

Materialities and KPIs

July 22, 2026

Materialities		Measures	KPI	Results for FY2021	Results for FY2022	Results for FY2023	Results for FY2024	Results for FY2025	long-term target FY2030	
Contributing to the Health and Well-being of People Worldwide	Improving Access to Healthcare	Providing Products to Developing Countries	Number of countries in which products are deployed	6 countries	7 countries	8 countries	8 countries	10 countries	18 countries	
	Solutions to Medical Issues	Global solutions to healthcare issues	Number of countries in which colorectal cancer screening tests are deployed	44 countries	44 countries	47 countries	52 countries	56 countries	67 countries	
	Pursuing Quality and Establishing Sustainable Supply Chains	Strengthening of supply-chain management	Rate of implementation of surveys on responsible procurement ¹	To be implemented	100%	100%	100%	100%	100%	
			Rate of implementation of due diligence on human rights ¹	To be implemented	100%	100%	100%	100%	100%	
Business Activities in Harmony with Regional Environments	Responding to Climate Change	Reduction of CO ₂ emissions at worksites (Scopes 1 and 2)	Rate of reduction in CO ₂ emissions (total) (Base year: FY2018: 7,170 t-CO ₂) (Base year: FY2021: 7,318 t-CO ₂) Revised upward target from FY2024 Base year: FY2021	Emission volume 7,320t-CO ₂ (2% increase in FY2018)	Emission volume 4,614t-CO ₂ (36% reduction from FY2018)	Emission volume 2,742t-CO ₂ (62% reduction from FY2018)	Emission volume 2,649t-CO ₂ (64% reduction from FY2021)	Emission volume 2,288t-CO ₂ (69% reduction from FY2021)	56% reduction (compared to FY2021) *Based on SBTs	
		Reduction of CO ₂ emissions in the value chain (Scopes 3)	Rate of reduction in CO ₂ emissions (total) (FY2022 84,205t-CO ₂)	Emission volume 105,335t-CO ₂ (reference)	Emission volume 84,205t-CO ₂	Emission volume 71,698t-CO ₂ (15% reduction from FY2022)	Emission volume 77,708t-CO ₂ (8% reduction from FY2022)	Emission volume 101,027t-CO ₂ (20% increase from FY2022)	25% reduction (compared to FY2022)	
	Contributing to a Recycling-Oriented Society	Reduction of water use	Rate of reduction in water use (by unit of value of production) (FY2018 0.51m ³ /¥100 million)	Volume used 374m ³ /¥100 million (27% reduction from FY2018)	Volume used 335m ³ /¥100 million (35% reduction from FY2018)	Volume used 380m ³ /¥100 million (26% reduction from FY2018)	Volume used 392m ³ /¥100 million (24% reduction from FY2018)	Volume used 339m ³ /¥100 million (34% reduction from FY2018)	35% reduction (compared to FY2018)	
		Reduction of waste	Rate of reduction of waste volume (by unit of sales) (FY2018 0.47t/¥100 million)	Waste treatment volume 0.44t/¥100 million (7% reduction from FY2018)	Waste treatment volume 0.55t/¥100 million (16% reduction from FY2018)	Waste treatment volume 0.38t/¥100 million (19% reduction from FY2018)	Waste treatment volume 0.37t/¥100 million (22% reduction from FY2018)	Waste treatment volume 0.41t/¥100 million (14% reduction from FY2018)	15% reduction (compared to FY2018)	
		Reduction of packaging and use of sustainable materials	Rate of adoption of eco-friendly packaging (FSC) ²	Uncalculated	Uncalculated	17.3%	23.5%	29.8%	30% (compared to FY2021)	
	Rate of adoption of biomass plastics and other eco-friendly materials ³		Uncalculated	Uncalculated	2.0%	2.6%	2.9%	8% (compared to FY2021)		
	A Dynamic Company Driven by Excellent People	Respecting Human Rights and Diversity	Promotion of diversity and inclusion	Percentage of female managers ⁴	16.2%	13.8%	15.4%	18.8%	18.7%	30%
				Proportion of women among new hires *Newly established	29.3%	17.5%	36.4%	39.0%	30.4%	30%
			Employment rate of persons with disabilities	2.4%	2.6%	2.7%	2.7%	3.2%	3.0%	
Eradication of harassment			Rate of uptake of harassment prevention training	100%	100%	100.0%	100%	100%	100%	
Employee Engagement and Personnel Training		Creating fulfilling and supportive workplaces and achieving work-life balance	Rate of uptake of child-rearing leave (male) ⁵	73.1%	176.9%	90.0%	91.7%	100.0%	100%	
				Rate of uptake of child-rearing leave (female) ⁶	66.7%	100%	100.0%	114.3%	100.0%	100%
				Total actual work hours per full-time employee per year ⁷	1,894 hours	1,875 hours	1,864 hours	1,841 hours	1,835 hours	1,635 hours
				Rate of uptake of annual paid leave per full-time employee	62.1%	62.1%	67.3%	63.7%	70.7%	100.0%
			Full time staff voluntary turnover rates *Newly established	2.0%	2.7%	2.3%	1.9%	2.3%	Less than 3.0%	
			Employee satisfaction score ⁸ *Newly established	—	68.6	62.1	58.8	80.6	70.0	
		Development of global personnel	Rate of uptake of EGP among young employees ⁹	14.0%	19.4%	26.3%	27.2%	20.6%	30.0%	
				Open Innovation Personnel (Number of Employees Dispatched Externally) *Newly established	—	—	—	4 people	5 people	5 people
Boosting Health and Ensuring Safety and Hygiene		Advancement of health improvement programs and safety-and-hygiene activities	Rate of uptake of regular health checkups	99.9%	99.8%	100%	100%	100%	100%	
				Number of occupational accidents (including commuting accidents) ¹⁰	2	3	10	13	11	0
				Occupational Injury Frequency Rate ¹⁰	—	—	—	—	—	1.23
			Occupational Injury Severity Rate ¹⁰	—	—	—	—	—	0.02	
An Organizational Base That Supports Sustainable Growth	Achieving Transparent and Sound Governance	Promoting diversity among executives	Female directors as share of directors	11.1%	12.5%	12.5%	12.5%	20.0%	30%	
				Foreign-national directors as share of directors	—	—	—	—	—	20%
				Female executive officers as share of executive officers	—	—	—	—	—	30%
				Foreign-national executive officers as share of executive officers	—	—	—	—	—	20%
	Rigorous Compliance and Thorough Corruption Prevention	Training and monitoring based on compliance programs	Training attendance rate and monitoring of survey/questionnaire results *Newly established	100%	100%	100%	100%	100%	100%	
		Thorough prevention of corruption	Serious violations of national antitrust and competition laws, and serious breaches of anti-corruption regulations ¹¹ *Newly established	0	0	0	0	0	0%	
	Establishing Risk Management	Continuous improvement of business continuity management	Rate implementation of BCP (Business Continuity Plan) training and inspection of relevant documents *Newly established	100%	100%	100%	100%	100%	100%	
		Strengthening of information security management	Significant data breach incident ¹² *Newly established	0	0	0	0	0	0%	

1 In top 50% (FY2022), 90% (FY2024), and 100% (FY2030) of transaction by value. 【Target companies : Selected a specified percentage of total amount of transaction [70% for sales partners, 90% for suppliers] 】.

2 Shipped basis (number of product codes using eco-friendly packaging/number of product codes shipped)

3 Shipped basis (number of product codes using biomass plastics and other eco-friendly materials/number of product codes shipped)

4 Women in managerial positions of section-manager level or higher as share of total

5 Denominator: Number of male employees whose spouse gave birth during the fiscal year; Numerator: Number of male employees who used our company's original leave program for parental leave and childcare during the fiscal year. (Depending on when the spouse gave birth, employees who take childcare leave in the following fiscal year are included, so the acquisition rate may exceed 100%.)

6 Denominator: Number of female employees who gave birth during the fiscal year; Numerator: Number of female employees who took childcare leave during the fiscal year. (Depending on the time of childbirth, employees who will take childcare leave in the following fiscal year are included, so the acquisition rate may exceed 100%.)

7 [Scheduled working hours] + [non-scheduled working hours] – [amount taken of annual paid leave and other leave]

8 Calculated based on the percentage of positive responses in the employee satisfaction survey. Beginning in FY2025, the rating scale was revised from five levels to six levels to better capture neutral opinions.

9 Rate of participation in the Eiken Global Program: For each fiscal year, [number of employees participating] ÷ [number of employees of that fiscal year]. Beginning in FY2025, the scope of employees included in the EGP participation rate was expanded from Grades 1-2 to Grades 1-4 to promote participation among Grade 3-4 employees.

10 Beginning in FY2025, the FY2030 target was revised from the number of occupational accidents to the Lost Time Injury Frequency Rate (LTIFR) and Lost Time Injury Severity Rate (LTISR) to better assess occupational health and safety performance.

11 Total number of serious violations of laws in the following categories: antitrust/competition laws, anti-corruption regulations, and other laws related to socio-economic domains

12 Reports submitted to the Personal Information Protection Commission.