Key Performance Indicators (KPIs) for Material Issues

Sumitomo Chemical has recently established key performance indicators (KPIs) for initiatives related to our material issues for sustainable value creation.

Material issues for social value creation

		Boundary*1	Results				
Material Issues	KPI		FY2022	FY2023	FY2024	Goals	
Contribute to	Amount of Group's GHG emissions (Scope 1+2)		6.58 million tons	5.03 million tons	5.55 million tons	Reduce by 50% by 2030 (vs. FY2013) (4.77 million tons)	
the environment	Contribution to reducing GHG emissions throughout the product life cycle (Battery-related materials)		17.66 million tons-CO2	16.43 million tons-CO2	14.28 million tons-CO2	Contribution to reducing GHG emissions throughout the product life cycle by developing and supplying products	
	Sales revenue of Sumika Sustainable Solutions*2 designated products		682.8 billion yen	588.7 billion yen	554.3 billion yen	Sales revenue of 1,200 billion yen by FY2030	
	Unit energy consumption		86 (21'=100)	87	85	Will achieve improvement of 3% or more per each Corporate Business Plan period as a group (FY2021 level as baseline)	
	Number of petrochemical technology licenses		13	13	13	Helping to reduce environmental impact through technology licensing	
	The amount of recycled plastics used in manufacturing processes	(1)	Approximately 5,900 tons	Approximately 7,300 tons	Approximately 11,440 tons	200k tons/year by 2030	
Contribute to the food supply	Effect of increasing production of animal protein including poultry	_	Approximately 4.3 million tons	Approximately 4.2 million tons	Approximately 4.4 million tons	Continuously improving the production of animal protein, including poultry, by developing and providing feed additives	
	Agricultural land area where agrosolution products are used		Approximately Approximat 110 million 104 millio hectares hectares		Approximately 111 million hectares	Ensuring the stable supply of food by developing and providing agrosolution products	
Contribute to healthcare	Number of people protected by vector control products		Approximately 440 million persons	Approximately 470 million persons	Approximately 470 million persons	Protection from vector-borne diseases through the development and dissemination of vector control products such as Olyset™net	
	Sustainable creation of innovative pharmaceuticals and medical solutions to meet diverse medical needs		New Drugs Approved		d	Table of Material Issues and KPIs	
Contribute to ICT	Number of mobile devices using polarizing films		4.1 billion (cumulative total)	4.5 billion (cumulative total)	5.0 billion (cumulative total)	Advancing technological innovation for diversified workstyles and improved productivity through the provision of materials for mobile devices	

^{*1} Boundary: (1) Sumitomo Chemical Group, (2) Sumitomo Chemical (Non-Consolidated)

^{*2} Our Group's products and technologies that help to climate change mitigation and adaptation, contribute to recycling resources and sustainable use of natural capital.

Material issues for future value creation

Material Issues	КРІ		Poundani*1	Results			Cools
Material issues			Boundary*1	FY2022	FY2023	FY2024	Goals
Advance innovation (Results based on the Patent Asset Index™)	Patent asset size*2		(1)	15,373 (pt)	14,301 (pt)	14,376 (pt)	Maintain a high level of patent assets
Bolster competitiveness leveraging DX	Digital maturity level		(1)	3.5	3.7	*3	Sustained leveling up of digital maturity
Human resources: DE&I*4, development &	Each Group company sets its own KPI in light of the environment facing each	Percentage of employees promoted to managerial positions (equivalent to section manager) filled by female employees	(2)		29.0%	14.3%*5	Over 15% on average over the 5 years between FY2023 and FY2027
growth, health		Percentage of male employees who have taken childcare leave or other childcare-related leave due to birth of a child during the current fiscal year	(2)		97.3%	97.5%	At least 90% of male employees taking paid leave during the fiscal year
		Percentage of employees who have taken self-selected training programs, etc.	(2)	24.6%	39.4%	59.1%	50% or more of all employees by FY2024
		Maintain certification as a Health & Productivity Management Outstanding Organization (White 500)*6	(2)	Certification	Certification	Certification	Maintain certification

^{*1} Boundary: (1) Sumitomo Chemical Group, (2) Sumitomo Chemical (Non-Consolidated)

^{*2} The figures are aggregated for the calendar year.

^{*3} This current KPI is being reviewed, with a new indicator under consideration.

^{*4} Diversity, Equity & Inclusion

^{*5} Percentage of women among the cumulative total number of managerial staff appointed from FY2023 to FY2024

^{*6} The program was created in 2016 by the Ministry of Economy, Trade and Industry. The award system is certified by the Japan Health Council and aims to establish environments that can process social evaluations from employees, job seekers, affiliates, financial institutions, and other organizations by creating visualizations that model corporations practicing especially excellent health management.

KPIs for material issues for social value creation

Material Issue

Contribute to the environment

KPI

Amount of Group's GHG emissions (Scope 1+2)

Reducing GHG emissions through our Group's initiatives.



- In 2018, Sumitomo Chemical obtained the SBT approval, becoming the first diversified chemical company to receive the approval.
- In 2021, we revised our targets upward, with 2020 as the base year, and applied for a new SBT certification.

Toward the achievement of SDG 13.3

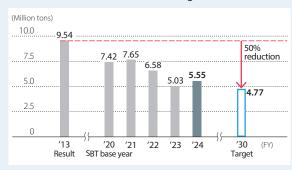
At plants in Japan, we are introducing highly efficient gas turbine generators and decommissioning a number of existing boilers.

Aiming to reduce carbon emissions, we are switching from using conventional high CO2-emission fuels like coal, petroleum coke, and heavy oil to using low CO2 emission intensity fuels like liquefied natural gas (LNG).

Targets (vs. FY2013)

Reduce by **50**% by 2030

■ GHG Emissions and Reduction Targets



Material Issue

Contribute to the environment

KPI

Contribution to reducing GHG emissions throughout the product life cycle (Battery-related materials)



Mitigation of climate change by using battery materials

Due to the strengthening of environmental regulations around the world, the shift to eco-friendly vehicles* is accelerating. We will help mitigate climate change by providing battery materials.

Toward the achievement of SDG 13.3

We will continue to develop technologies in the fields of energy storage and energy saving, and will promote the technological development of chemical recycling for our principal chemical products, such as polyolefin, to help achieve a carbon recycling society.

Highlights of sustainability efforts

The development of recycling processes for low environmental impact lithium-ion batteries was selected by the New Energy and Industrial Technology Development Organization (NEDO) for the Green Innovation (GI) Fund Project, and we promoted initiatives aimed at achieving a pilot study for such technologies. With an eye on the KPIs we set, we have made steady progress on developing elemental technologies and began holding discussions with auto and battery manufacturers on such topics as the quality needed to put the technologies into practical use. In December 2024, these efforts were reviewed and certified as "ongoing" under the Company's Stage-qate Management System.*2

- *1 EVs, HEVs, PHEVs, Fuel cell cars
- *2 The Company's system where research projects are managed in four stages, from the idea stage to commercialization

Eco-friendly vehicles manufactured in fiscal 2024 incorporating SCC's battery materials (Separator, Cathode, Alumina) will help reduce the GHG emission volume*3 over the next 10 years by:

FY2024 results

14.28 million tons-CO2

*3 Based on 2020-made vehicles in "cLCA evaluation on next generation vehicles" by the Japan Chemical Industry Association.

Contribute to the environment

KPI

Sales revenue of Sumika Sustainable Solutions* designated products

Provide solutions for the realization of a sustainable society through the development and popularization of Sumika Sustainable Solutions (SSS) designated products



- Designation began in 2016 to encourage the development and promotion of products and technologies that will address environmental aspects of the SDGs, such as reduced environmental impact.
- Verified by a third-party institution. The results of the internal designation have been evaluated as valid.

Highlights of sustainability efforts

- Designated 89 products and technologies as of August 2025
- Participation by all SCC Group companies

Targets

Sales revenue of **1,200** billion yen by FY2030

■ Sales Revenue of SSS-designated Products



* Our Group's products and technologies that help to climate change mitigation and adaptation, contribute to recycling resources and sustainable use of natural capita.

Material Issue

Contribute to the environment

KPI

Unit energy consumption

Continuous improvement of unit energy consumption through the introduction of renewable energy and rationalization



Toward the achievement of SDG 7.3

We are installing the latest highly efficient equipment, introducing rationalization and energy-saving measures in production processes, installing LED lighting, and soliciting employee suggestions on how to further improve our energy-saving efforts.

Furthermore, regarding cleanrooms and other facilities that are highly specialized and difficult to manage, we have launched initiatives in cooperation with experts.

Targets (FY2021 level as baseline)

Will achieve improvement of 3% or more per Corporate Business Plan period as a group

SCC Group Unit Energy Consumption Index (GHG Protocol Standards)



Contribute to the environment

KPI

Number of petrochemical technology licenses

Helping to reduce environmental impact through technology licensing



Reduction of environmental impact by applying licensed technologies

- Hydrogen Chloride Oxidation process:
 Highly energy efficient, enables recycling of byproducts as raw materials.
- Propylene oxide (PO) only process:
 No co-products, high yield and energy efficient, stable operation. First in the world to succeed in recycling cumene on a commercial scale.

Toward the achievement of SDG 9.4

We will strive to develop technologies for use in a wide range of fields, such as high-performance catalysts that contribute to the effective use of energy resources, GHG removal and decomposition processes, CCU technologies, clean hydrogen production technology, and recycling technology for waste plastic and other carbon resources, in order to reduce society's total environment impact through licenses.

Total number of plants under license as of the end of FY2024 13 Note: Propylene oxide (PO)-only process and hydrogen

chloride oxidation process licenses

Highlights of sustainability efforts

• Cooperating with the U.S.-based KBR, Inc. on eco-friendly propylene oxide technologies

We have finalized an exclusive license partnership contract with KBR, Inc. regarding propylene oxide technologies that utilize the cumene process, which is exceptional at reducing environmental burdens. This technology is part of a revolutionary process that does not produce co-products, instead reusing cumene to reduce our carbon footprint and wastewater emissions while achieving energy-efficiency and high yields. This cooperation enables us to bring the technologies of Sumitomo Chemical to customers around the world.

 Collaborating with the U.S.-based Lummus Technology LLC to expand PMMA chemical recycling technology around the world

The Company signed a collaboration agreement with Lummus Technology LLC regarding the Company's unique, highly effective chemical recycling technology for acrylic resin (PMMA), which reduces environmental burden. Through this collaboration, Lummus Technology becomes an exclusively licensed partner that helps accelerate the commercialization of this technology by promoting its use in societies around the world through their global marketing efforts.

Material Issue

Contribute to the environment

KPI

The amount of recycled plastics used in manufacturing processes

Drive adoption of technologies for reducing environmental impact and advance circular systems for carbon resources



Toward the achievement of SDG 12.5

• Initiatives related to mechanical recycling

Deploy technologies to perform crushing, melting or other treatments on waste plastic resources to reuse the resources as a material input in a variety of applications

- Studying technological alliances with recycling companies
- Commercializing automotive part-related recycling, etc.

• Initiatives related to chemical recycling

Deploy technologies to chemically treat recycled resources and waste plastic resources and convert them to other chemical substances for reuse

- Recycling waste-derived resources
- Developing technology to produce alcohols from CO₂, etc.

Highlights of sustainability efforts

- We have provided SUMIPEX™ Meguri™, a product made from 100% recycled acrylics, for use in the new acrylic jewelry products of STAR JEWELRY Co., Ltd. This will be the first domestic test use of this material, integrating the Company's chemical recycling technology with STAR JEWELRY's craftsmanship techniques. We contribute to the creation of an abundant society by developing sustainable products.
- We have begun to collaborate with Honda Motor Co., Ltd. through sustainable materials that utilize recycling technology. The front grill of Honda's new electric vehicle "N-VAN e:" utilizes NOBLEN™ Meguri™ made from recycled polypropylene. This material is mixed with coatings that are conventionally simply discarded, creating a one-of-a-kind design that meets the high product quality standards of automotive exterior parts and widens the possibilities for recycled materials as a whole.

Targets

200k tons/year by 2030

Note: 13% of our plastic production capacity

FY2024 result

Approximately 11,440 tons



Recycled brand Meguri™

Contribute to the food supply

KPI

Effect of increasing production of animal protein including poultry

Continuously improving the production of animal protein, including poultry, by developing and providing feed additives



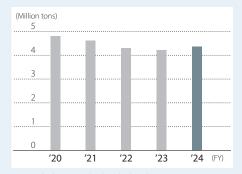
◆ Toward the achievement of SDG 2.1

In the animal nutrition business, we help increase the production of animal protein, especially poultry, by providing feed additives.

Highlights of sustainability efforts

- We help chickens grow and enhance the production of chicken meat and eggs by improving the balance of amino acids included in poultry feed.
- Adding methionine reduces nitrogen in poultry excrement, which has the effect of reducing emissions of nitrogen dioxide (N2O), a greenhouse gas (GHG).

■ Increased Production of Animal Protein



Note: Calculation method undisclosed (proprietary)

Material Issue

Contribute to the food supply

KPI

Agricultural land area where agrosolution products are used

Ensuring the stable supply of food by developing and providing agrosolution products



Agrosolution products

These products are used by farmers to improve the quality and yield of crops while also enhancing productivity and profitability. These include paddy rice crop protection products, seed treatments, herbicides for soybeans, plant growth regulators, biorational insecticides and products to improve soil health.

We develop new products to serve various needs by inventing new active ingredients, evaluating safety on humans and the environment, and developing application technologies.

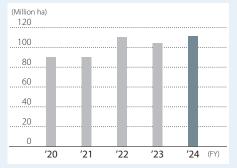
Toward the achievement of SDG 2.4

We will develop next-generation crop protection products to enable the earliest market launch while expanding our lineup of unique products, such as biorationals, etc., where we hold a competitive advantage. Building on our research and development capabilities, we will continue to contribute to solving global food and environmental issues.

Highlights of sustainability efforts

We aim to further expand the biorational business by adding FBSciences Holdings, Inc. as a Group company. FBSciences is based in the United States and is engaged in the business of biostimulants, which are a group of naturally-derived agricultural materials and a class of biorationals.

■ Farmland Utilizing SCC Agrosolution Products



Note: Calculation method undisclosed (proprietary)

Contribute to healthcare

KPI

Number of people protected by vector control products

Helping protect people from infectious diseases transmitted by mosquitoes and other vectors by developing and providing vector control products including Olyset™ Net



Vector control products

Products that are used to control mosquitoes and thus prevent the transmission of malaria, dengue fever, and other vector-borne diseases. These include long lasting insecticidal nets such as Olyset™ Net, indoor residual sprays, and larvicides.

Recent climate change is increasing the threat of tropical infectious diseases transmitted by insect vectors worldwide, thus increasing the importance of such products.

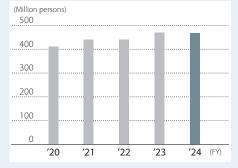
Toward the achievement of SDG 3.3

We aim to provide and promote integrated vector management programs by inventing and developing new active ingredients and products that capitalize on our wide range of technological platforms (including chemicals, biorationals, and botanicals) based on long-term global development activities.

Highlights of sustainability efforts

In the area of vector-borne disease control solutions, we are promoting the widespread adoption of long-lasting insecticidal bed nets Olyset™ Plus, which show a significant effect against insecticide-resistant mosquitoes, indoor residual spray SumiShield™ 50WG, and larvicides.

Number of People Protected by Our Vector Control Products*



Note: Calculation method undisclosed (proprietary)

* The total number of people per year who have been protected from infectious diseases transmitted by insect vectors thanks to the use of these products during the products' periods of efficacy

Material Issue

Contribute to ICT

KPI

Number of mobile devices using polarizing films

Advancing technological innovation for diversified workstyles and improved productivity through the provision of materials for mobile devices



Polarizing films

Indispensable material for flat panel displays, such as liquid crystal displays and OLED displays. Contributes to improved performance of displays with regard to such factors as brightness, contrast and viewing angle.

Toward the achievement of SDG 8.2

We are developing next-generation materials that create new value in the fields of semiconductors, displays, and mobility to promote the realization of Society 5.0.

Highlights of sustainability efforts

We are working to develop and improve the quality of the following products to help revolutionize productivity and lifestyles using Al and IoT:

- (1) High performance polarizing films for diversifying displays
- (2) Next-generation photo resists that contribute to increasingly miniaturized advanced semiconductor processes
- (3) Gallium nitride substrates, which enable the realization of lighter weight and more energy efficient power devices
- (4) Super engineering plastics, which help enhance mobility efficiency and safety

Mobile devices that use our polarizing films

Cumulative total for the period from FY2007 to date (as of the end of FY2024)

5.0 billion

Transition of Cumulative Total for the Period from FY2007



Note: Calculation method undisclosed (proprietary)

KPIs for material issues for future value creation

Material Issue

Advance innovation

KPI

Patent asset size

Patent rights

The right granted by patent authorities through prescribed screening procedures for the exclusive use for a defined period of time of a valuable invention generated by R&D.

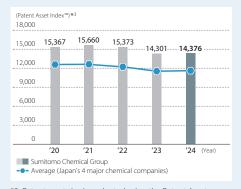
◆ Patent asset size (Patent Asset Index[™])

An objective quantification of the overall value of the patents held by Sumitomo Chemical Group based on the technological attractiveness and market exclusivity of each patent. Maintaining attractiveness requires continued R&D that addresses new requests from society.

Highlights of sustainability efforts

- We will thoroughly implement the use of Al/Ml*¹ in our R&D labs, and accelerate the generation of new businesses in four priority areas through collaboration with academia and startups. In addition, we will promote initiatives from a long-term, comprehensive perspective through the Company's Grand Design aimed at realizing carbon neutrality.
- Our patent asset size has remained high, reflecting our efforts to step up R&D and patenting in recent years. We will continue to enhance and strengthen our patent portfolio.
- *1 Artificial Intelligence / Materials Informatics

■ Patent Asset Size*2



- *2 Patent asset size is evaluated using the Patent Asset Index™, generated using the patent analysis tool LexisNexis PatentSight™.
- *3 The Patent Asset Index™ is an index for comprehensively assessing the status of legally active patents based on quantity (number of patents) and quality (countries of registration and number of citations).

Bolster competitiveness leveraging DX*

We will evaluate our level of achievement in terms of 12 items, using a rating scale from 1 to 4, and use the mean value of the scores as our Digital Maturity Level.

Digital maturity level (a 4-point-rating scale)

Digital maturity level				
FY2022	FY2023	FY2024		
3.5 points	3.7 points			

We have put in place the Digital Maturity Level in which we rate 12 items for promoting digital transformation (DX), in terms of ideal approaches to business management and systems and the establishment of IT systems. Through initiatives that have been ongoing since fiscal 2019, we are seeing a steady increase in our maturity level, including the building of foundational systems. We are therefore reviewing our present KPI and are evaluating new metrics.

■ Digital Maturity Level

Score	Maturity Level				
4	Continuous Group-wide implementation of digital technologies based on the "SCC Group strategy" and quantitative evaluation criteria				
3	Group-wide implementation of digital technologies based on the "SCC Group strategy"				
2	Implementation of digital technologies in some business units based on the "SCC Group strategy"				
1	Implementation of DX in some business units without a clear "SCC Group strategy"				

12 Evaluation Items

Ideal approaches to business manage-
ment and systems for promoting DX

- 1. Strategies and vision
- 2. Commitments by business management
- 3. Mindset and corporate culture
- 4. Promotion and support systems
- 5. HR development and secure HR recruitment
- 6. Reflection of outcomes in business

Development of IT systems as a foundation for achieving DX

- 7. Systems and governance
- 8. Secure HR recruitment
- 9. Ownership of the business operation department
- 10. Analysis and assessment of IT assets
- 11. Categorization of IT assets and planning thereof
- 12. IT system after IT renovation: Ability to follow up on changes

Note: Refer to the Guidelines for Promotion of Digital Transformations and Assessment Indices for Digital Management Reforms ("DX Promotion Indices") by METI

* DX stands for Digital Transformation

FY2024 main initiatives and policies moving forward

• We established "improve productivity and strengthen businesses through digital innovation" as a basic policy in the Corporate Business Plan to realize sustainable growth. In fiscal 2024, we continued to strengthen digital personnel and accumulate DX cases while focusing on utilizing generative Al and databases.

DX Strategy 1.0, 2.0 Fully strengthen existing businesses and enhance productivity using DX thanks to a core of trained DX personnel DX Strategy 3.0 Fully launch a strategy aimed at creating new businesses through the utilization of data (release Biondo™ in July 2024)

• In fiscal 2025, we are still undertaking the following initiatives under the new Corporate Business Plan.

DX Strategy 1.0	Utilize AI in business operations and have all staff use AI as a matter of course
DX Strategy 2.0	Utilize AI and IT-related robotics in business processes to realize a 10 \times boost to productivity
DX Strategy 3.0	Realize business growth for Biondo™ and create the next wave of data monetization businesses

Highlights of sustainability efforts

- The Company's DX Strategies and series of initiatives based on those strategies were praised, and we were certified as an operator who conducts excellent DX initiatives by the Ministry of Economy, Trade and Industry. (Date of first certification: July 1, 2021; Date of renewed certification: July 1, 2025)
- In 2022, we developed CFP-TOMO[™], a carbon footprint calculation system, and rolled it out for chemical industry use. In recognition of our efforts supporting the realization of carbon neutrality, we received two awards from the Japan Association for Chemical Innovation's (JACI) 23rd Green and Sustainable Chemistry Awards; one from the Minister of Economy, Trade and Industry and the other from the Minister of the Environment.

Each Field's Promotion Divisions and Frontlines Cooperated to Steadily Promote Initiatives

DX Strategy 1.0 (Enhancing productivity)	Plant	 Improve trust in facilities and ensure competitiveness through the use of high-quality integrated facility management system data Improve operational efficiency and visualization by building a platform for Company-wide project information and design approval processes Minimize stoppage periods at Works through an Al-powered predictive detection model 			
DX Strategy 2.0 (Strengthening competitive advantages	R&D	 Begin operating a technological data sharing system across research laboratories Continue to use co-creation spaces (SYNERGYCA) and internally share the non-confidential content of discussions with customers Use the latest Al simulations and MI to accelerate the research and development of advanced materials 			
of existing businesses)	SCM	 Expand product websites and collaborate with AI chatbots (to respond to inquiries) Develop systems to create production plans using AI Visualize logical inventory value and inventory status with the aim of reducing inventory 			
	Office	 Introduce and support the widespread adoption of ChatSCC (the Company's version of ChatGPT) as well as various additional functions to realize a dramatic improvement in productivity Utilize in-house massive data and knowledge and integrate them with generative AI to support specialized operations 			
DX Strategy 3.0 (Creating new business models)		 • Build a resource utilization platform (Biondo™) connecting natural materials and people through data via the DX 3.0 promotion team. Aim to contribute to resource recycling by encouraging the effective use of natural materials, including food waste • The DX 3.0 promotion team is currently moving forward with new projects 			
Personnel training		 Train digital personnel (business- and technology-related) promoting DX. Achieve medium-term targets. Number of personnel as of March 31, 2024. Numbers inside parentheses are medium-term targets. Business-related: Business translators: 152 (150), Business data analysts: 100 (100) Technology-related: Data scientists: 30 (30), Data engineers: 304 (300) Continue to conduct education (e-learning) to enhance DX literacy for all sectors and grades to lift up the overall level 			

Material Issue Human resources: DE&I, development & growth, health

We will promote the securing and development of human resources, which we consider to be our most important management resource, from a long-term perspective and achieve sustainable growth of the Group through enhanced engagement.

DE&I (Diversity, Equity, and Inclusion)

We have established the Basic Principles on the Promotion of DE&I as our Group-wide guiding philosophy related to the promotion of diversity, equity, and inclusion. Based on these principles, each of about 100 major Group companies will determine their own KPIs in view of their respective circumstances.

KPI: Sumitomo Chemical (non-consolidated)

Based on our policy of emphasizing training and growth from a medium- to long-term perspective, which is a basic human resource policy of Sumitomo Chemical, we set KPIs that focus on the rate of employee promotion to managerial posts to determine the progress of our suite of female advancement measures, including those related to recruitment, training, promotion, and environmental adjustment. We will continue working to further promote the advancement of women through initiatives aimed at these targets.



- 2. Percentage of male employees who have taken childcare leave or other childcare-related leave due to birth of a child during the current fiscal year. **Target: Over 90%**
- Progress of Group companies in Japan and overseas in setting KPIs Many of the KPIs set by Group companies are related to the active promotion and empowerment of women, work-life balance, and diversity regarding nationality, racial background, and age. Going forward, we will continue working with Group companies to promote initiatives aimed at

achieving these KPIs.

Percentage of employees promoted to managerial positions (equivalent to section manager) filled by female employees.

Two-year cumulative total for FY2023 and FY2024

14.3%

Percentage of male employees who have taken childcare leave or other childcare-related leave due to birth of a child during the current fiscal year.

FY2024

97.5%

Development & Growth

To encourage people to learn and grow on their own, in line with the concept of "whenever, wherever, however many times," we offer training programs they can select for themselves.

KPI



50% or more of all employees taking self-selected training programs by FY2024

- Self-Selected Training Programs
- (1) Learning platform SUMIKA Learning Square In-house programs to acquire comprehensive knowledge related to operations (a total of 330 courses)
- (2) Self-Improvement Courses

Programs that enable learning on personal smartphones and PCs, such as business and language skills (a total of 3.700 courses and 16.300 videos)

Results				
FY2023	FY2024			
39.4%	59.1%			

Health

KPI

Maintain certification as a Health & Productivity **Management Outstanding Organization (White 500)***



Results (March 2025)

Maintained certification over the past 8 years since fiscal 2017

* The program was created in 2016 by the Ministry of Economy, Trade and Industry. The award system is certified by the Japan Health Council and aims to establish environments that can process social evaluations from employees, job seekers, affiliates, financial institutions, and other organizations by creating visualizations that model corporations practicing especially excellent health management.

