14 Social Data

Employee Information

Indicators			Unit	As of March 31, 2024			As of March 31, 2025			As of March 31, 2026		
				Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of LOTTE Group employees			Persons	11,686	—	—	11,332	5,464	5,869	11,293	5,414	5,879
		Full-time employees	Persons	7,189	—	—	7,061	4,005	3,056	6,976	3,929	3,047
		Part-time employees	Persons	4,497	—	—	4,271	1,459	2,813	4,317	1,485	2,832
	Total number of employees in Japan		Persons	7,436	3,500	3,936	7,292	3,408	3,885	7,152	3,323	3,829
		Full-time employees	Persons	3,644	2,245	1,399	3,513	2,153	1,360	3,431	2,055	1,376
		Part-time employees	Persons	3,792	1,255	2,537	3,779	1,255	2,525	3,721	1,268	2,453
		LOTTE CO., LTD	Persons	4,408	2,647	1,761	4,316	2,582	1,734	4,223	2,515	1,708
		Full-time employees	Persons	2,409	1,668	741	2,299	1,597	702	2,240	1,528	712
		Part-time employees	Persons	1,999	979	1,020	2,017	985	1,032	1,983	987	996
		Group companies in Japan	Persons	3,028	853	2,175	2,977	826	2,151	2,929	808	2,121
		Full-time employees	Persons	1,235	577	658	1,214	556	658	1,191	527	664
		Part-time employees	Persons	1,793	276	1,517	1,763	270	1,493	1,738	281	1,457
	Total number of employees overseas		Persons	4,250	—	—	4,040	2,056	1,984	4,141	2,091	2,050
		Full-time employees	Persons	3,545	—	—	3,548	1,852	1,696	3,545	1,874	1,671
		Part-time employees	Persons	705	—	—	492	204	288	596	217	379
		Asia subtotal	Persons	2,835	1,558	1,277	2,787	1,442	1,345	2,863	1,448	1,415
		Full-time employees	Persons	2,520	1,386	1,134	2,536	1,373	1,163	2,569	1,410	1,159
		Part-time employees	Persons	315	172	143	251	69	182	294	38	256
		U.S. and Europe subtotal	Persons	1,415	—	—	1,253	614	639	1,278	643	635
		Full-time employees	Persons	1,025	—	—	1,012	479	533	976	464	512
		Part-time employees	Persons	390	—	—	241	135	106	302	179	123
Average age of employees in Japan			Age	40.7	41.8	39.1	40.9	41.7	39.4	40.7	41.6	39.3
	LOTTE CO., LTD		Age	39.9	40.5	38.5	40.0	40.5	38.8	39.8	40.3	38.8
	Group companies in Japan		Age	42.4	45.4	39.8	42.5	45.2	40.0	42.4	45.5	39.9
Average length of employment in Japan			Years	17.6	18.5	16.0	17.6	18.5	16.1	17.3	18.3	15.8
	LOTTE CO., LTD		Years	17.3	17.3	17.1	17.3	17.3	17.3	17.2	17.1	17.2
	Group companies in Japan		Years	18.2	22.0	14.8	18.2	22.2	14.9	17.6	21.9	14.3
Age group of employees in Japan			Persons	3,644	2,245	1,399	3,513	2,153	1,360	3,431	2,055	1,376
	20s and under		Persons	808	442	366	786	427	359	795	418	377
	30s		Persons	883	522	361	850	507	343	839	495	344
	40s		Persons	927	573	354	838	529	309	779	498	281
	50s and up		Persons	1,026	708	318	1,039	690	349	1,018	644	374

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, 2024			As of March 31, 2025			As of March 31, 2026		
				Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of managers in the Group			Persons	749	587	162	785	607	178	770	576	194
		Ratio of women in management roles	%			21.6			22.7			25.2
	Number of managers in Japan		Persons	533	493	40	549	504	45	548	498	50
		Ratio of women in management roles	%			7.5			8.2			9.1
		LOTTE CO., LTD + LOTTE HOLDINGS CO., LTD.*	Persons	336	319	17	358	336	22	362	334	28
		Ratio of women in management roles	%			5.1			6.1			7.7
		New graduate hires	Persons	279	267	12	291	278	13	302	283	19
		Mid-career hires	Persons	57	52	5	67	58	9	60	51	9
	Number of managers overseas		Persons	216	94	122	236	103	133	222	78	144
		Ratio of women in management roles	%			56.5			56.4			64.9
Ratio of women supervisors (section manager class)		LOTTE CO., LTD + LOTTE HOLDINGS CO., LTD.*	%			14.1			15.6			16.7

* Results as of March 31, 2024, are for LOTTE CO., LTD only. The previously provided information has been updated due to an error.

Gender Gap in Wages

Indicators			Unit	FY2023	FY2024	FY2025
Gender gap in wages	LOTTE CO., LTD		%	62.1	62.4	63.4
		Permanent employees	%	72.5	73.7	73.8
		Contingent workers	%	70.5	71.3	73.0

Human Resource Cultivation and Life-Work Balance

Indicators			Unit	FY2023			FY2024			FY2025		
				Total	Male	Female	Total	Male	Female	Total	Male	Female
Average annual training hours per employee*1	LOTTE CO., LTD		Hours	13	—	—	16	—	—	15	—	—
Annual training expenses*1			Million yen	91	—	—	99	—	—	128	—	—
Total working hours per year	LOTTE CO., LTD. and its Group companies in Japan		Hours	1,930	—	—	1,912	—	—	1,918	—	—
Overtime work hours (excluding managers)			Hours	167	—	—	164	—	—	170	—	—
Number of paid leave days taken			Days	16.1	—	—	15.0	—	—	14.6	—	—
Paid leave utilization rate			%	81	—	—	75	—	—	73	—	—
Number of employees who took childcare leave*2	LOTTE CO., LTD. and its Group companies in Japan		Persons	105	46	59	103	61	42	113	59	54
		LOTTE CO., LTD	Persons	71	40	31	74	55	19	92	59	33
Rate of childcare leave utilization*2	LOTTE CO., LTD. and its Group companies in Japan		%	83	72	94	79	67	102	95	95	95
		LOTTE CO., LTD	%	81	71	100	75	68	100	100	100	100
Ratio of employees who returned to work after childcare leave	LOTTE CO., LTD. and its Group companies in Japan		%	99	100	98	99	100	98	100	100	100
Retention rate after childcare leave			%	98	98	98	100	100	100	100	100	100
Number of parents who worked shorter hours			Persons	211	5	206	218	3	215	190	4	186

*1 Skill development training hosted by the HR department.
*2 Calculations for FY2025 and onward are based on the methodology used for *Kurumin* Certification.

Engagement

Indicators		Unit	FY2023	FY2024	FY2025
Engagement Rating*	LOTTE CO., LTD	—	B	B	BBB

* 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	FY2023			FY2024			FY2025		
							Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of employees hired in the Group						Persons	1,345	887	458	1,329	823	506	1,311	784	527
	Number of employees hired in Japan					Persons	156	80	76	204	109	95	191	82	109
		New graduates				Persons	93	45	48	125	58	67	135	61	74
		Mid-career				Persons	63	35	28	79	51	28	56	21	35
			20s and under			Persons	16	10	6	31	20	11	17	4	13
			30s			Persons	26	18	8	30	21	9	22	13	9
			40s			Persons	16	6	10	12	6	6	9	2	7
			50s and up			Persons	5	1	4	6	4	2	8	2	6
		LOTTE CO., LTD				Persons	103	67	36	134	86	48	126	70	56
			New graduates			Persons	65	38	27	83	47	36	101	54	47
			Mid-career			Persons	38	29	9	51	39	12	25	16	9
		Group companies in Japan				Persons	53	13	40	70	23	47	65	12	53
			New graduates			Persons	28	7	21	42	11	31	34	7	27
			Mid-career			Persons	25	6	19	28	12	16	31	5	26
	Number of employees hired overseas					Persons	1,189	807	382	1,125	714	411	1,120	702	418
		Asia subtotal				Persons	983	690	293	885	582	303	868	548	320
		U.S. and Europe subtotal				Persons	206	117	89	240	132	108	252	154	98
Ratio of women among new graduate hires*1		LOTTE CO., LTD				%			41.5			43.4			46.5
Number of employees retired / dismissed from the Group						Persons	1,399	908	491	1,235	817	418	1,130	697	433
			Retirement			Persons	75	52	23	89	64	25	110	72	38
			Personal reasons			Persons	1,324	856	468	1,146	753	393	1,020	625	395
	Number of employees retired / dismissed in Japan					Persons	195	118	77	191	113	78	195	117	78
			Retirement			Persons	63	45	18	72	54	18	87	67	20
			Personal reasons			Persons	132	73	59	119	59	60	108	50	58
		LOTTE CO., LTD				Persons	121	84	37	92	67	25	113	85	28
			Retirement			Persons	47	34	13	40	32	8	55	48	7
			Personal reasons			Persons	74	50	24	52	35	17	58	37	21
		Group companies in Japan				Persons	74	34	40	99	46	53	82	32	50
			Retirement			Persons	16	11	5	32	22	10	32	19	13
			Personal reasons			Persons	58	23	35	67	24	43	50	13	37
	Number of employees retired / dismissed overseas					Persons	1,204	790	414	1,044	704	340	935	580	355
		Asia subtotal				Persons	1,059	716	343	911	633	278	791	510	281
			Retirement			Persons	1	1	0	4	2	2	7	1	6
			Personal reasons			Persons	1,058	715	343	907	631	276	784	509	275
		U.S. and Europe subtotal				Persons	145	74	71	133	71	62	144	70	74
			Retirement			Persons	11	6	5	13	8	5	16	4	12
			Personal reasons			Persons	134	68	66	120	63	57	128	66	62
Turnover rate at LOTTE CO., LTD.						%	3.0	2.9	3.2	2.2	2.1	2.4	2.4	2.2	2.8
			Turnover rate within 3 years for new graduates			%	14.8	—	—	10.2	—	—	9.2	—	—
Percentage of employees with disabilities in Japan						%	2.5	—	—	2.7	—	—	2.7	—	—
Number of rehired employees in Japan*2						Persons	152	122	30	162	124	38	203	158	45
		LOTTE CO., LTD				Persons	105	87	18	113	89	24	142	115	27
		Group companies in Japan				Persons	47	35	12	49	35	14	61	43	18
Reemployment ratio in Japan*2						%	96	96	97	100	100	100	100	100	100
		LOTTE CO., LTD				%	96	96	100	100	100	100	100	100	100
		Group companies in Japan				%	96	97	92	100	100	100	100	100	100

*1 The previously provided information has been updated due to an error. *2 Employees between the ages of 60 and 65 who wish to be rehired.

Occupational Health and Safety

Indicators		Unit	FY2023			FY2024			FY2025		
			Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of workers involved in occupational accidents resulting in lost workdays		Persons	69	42	27	78	40	38	71	52	19
	Japan	Persons	30	14	16	25	8	17	14	4	10
	Group companies overseas	Persons	39	28	11	53	32	21	57	48	9
Number of work-related fatalities		Persons	0	0	0	0	0	0	0	0	0
Lost-time injury frequency rate		–	3.50	–	–	4.56	–	–	4.14	–	–
	Japan	–	2.08	–	–	2.21	–	–	1.24	–	–
	Group companies overseas	–	7.38	–	–	9.19	–	–	9.72	–	–
Lost-time injury severity rate		–	0.0728	–	–	0.1116	–	–	0.0625	–	–
	Japan	–	0.0205	–	–	0.0595	–	–	0.0185	–	–
	Group companies overseas	–	0.2155	–	–	0.2140	–	–	0.1473	–	–

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

Sustainable Procurement

Indicators			Unit	FY2023	FY2024	FY2025
Raw material procurement volume		Japan	Thousand t	224	218	207
	Amount of cocoa beans procured	LOTTE CO., LTD	Thousand t	7.5	6.3	7.7
	Ratio of LOTTE Sustainable Cocoa		%	43	51	84
	Amount of palm oil procured	Japan	Thousand t	15.2	14.4	13.3
	Ratio of third-party-verified palm oil	–	%	89	89	88
	Amount of paper procured (for product containers and packaging)		Thousand t	43.6	43.3	39.9
	Environmentally-friendly paper		%	95	95	94

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

Mental and Physical Health

Indicators	Unit	FY2023	FY2024	FY2025
Number of checks using *Mastication Check Gum*[*1]	Number of assessments	470 thousand	490 thousand	540 thousand
Percentage of people who practice *KAMUKOTO*[*2]	%	21	18	20
Percentage of people who have made xylitol part of their daily lives for the sake of their dental and oral health[*2]	%	25	22	25

*1 Previous data has been revised retrospectively following the adoption of a more appropriate calculation methodology.
*2 Based on an online survey conducted by LOTTE of approximately 3,000 people. The results of the survey conducted in the spring of the following year are published (results for FY2025 will be surveyed in spring 2026). The survey method has been changed from FY2024 onward.

Food Education

			Unit	FY2023	FY2024	FY2025
Number of people surveyed			Persons	–	2,655	2,919
	Number of respondents		Respondents	–	1,819	1,581
		Number of participants in food education activities	Persons	–	264	330
		Participation rate	%	–	14.5	20.9