human Resource Cultivation and Life-Work Balance

Indicators		Unit	FY2022			FY2023			FY2024		
			Total	Male	Female	Total	Male	Female	Total	Male	Female
Average annual training hours per employee*	LOTTE CO., LTD.	Hours	10	—	—	13	—	—	16	—	—
Annual training expenses*		Million yen	89	—	—	91	—	—	99	—	—
Total working hours per year	LOTTE CO., LTD. and its Group companies in Japan	Hours	1,923	—	—	1,930	—	—	1,912	—	—
Overtime work hours (excluding managers)		Hours	163	—	—	167	—	—	164	—	—
Number of paid leave days taken		Days	15.2	—	—	16.1	—	—	15.0	—	—
Paid leave utilization rate		%	76	—	—	81	—	—	75	—	—
Number of employees who took childcare leave		Persons	120	56	64	105	46	59	103	61	42
Rate of childcare leave utilization		%	79	66	97	83	72	94	79	67	102
Ratio of employees who returned to work after childcare leave		%	99	100	98	99	100	98	99	100	98
Retention rate after childcare leave		%	100	100	100	98	98	98	100	100	100
Number of parents who worked shorter hours		Persons	180	5	175	211	5	206	218	3	215

* Skill development training hosted by the HR department

Q Engagement

Indicators		Unit	FY2022			FY2023			FY2024		
			Total	Male	Female	Total	Male	Female	Total	Male	Female
Engagement Rating*	LOTTE CO., LTD.	—	—	—	—	B	—	—	B	—	—

* An indicator of company-employee engagement (degree of mutual understanding and affinity) rated at 11 levels from AAA to DD

Hiring, Dismissal and Retirement

Indicators			Unit	FY2022			FY2023			FY2024			
				Total	Male	Female	Total	Male	Female	Total	Male	Female	
Number of employees hired in the Group			Persons	1,461	899	562	1,345	887	458	1,329	823	506	
	Number of employees hired in Japan		Persons	111	40	71	156	80	76	204	109	95	
		New graduates	Persons	72	30	42	93	45	48	125	58	67	
		Mid-career		Persons	39	10	29	63	35	28	79	51	28
			20s and under	Persons	—	—	—	16	10	6	31	20	11
			30s	Persons	—	—	—	26	18	8	30	21	9
			40s	Persons	—	—	—	16	6	10	12	6	6
		50s and up	Persons	—	—	—	5	1	4	6	4	2	
	LOTTE CO., LTD.		Persons	62	32	30	103	67	36	134	86	48	
		New graduates	Persons	49	26	23	65	38	27	83	47	36	
		Mid-career	Persons	13	6	7	38	29	9	51	39	12	
		Group companies in Japan		Persons	49	8	41	53	13	40	70	23	47
		New graduates	Persons	23	4	19	28	7	21	42	11	31	
		Mid-career	Persons	26	4	22	25	6	19	28	12	16	
Number of employees hired overseas		Persons	1,350	859	491	1,189	807	382	1,125	714	411		
Asia subtotal		Persons	1,265	818	447	983	690	293	885	582	303		
U.S. and Europe subtotal		Persons	85	41	44	206	117	89	240	132	108		
Ratio of women among new graduate hires	LOTTE CO., LTD.		%	46.9			41.5			53.6			
Number of employees retired/dismissed from the Group			Persons	1,615	1,025	590	1,399	908	491	1,235	817	418	
		Retirement	Persons	54	42	12	75	52	23	89	64	25	
		Personal reasons	Persons	1,561	983	578	1,324	856	468	1,146	753	393	
		Number of employees retired/dismissed in Japan		Persons	165	84	81	195	118	77	191	113	78
		Retirement	Persons	34	29	5	63	45	18	72	54	18	
		Personal reasons	Persons	131	55	76	132	73	59	119	59	60	
		LOTTE CO., LTD.		Persons	83	60	23	121	84	37	92	67	25
	Retirement		Persons	21	19	2	47	34	13	40	32	8	
	Personal reasons		Persons	62	41	21	74	50	24	52	35	17	
	Group companies in Japan		Persons	82	24	58	74	34	40	99	46	53	
		Retirement	Persons	13	10	3	16	11	5	32	22	10	
		Personal reasons	Persons	69	14	55	58	23	35	67	24	43	
	Number of employees retired/dismissed overseas		Persons	1,450	941	509	1,204	790	414	1,044	704	340	
	Asia subtotal		Persons	1,330	880	450	1,059	716	343	911	633	278	
		Retirement	Persons	5	5	0	1	1	0	4	2	2	
		Personal reasons	Persons	1,325	875	450	1,058	715	343	907	631	276	
	U.S. and Europe subtotal		Persons	120	61	59	145	74	71	133	71	62	
Retirement		Persons	15	8	7	11	6	5	13	8	5		
Personal reasons		Persons	105	53	52	134	68	66	120	63	57		
Turnover rate at LOTTE CO., LTD.		%	2.4	2.3	2.7	3.0	2.9	3.2	2.2	2.1	2.4		
Turnover rate within 3 years for new graduates		%	12.7	—	—	14.8	—	—	10.2	—	—		
Percentage of employees with disabilities in Japan			%	2.3	—	—	2.5	—	—	2.7	—	—	
			Persons	138	110	28	152	122	30	162	124	38	
Number of rehired employees in Japan*	LOTTE CO., LTD.		Persons	70	63	7	105	87	18	113	89	24	
	Group companies in Japan		Persons	68	47	21	47	35	12	49	35	14	
			%	100	100	100	96	96	97	100	100	100	
Re-employment ratio in Japan*	LOTTE CO., LTD.		%	100	100	100	96	96	100	100	100	100	
	Group companies in Japan		%	100	100	100	96	97	92	100	100	100	

* Employees between the ages of 60 and 65 who wish to be rehired

Q Occupational Health and Safety

Indicators		Unit	FY2022			FY2023			FY2024		
			Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of workers involved in occupational accidents resulting in lost workdays		Persons	70	37	33	69	42	27	78	40	38
	Japan	Persons	28	11	17	30	14	16	25	8	17
	Group companies overseas	Persons	42	26	16	39	28	11	53	32	21
Number of work-related fatalities		Persons	0	0	0	0	0	0	0	0	0
Lost-time injury frequency rate		—	—	—	—	3.50	—	—	4.56	—	—
	Japan	—	1.96	—	—	2.08	—	—	2.21	—	—
	Group companies overseas	—	—	—	—	7.38	—	—	9.19	—	—
Lost-time injury severity rate		—	—	—	—	0.0728	—	—	0.1116	—	—
	Japan	—	0.0338	—	—	0.0205	—	—	0.0595	—	—
	Group companies overseas	—	—	—	—	0.2155	—	—	0.2140	—	—

Japan: LOTTE CO., LTD. and its Group companies in Japan

Q Sustainable Procurement

Indicators		Unit	FY2022	FY2023	FY2024
Raw material procurement volume	Japan	Thousand t	216	224	218
	Amount of cocoa beans procured	LOTTE CO., LTD.	6.0	7.5	6.3
	Ratio of LOTTE Sustainable Cocoa	LOTTE CO., LTD.	%	43	51
	Amount of palm oil procured	Japan	15.5	15.2	14.4
	Ratio of third-party verified palm oil	Japan	%	89	89
	Amount of paper procured (for product containers and packaging)	Japan	41.9	43.6	43.3
	Environmentally-friendly paper	Japan	%	95	95

Japan: LOTTE CO., LTD. and its major Group companies in Japan
The previously provided information has been updated due to an error

Q Mental and Physical Health

Indicators	Unit	FY2022	FY2023	FY2024
Number of chewing assessments using the mastication check gum*1	Number of assessments	—	470,000	550,000
Percentage of people who practice KAMUKOTO*2	%	22	21	18
Percentage of people who have made xylitol part of their daily lives for the sake of their dental and oral health*2	%	25	25	22

*1 Based on annual shipments of mastication check gum

*2 Based on an online survey conducted by LOTTE of approximately 3,000 people. Results of the survey are published in spring of the following year (e.g. results for FY2025 are published in FY2024). The survey method has been changed from FY2024 onward.

Q Food Education

Indicators		Unit	FY2022	FY2023	FY2024
Participation rate in food education activities	LOTTE CO., LTD. (via survey of full-time and contract employees)	%	—	—	14.5
	Percentage of people who participated in food education activities, seminars other than food education, and community/social contribution activities				
					Number of people surveyed: 2,655 Number of respondents: 1,819 Number of participants in food education activities: 264