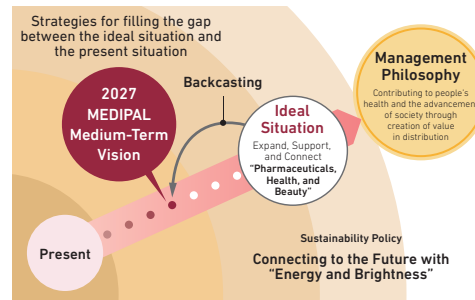


## 2027 MEDIPAL Medium-Term Vision

### Positioning of the Medium-Term Vision

The 2027 MEDIPAL Medium-Term Vision, “*Change the Oroshi Forever*—Constant Innovation—” describes our strategy for realizing the MEDIPAL Group’s “ideal situation” by pursuing various possibilities in the business fields of “Pharmaceuticals, Health, and Beauty.”



### Basic Policy of the Medium-Term Vision

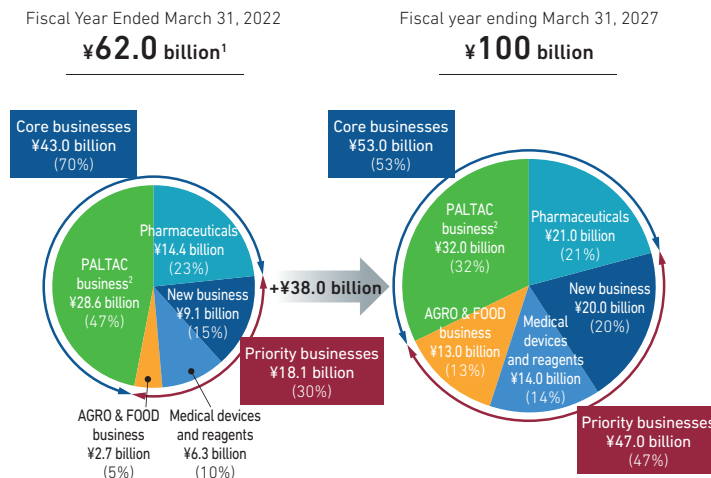
**Change the 卸 Forever**  
Oroshi —Constant Innovation—

Growing through business portfolio prioritizations and collaboration with partners

### Business portfolio prioritizations

To realize the Medium-Term Vision, we designated new businesses, the medical devices and reagents business, and the AGRO & FOOD business as priority businesses. By intensively investing management resources in these priority businesses, we aim to grow their share of ordinary profit to approximately 50% in the fiscal year ending March 31, 2027 from approximately 30% in the fiscal year ended March 31, 2023, and to achieve ordinary profit of ¥100 billion. Our core businesses consist of the Prescription Pharmaceutical Wholesale Business – the Group’s largest business that provides a stable supply of products that are indispensable to people’s daily lives – as well as the Cosmetics, Daily Necessities and OTC Pharmaceutical Wholesale Business. We will expand both of these core businesses, while also increasing added value and productivity further.

**Aim for ordinary profit of ¥100 billion in the fiscal year ending March 31, 2027, with approx. 50% coming from priority businesses**



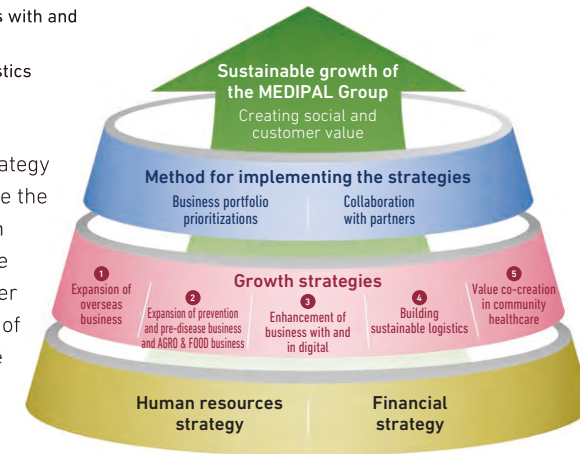
1. Figure does not equal the sum of core businesses and priority businesses shown in the pie chart, mainly due to the inclusion of the elimination of transactions among business categories.  
2. The ordinary profit figure for PALTAC business in the fiscal year ending March 31, 2027 is calculated based on PALTAC’s currently disclosed medium-term management plan, past performance, and other factors.

### Overall growth image

We will carry out the following five growth strategies through business portfolio prioritizations and collaboration with partners.

- 1 Expansion of overseas business
- 2 Expansion of prevention and pre-disease business and AGRO & FOOD business
- 3 Enhancement of business with and in digital
- 4 Building sustainable logistics
- 5 Value co-creation in community healthcare

Our human resource strategy and financial strategy are the foundation of our growth strategies. We will create social value and customer value through execution of our strategies to achieve the sustainable growth of the MEDIPAL Group.



### Management targets

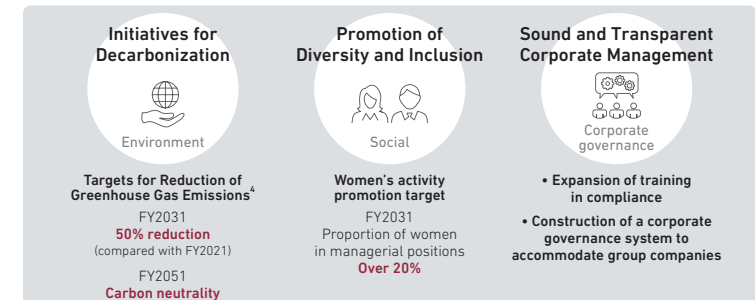
#### Key Financial Indicators

Item	Target	
	ROE	
Total Profitability	Ordinary profit	<b>9% in five years</b>
	Investment in growth	<b>¥100 billion in five years</b>
Investment	Total shareholder return ratio	<b>Approx. ¥100 billion over five years</b>
Shareholder Returns		<b>40% over a five-year cumulative period<sup>3</sup></b>

3. Details updated based on the basic capital policy resolved at a Board of Directors meeting on May 12, 2023.

### Resolving ESG Issues through Growth Strategies

Set medium-to-long-term targets to steadily resolve ESG issues through growth strategies.

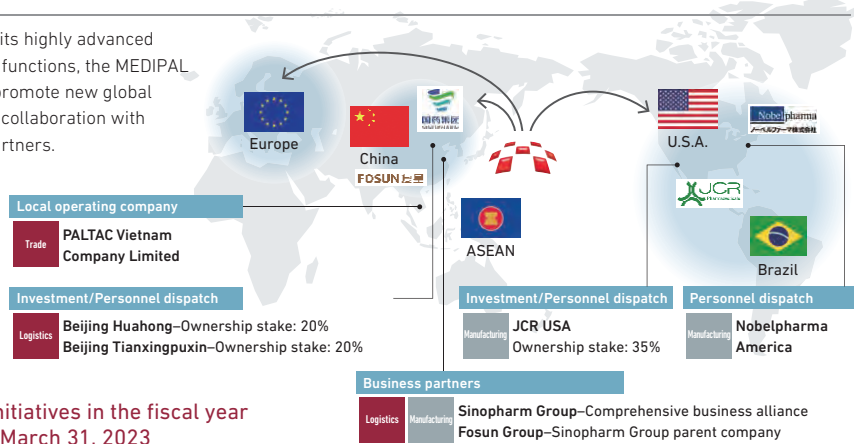


4. Scope 1 (emissions associated with in-house fuel consumption) + Scope 2 (emissions associated with in-house power usage)

# Growth Strategies

## 1 Expansion of Overseas Business

Leveraging its highly advanced distribution functions, the MEDIPAL Group will promote new global business in collaboration with business partners.



### ► Main initiatives in the fiscal year ended March 31, 2023

#### Initiatives targeting global business expansion

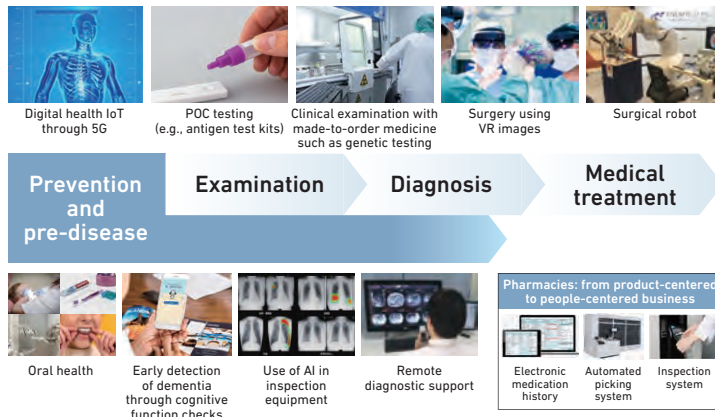
##### Collaboration with JCR Pharmaceuticals Co., Ltd. on global development of new drugs in the ultra-rare disease area

In October 2022, MEDIPAL and JCR Pharmaceuticals Co., Ltd. executed a Memorandum granting exclusive negotiation rights for the global commercialization outside Japan of four new drug candidates being developed by JCR Pharmaceuticals for ultra-rare lysosomal storage diseases (LSDs). In accordance with the execution of this Memorandum, we concluded a licensing agreement with JCR Pharmaceuticals for a therapeutic candidate for the treatment of fucosidosis. Moving forward, we will work with JCR Pharmaceuticals on global R&D to support patients and their families around the world.

## 2 Expansion of Prevention and Pre-disease Business and AGRO & FOOD Business

### Expansion of Prevention and Pre-disease Business

We will invest resources in the area of prevention and pre-disease where there are increasing needs, while also expanding our product portfolio, to include state-of-the-art medical testing equipment and reagents.



### Expansion of AGRO & FOOD Business

Further enhancing and expanding the companion animal<sup>1</sup> health products and food processing raw materials business

1. Companion animal: An animal that has a companion-like presence and a close relationship with humans in daily life.



### ► Main initiatives in the fiscal year ended March 31, 2023

#### Expansion of the Business Base in the Food Domain

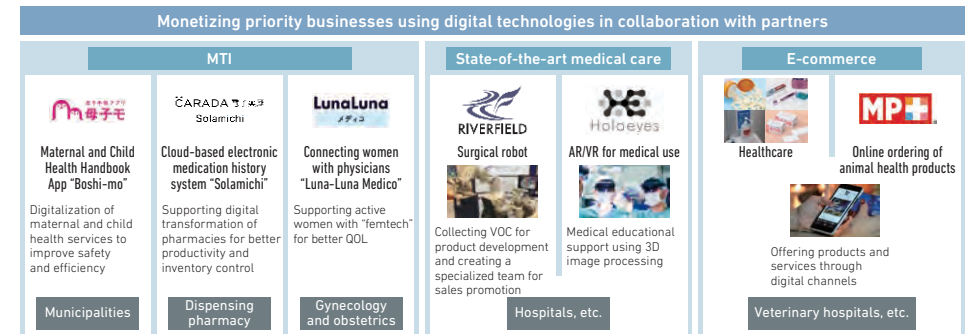
##### Acquisition of all shares of MP Gokyo Food & Chemical Co., Ltd.<sup>2</sup>

2. Corporate name changed from Sumitomo Pharma Food & Chemical Co., Ltd. (on April 1, 2023)

In March 2023, we completed the acquisition of all shares of Sumitomo Pharma Food & Chemical Co., Ltd., making the company a wholly owned subsidiary of MEDIPAL. We expect to be able to generate synergies in the prevention and pre-disease business by combining the new subsidiary's competitive products created through its strong R&D capabilities, such as natural polysaccharides and healthy functional ingredients, with the MEDIPAL Group's broad distribution network. By adding MP Gokyo Food & Chemical Co., Ltd. to the MEDIPAL Group, we will create business value for both companies and deliver that value to even more people.

## 3 Enhancement of Business with and in Digital

Creating and monetizing digital platforms for healthcare services to improve public health and enable more efficient medical care



### ► Main Initiatives in the fiscal year ended March 31, 2023

#### Initiatives aimed at building a top-level digital platform in Japan

##### Starting healthcare DX that combines the business resources of the MEDIPAL Group and partner companies

#### DX for childcare services (childhood vaccinations)

Digitalizing process for screening questionnaires or government funding claims. The "Boshi-mo" app has already been introduced in more than 520 municipalities (as of March 31, 2023)

- Contributing to improved convenience for households caring for children by integrating, organizing, and analyzing information
- Establishing a monetization framework

#### DX for primary care physicians

Providing products and services that support healthcare DX through investment in LAYERED Inc. Investment in January 2023 through a corporate venture capital (CVC) fund

- Supporting healthcare DX for primary care physicians
- Contributing to improved clinic operating efficiency and convenience

## Growth Strategies

### 4 Building Sustainable Logistics

Details on page 15

#### MEDISKET CORPORATION

Establishment of a joint venture with H.U. Group Holdings, Inc. will create a new model for environmentally friendly logistics from diagnosis to treatment.

Details on page 14

#### Traceability and logistics by temperature zone

Aiming for complete traceability that centralizes management of quality control information for pharmaceuticals, including temperature and vibration, from manufacturers to patients

Details on page 21

#### Building a new model for optimization of pharmaceutical distribution

Eliminating waste in the supply chain together with customers to promote greenhouse gas emission reduction, productivity improvement, and workstyle reform

Details on page 16

#### Cosmetics, daily necessities and OTC drugs

As well as deepening our collaborative partnerships across the supply chain, we will further optimize and improve efficiency of distribution and reduce the environmental burden as we work to become a sustainable society.

#### ► Main initiatives in the fiscal year ended March 31, 2023

#### Japan's largest healthcare logistics platform supporting "Pharmaceuticals, Health, and Beauty," built by MEDISKET CORPORATION

In April 2022, we established MEDISKET CORPORATION as a pharmaceutical and healthcare logistics joint venture with H.U. Group Holdings, Inc. By developing a platform for high-level logistics functions that comply with GDP guidelines, we are optimizing the supply of pharmaceuticals, clinical testing materials, and other items, as well as the collection of test specimens from clinical laboratories, clinical trials, and research, and promoting participation through collaborations with various companies active in the healthcare field.

#### Building a system for the stable supply of quality generic drugs Revitalization of Nichi-Iko Pharmaceutical Co., Ltd. (silent partnership investment)

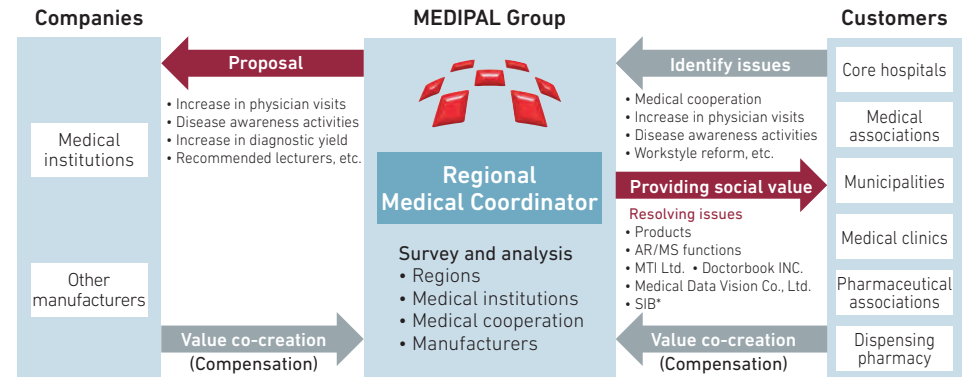
We have decided that our cooperation with J-Will Partners Co., Ltd. (JWP) business revitalization of Nichi-Iko Pharmaceutical Co., Ltd. will help to develop a pharmaceutical manufacturing and distribution model that provides stable supplies of safe and secure generic pharmaceuticals, while also helping MEDIPAL continue to increase corporate value. Accordingly, in March 2023, we made a silent partnership investment jointly with JWP Fund, a fund managed and operated by JWP, in Godo Kaisha JSD, which is managed and operated by JWP. Subcommittees have been established at both MEDIPAL and Nichi-Iko Pharmaceutical Co., Ltd. We are working to optimize the logistics and distribution systems.

#### Fortifying distribution infrastructure in Nagasaki and Saga and building strong core businesses Acquisition of all shares of Toshichi Inc.

MEDIPAL acquired all shares of Toshichi Inc. in April 2023 and made the company a wholly owned subsidiary. Toshichi Inc. has been operating for over 110 years in Nagasaki and Saga prefectures and has built close relationships of trust with business partners in this region. We will create stronger business foundations by integrating Toshichi Inc. as a wholly owned subsidiary. We will also step up our efforts to use drones for efficient delivery of pharmaceuticals to those living in outlying islands.

### 5 Value Co-creation in Community Healthcare

Providing new social value by resolving regional healthcare issues



\* SIB (Social Impact Bond):

An approach to outsourcing public services to the private sector. It is a pay-for-success contract in which the outcomes of the project are evaluated and visualized, and payment is tied to the achievement of outcomes.

#### ► Main initiatives in the fiscal year ended March 31, 2023

#### Development of marketing activities for specialized fields

We aim to create new value as regional medical coordinators by identifying healthcare issues faced by regional customers, such as medical institutions, local governments, and schools, and proposing solutions to those issues.

#### RD-MR

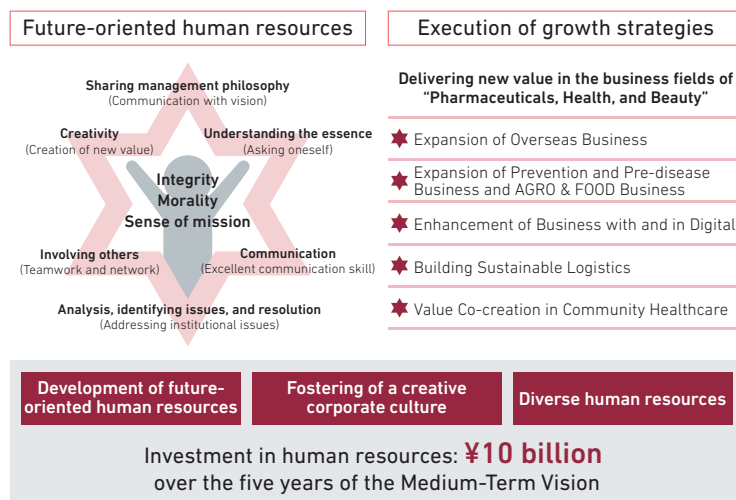
ARs who specialize in rare disease fields are designated as Rare Disease MRs (RD-MRs), and mainly provide and collect information on orphan drugs in the hospital market.

#### Women's Coordinator

In April 2022, we appointed Women's Coordinators who will deliver comprehensive information to healthcare professionals on women's health issues (dysmenorrhea, cervical cancer, etc.) in terms of disease prevention, diagnosis, and treatment. This is the start of our programs to support better health for women.

## Human Resources Strategy

We define the people who will become leaders of the MEDIPAL of tomorrow as “future-oriented human resources.” We view our human resources as the most important asset in executing our growth strategies. MEDIPAL’s people uphold the shared common values of “integrity,” “morality,” and “sense of mission” as the basis for their decision making. We have defined six requirements for the human resources we need to execute our growth strategies: “Sharing management philosophy,” “Creativity,” “Understanding the essence,” “Involving others,” “Communication,” and “Analysis, identifying issues, and resolution.” We will actively cultivate future-oriented human resources who possess these attributes, and will implement measures to promote “fostering of a creative corporate culture” and “diverse human resources active.” We plan to invest ¥10 billion in human resources over the five years of the 2027 MEDIPAL Medium-Term Vision.



### ► Main initiatives in the fiscal year ended March 31, 2023

We established a new Human Resources Strategy Department in October 2022. We are now considering specific measures to develop future-oriented human resources. Ultimately, we aim to obtain ISO 30414 certification.

📖 Details on page 38

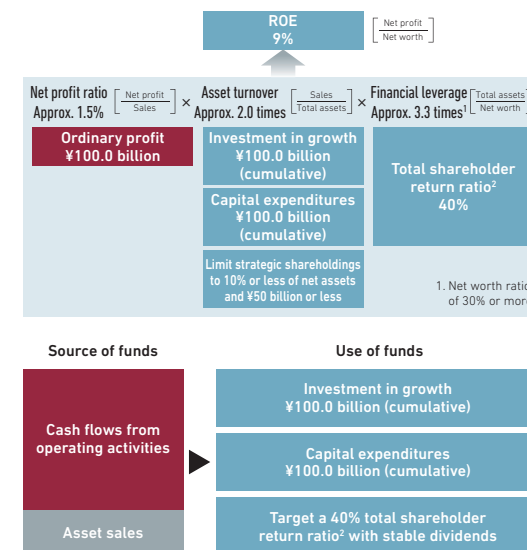
## Financial Strategy

### ■ Financial Strategy Underpinning Our Business Strategy

We are planning to make ¥100 billion in investments in growth over the five-year period of the 2027 Medium-Term Vision based on our growth strategies. In the fiscal year ending March 31, 2027, we are targeting ¥100 billion in ordinary profit. We also intend to make capital expenditures of ¥100 billion and to reduce strategic shareholdings to 10% or less of net assets and ¥50 billion or less. We aim to achieve a total shareholder return ratio<sup>2</sup> of 40% for the five-year cumulative period. This ratio is applied to earnings before amortization of goodwill and intangible assets arising from the growth investments set forth in the Medium-Term Vision. By executing financial strategies that take our growth strategy and asset efficiency into account, we plan to achieve ROE of 9% in the fiscal year ending March 31, 2027.

### ■ Operating Cash Flow and Use of Funds

We will use the operating cash flow generated by increasing profitability as the source of funds for investment in growth, capital investments, and shareholder returns. The five-year growth investments of ¥100 billion, capital expenditures of ¥100 billion, and total shareholder return ratio<sup>2</sup> of 40% are cumulative totals for the five-year period. The 40% ratio is applied to earnings before amortization of goodwill and intangible assets arising from the growth investments set forth in the Medium-Term Vision.



<sup>2</sup> Details updated based on the basic capital policy resolved at a Board of Directors meeting on May 12, 2023.

### ► Main initiatives in the fiscal year ended March 31, 2023

We have decided a basic capital policy of striving for sustainable corporate growth and maximization of corporate value through business and financial activities founded on the dual focus of increasing return on equity and reducing the cost of capital. This basic capital policy was announced on May 12, 2023. In order to generate profits that exceed the cost of capital, we will regularly monitor and verify this cost and pursue an optimal capital structure for the Company while ensuring financial soundness. Based on this basic capital policy, we have also revised our basic policies on strategic shareholdings and distribution of profits.

📖 Details on page 24



## Message from the Director in Charge of Sustainability



**Yuji Sakon**

Managing Director,  
General Manager of Administration Division,  
Chairman of CSR Committee  
MEDIPAL HOLDINGS CORPORATION

### Progressing Activities to Promote Sustainability

At the MEDIPAL Group, we believe that our business activities contribute to the realization of a sustainable society by supporting distribution in the Pharmaceuticals, Health, and Beauty fields. In October 2022, we released our Sustainability Policy, material sustainability tasks (materiality), and medium-to-long-term targets, which engage the entire Group in the drive to realize a sustainable society and boost corporate value, in line with our management philosophy. Now, we are finally moving on to the execution phase. For materiality, we have set KPIs for all tasks including medium-to-long-term targets. We are working together with all companies in the Group and providing regular progress reports to the CSR Committee.

The key points in the MEDIPAL Group's Medium-Term Vision are the growth strategy and the human resources and financial strategies that underpin this growth strategy. For the human resources strategy, we have set up a specialized department that is taking on the extremely important role of determining how to link and are working to ensure our human resources strategy links with the business portfolio prioritizations.

### Promotion of Diversity and Inclusion

To promote diversity and inclusion, we have set a target of at least 20% of managerial positions being filled by women by the fiscal year ending March 31, 2031. At present, we still only have just under 8% of managerial roles filled by women, and we need to take decisive action to reach our target. Our first priority is to change attitudes at the management level. We held an executive seminar on diversity and inclusion with a focus on promoting women's workplace participation, targeting around 100 management personnel in the MEDIPAL Group including those on the Board of Directors. The managers then took this learning back to their companies and created opportunities for training sessions across the organization. We also ran an internal panel discussion with five panelists, including three outside directors and outside Audit & Supervisory Board members, to discuss women's activity in the MEDIPAL Group. Through these activities, we are working to further the understanding of every individual employee. I think the promotion of diversity and inclusion represents a unique opportunity to foster a creative corporate culture at the MEDIPAL Group. We are taking an approach often described as *sottaku* in Japanese that involves small, deliberate

actions to achieve a larger goal. We aim to foster a corporate culture where those who seek to learn and those who guide and teach can work in harmony, enabling each individual to shine with bright personalities.

### Initiatives for Decarbonization

As a company working in distribution, the MEDIPAL Group is focusing on reducing greenhouse gas (GHG) emissions. Our main activities involve working with customers to build new optimized pharmaceutical distribution models or introduce EVs, and switching to eco-friendly electric power. We are moving rapidly to install solar panels, increase the number of EV charging stations, and take other steps in order to reach our target of a 50% reduction in emissions by the fiscal year ending March 31, 2031 compared with the fiscal year ended March 31, 2021 and carbon neutrality by the fiscal year ending March 31, 2051.

### Governance Initiatives

We are working to ensure sound and transparent corporate management by developing governance systems at each Group company that suit the company's size and business, rather than taking a "one-size-fits-all" approach. The Board of Directors has engaged in multiple rounds of wide-ranging discussions to deepen governance while we work through the business portfolio prioritizations. We will continue our deep dive into governance matters as we work to develop more effective systems.

### Creating a Future that is Healthier and Brighter for Everyone

We recognize that our efforts to promote sustainability management over the past few years have evolved from being mere formalities to include more substantial content, becoming increasingly significant for the MEDIPAL Group. To promote sustainability management even further, I think it will be important for every single employee to carefully consider what they can do as part of the Group to address social issues and to be proactive with a sense of ownership as we work towards resolving these issues.

# Sustainability Management

## Sustainability Policy

The MEDIPAL Group is pursuing its business activities in line with its management philosophy. Amid rising public interest in environmental problems and other issues, MEDIPAL formulated the Sustainability Policy to clearly state its stance for realizing a sustainable society and enhancing our corporate value.

## Connecting to the Future with Energy and Brightness

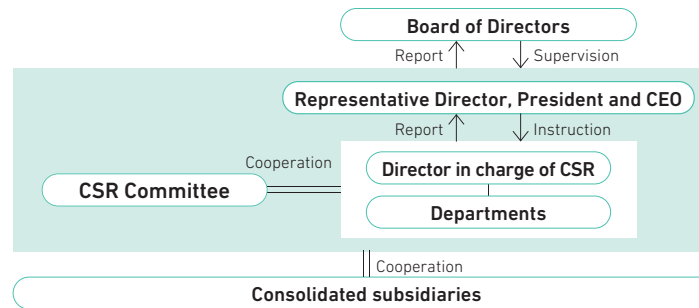
Under our management philosophy of  
“Contributing to people’s health and the  
advancement of society through creation of  
value in distribution,” MEDIPAL Group will solve  
environmental and social issues together with  
various stakeholders.

We will create a future that is healthier and  
brighter for everyone.

We will strive to realize a sustainable society and  
enhance our corporate value.

## Sustainability Promotion System

At the MEDIPAL Group, the CSR Committee promotes sustainability management and discusses policies and initiatives for managing sustainability across the Group, as well as important tasks such as medium-term sustainability targets. The result of those discussions is submitted to Board of Directors by the director in charge of CSR (the CSR Committee chairperson) for approval. Based on the sustainability policies decided at Board of Directors meetings, consolidated subsidiaries carry out initiatives led by the responsible departments, and report specific measures and progress to the CSR Committee. The results of these initiatives are then reported to the Board of Directors on a regular basis (about twice a year) by the director in charge of CSR, helping to maintain a management system that enables appropriate supervision by the Board of Directors.



### CSR Committee in FY2023

- No. of meetings held: 9
- Main discussion points

- Formulate the Sustainability Policy
- Review materiality and consider KPIs
- Climate-related Information Disclosure Based on TCFD Recommendations
- Monitor the status of progress across Group
- Consider initiatives for decarbonization, diversity and inclusion

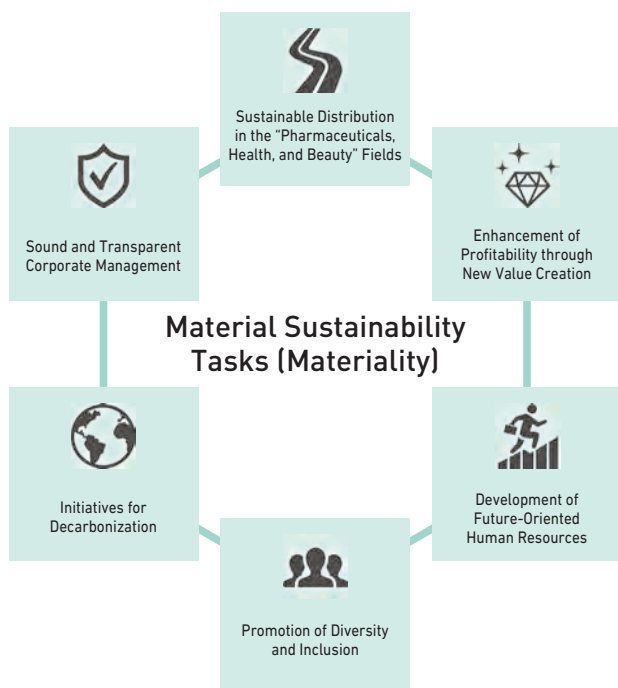
## Internal Dissemination

At the MEDIPAL Group, we think every employee should have a proper understanding of the importance of sustainability management and the six categories of materiality, and should engage with these initiatives proactively. We are using a range of methods to share information with employees, such as training sessions, publication of an internal Group newsletter, and panel discussions, in order to promote a proper understanding.

Main Training in FY2023	Target Participants	Date Held
Sustainability and CSR training	All employees	July 2022, January 2023
Executive seminars (on diversity and inclusion)	Management level	November 2022
Diversity and inclusion training	All employees	November 2022
Diversity and inclusion training for male managerial staff	Male managerial staff	February 2023
Unconscious bias training	Leaders, managerial staff and higher	February 2023
Session 1 of antimonopoly act training	All employees (excluding some companies)	May 2022
Session 2 of antimonopoly act training	Sales positions (MEDICEO CORPORATION, EVERLTH Co., Ltd., ATOL CO., LTD)	November 2022

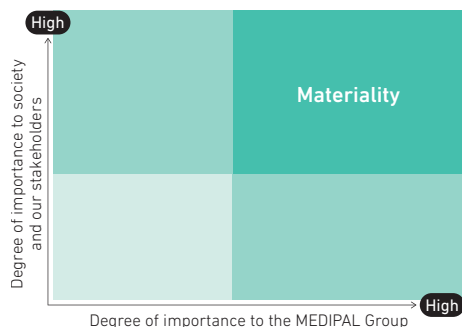
## Material Sustainability Tasks (Materiality)

We have analyzed the relationship between social issues, such as SDGs, and the MEDIPAL Group's business activities based on our management philosophy. We have identified materiality in six categories that will support our goal of solving social issues and achieving sustainable growth for the MEDIPAL Group. We have set medium-to-long-term targets in each category of materiality and will progress initiatives at each Group company.



## Process to Identify Material Sustainability Tasks (Materiality)

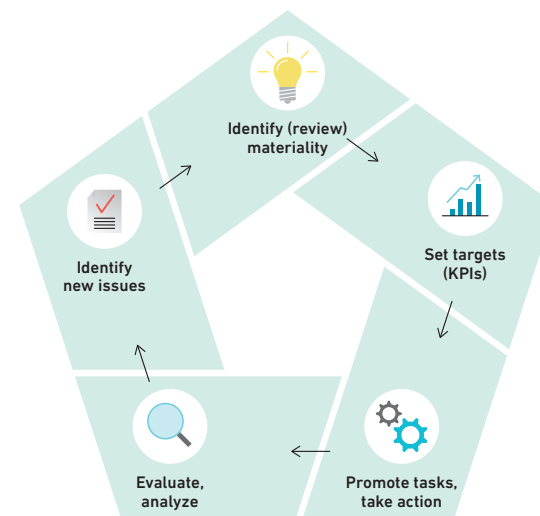
We combined and mapped the information after identifying issues that are highly important for society and stakeholders as well as for the MEDIPAL Group, as shown in the chart below. After discussion on order of priority and appropriateness, we identified materiality for the MEDIPAL Group in six categories.













<b>STEP 1</b> Identify social issues	We comprehensively listed 85 items of social issues that reflect industry trends and perspectives on the GRI guidelines, SASB, SDGs, and other long-term matters.
<b>STEP 2</b> Evaluate importance	Questionnaires on the items of social issues identified in Step 1 were sent out to the CSR Committee members, outside directors, and managers, with instructions to evaluate the items from the perspective of the degree of importance to society and our stakeholders and the degree of importance to the MEDIPAL Group and to assign priorities.
<b>STEP 3</b> Create a draft of materiality	Based on the evaluations in Step 2 and the opinions of outside directors, the CSR Committee discussed the appropriateness and order of priority of the items and then created a draft of materiality.
<b>STEP 4</b> Discussion and decision at the management level	Management debated the draft produced by the CSR Committee before a decision on the materiality at the Board of Directors.

## Materiality Management

The CSR Committee plays a central role in materiality management at the MEDIPAL Group, working in cooperation with relevant departments. We announced our sustainability policy and material sustainability tasks together with the release of the 2027 MEDIPAL Medium-Term Vision in October 2022. We then set targets (KPIs) for all materiality sustainability tasks and are regularly checking on progress made with these tasks. In the future, we will review the tasks as needed in line with social and business changes, and will also work to strengthen our initiatives by disclosing the status of progress and through dialogue with stakeholders.



## Progress with Material Sustainability Tasks (Materiality)

Material Sustainability Tasks (Materiality)	Summary	Targets and KPIs	Results and main initiatives (Fiscal year ending March 31, 2023)	Plans and main initiatives (Fiscal year ending March 31, 2024)	Relevant SDGs
<b>Sustainable Distribution in the “Pharmaceuticals, Health, and Beauty” Fields</b>	Growing through the creation of social and economic value by building a safe and secure distribution network in normal times and during emergencies	Improve productivity by integrating distribution and create new distribution functions to add ¥1.5 billion to ordinary profit <b>in the FY ending March 31, 2027</b>	<ul style="list-style-type: none"> <li>Operational start at MEDISKET CORPORATION</li> <li>Support for revitalization of Nichi-Iko Pharmaceutical Co., Ltd.</li> <li>Development of new distribution network at PALTAC CORPORATION</li> </ul>	<ul style="list-style-type: none"> <li>Addition of Toshichi Inc. to the Group</li> <li>Unification of distribution operations for pharmaceutical wholesaling business and contracted business of laboratory testing</li> <li>Development of model for sharing logistics infrastructure</li> <li>Growth in contracts for manufacturer logistics</li> <li>Development of new distribution network at PALTAC CORPORATION</li> </ul>	 
<b>Enhancement of Profitability through New Value Creation</b>	Connecting various people, goods, and services to create new value for the world in cooperation with partners in a forward-looking spirit	Pursue growth strategy to add ¥21.5 billion to ordinary profit <b>in the FY ending March 31, 2027</b>	<ul style="list-style-type: none"> <li>In-licensing of ultra-orphan drugs from JCR Pharmaceuticals Co., Ltd. and start of R&amp;D for global development</li> <li>Addition of MP Gokyo Food &amp; Chemical Co., Ltd. to the MEDIPAL Group</li> <li>Development of digital platforms</li> <li>Promotion of activities by RD-MRs, Women’s Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>R&amp;D on drugs in-licensed from JCR Pharmaceuticals Co., Ltd.</li> <li>Sales growth by MP Gokyo Food &amp; Chemical Co., Ltd. in North American, ASEAN, and European markets</li> <li>Start of development of animal health products at MP AGRO CO., LTD.</li> <li>In-licensing and marketing of new products in the pre-disease and prevention fields</li> <li>Sales growth for new and existing digital products</li> <li>Examples of successful value co-creation with medical institutions, municipalities, and schools</li> </ul>	 
<b>Development of Future-Oriented Human Resources</b>	Developing future-oriented human resources who work proactively toward achieving the ideal situation for MEDIPAL	Build systems to develop future-oriented human resources	<ul style="list-style-type: none"> <li>Formulation of human resources strategy roadmap and briefings at Group companies</li> <li>Introduction of a talent management system</li> <li>Training to improve leadership and management skills for managerial staff at Group companies</li> <li>Development of systems to improve DX literacy</li> </ul>	<ul style="list-style-type: none"> <li>Systematization of education and training</li> <li>Development and implementation of talent management systems at the Group level</li> <li>Design and implementation of Group-wide competency assessment systems that include requirements for future-oriented human resources (including training for managerial staff conducting the assessments)</li> </ul>	
<b>Promotion of Diversity and Inclusion</b>	Creating an open, active, and cooperative culture that respects employees’ diverse personalities and enables them to maximize their potential	Promote women’s activity • FY2031 <b>Proportion of women in managerial positions of 20% or higher</b>	<ul style="list-style-type: none"> <li>Proportion of women in managerial positions: 7.9%</li> <li>Panel discussion on women’s activity</li> <li>Implementation of survey on career aspirations targeting female employees</li> <li>Diversity and inclusion training (basic program)</li> <li>Training to develop the next generation of female leaders</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of women in managerial positions 9.0%</li> <li>Encouragement for male employees to take childcare leave</li> <li>Panel discussion on women’s activity</li> <li>Implementation of survey on career aspirations targeting female employees</li> <li>Diversity and inclusion training (basic program and practical program)</li> </ul>	 
<b>Initiatives for Decarbonization</b>	Conducting business with environmentally friendly activities to reduce greenhouse gas emissions and our environmental impact together with stakeholders	<b>Targets for reduction of greenhouse gas emissions (Scope 1 + Scope 2)</b> • FY2031 <b>50% reduction</b> (compared with FY2021) • FY2051 <b>Carbon neutrality</b>	<ul style="list-style-type: none"> <li>Greenhouse gas emissions 74,991 t-CO<sub>2</sub> (down 9.1% versus FY2021)</li> <li>Introduction of 55 new EVs</li> <li>Switching to eco-friendly electric power at 25 facilities</li> <li>Climate-related Information Disclosure Based on TCFD Recommendations</li> <li>Building a model for optimization of distribution</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in greenhouse gas emissions by 14% (versus FY2021)</li> <li>Introduction of 50 new EVs</li> <li>Installation of solar panels at three facilities</li> <li>Switching to eco-friendly electric power at eight facilities</li> <li>Disclosure of Scope 3 emissions</li> <li>Response to Carbon Disclosure Project (CDP) questionnaire</li> <li>Building a model for optimization of distribution</li> </ul>	  
<b>Sound and Transparent Corporate Management</b>	Maintaining sound ethical standards in all business activities through the enhancement of compliance, regulatory affairs management, information security, and corporate governance	<ul style="list-style-type: none"> <li>Expand training in compliance</li> <li>Construct a corporate governance system to accommodate group companies</li> </ul>	<ul style="list-style-type: none"> <li>Execution of current compliance system</li> <li>Compliance training</li> <li>Management level training on harassment prevention</li> <li>Support for development and implementation of governance systems at companies newly added to the Group</li> </ul>	<ul style="list-style-type: none"> <li>Support for development and implementation of governance systems at companies newly added to the Group</li> <li>Development of systems to assess and analyze risk</li> <li>Compliance training</li> </ul>	