

Meiji Group 2026 Medium-Term Management Plan Materiality/KPI List

Themes	Domains	Materiality	Sub-topic	Medium to long-term vision	Major initiatives	Metrics (KPI)	Results/ progress	Targets				
							FYE March 2025	FYE March 2027				
Healthier Lives	Health and Nutrition	Health and nutrition	Promoting healthy eating habits	As a prominent food company, we are tackling health and nutritional challenges that differ by region and life stage. We assess nutritional value using scientific methods and promote healthy eating habits among individuals.	• Evaluate the nutritional value of our products using the Meiji Nutritional Profiling System (Meiji NPS) and organize fundamental data to enhance nutritional value in the future	• Ratio of own products evaluated using Meiji NPS <small>*The target products include all products produced and marketed by Meiji Co., Ltd. in Japan, excluding those intended for business use, products with specialized nutritional formulas, and contract-manufactured products.</small>	31.8%	90% or more of sales of applicable products				
					• Expand the scope of life stage evaluations on Meiji NPS	• Target year of completion	Under development	FYE March 2027				
					• Enhance nutrition education activities to promote information on healthy food lifestyles and food culture	• Number of participants in nutrition education activities	293,000 participants	Total of 800,000 participants				
					• Expand brands that focus on health-conscious foods and other sustainable initiatives	• Number of experiential events held	10 events	Total of 30 experiential events				
					For KPI, use the same metrics (achievement of annual sales plan) as "brands focused on sustainable initiatives" in the food segment of the Meiji ROESG®*.				<small>*ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University.</small>			
					• Visualize the motion of swallowing during the process of chewing through swallowing, develop new simulation devices, and establish experimental methods	• Number of case studies for medical images visualized and analyzed using Swallow Vision®	Under development	Number of swallowing behavior cases: 10 cases				
						• Establish a method for simulated experiments that reflect age-related changes in chewing characteristics	Under development	Publish paper on an experimental method for simulating the chewing of elderly people				
						• Establish a method to evaluate the blockage factor of bolus using a simulated feeding device	Under development	Publication of paper on an evaluation method for food bolus occlusion factor				
		The threat of emerging and re-emerging infectious diseases	Emerging infectious diseases	As Asia's leading company in the field of infectious diseases, we protect people from the growing threat of infectious diseases by providing pharmaceutical solutions ranging from prevention to treatment.	<div>COVID-19</div> • Launch the replicon vaccine "Kostaibe® for intramuscular injections" and develop a domestic supply (chain) system	• Domestic manufacturing supply ratio	19.0%	30% or more				
			Re-emerging infectious diseases		<div>COVID-19</div> • Launch safe and effective inactivated vaccine "KD-414" for children and develop domestic supply system	• Vaccine supply volume (based on production capacity) <small>*Actual supply volume changes depending on the spread of infections, thus this figure is a metric based on production capacity</small>	Progressing as planned	1.5 million doses				
			Antimicrobial resistance (AMR)		<div>Dengue fever</div> • Develop dengue vaccine "KD-382" through participation in the public recruitment project of the Strategic Center for Advanced Research and Development (SCARDA)	• Development phase progress	Progressing as planned	Start of clinical trial Phase 2 (dose confirmation test in humans) <small>*Aiming for market launch in 2032</small>				
					<div>Drug resistant bacteria</div> • Develop β-lactamase inhibitor "OP0595" against carbapenem-resistant enterobacteriaceae	• Number of countries where we have obtained (manufacturing and) marketing approval	Phase 3 in progress	Marketing approval in 1 or more countries				
	Stable supply of pharmaceuticals by building a robust supply chain	—	Establish a robust supply chain structure, both domestically and globally, to ensure the stable supply of high-quality, economical pharmaceutical products.	• Establish a stable supply system by controlling the number of months in stock for "stable supply medicine Category A" products (vancomycin, meropenem, sulvacillin, tazopipe)	• Number of months' worth of inventory needed to ensure stable supply	Average 3 months	6 months for each product					
				• Establish a domestic production system for a penicillin bulk drug, which is highly dependent on foreign countries (install manufacturing equipment at Gifu Plant)	• Gifu Plant production start target year	Progressing as planned	Latter half of FYE March 2026					
				• Establish a stable supply system for vaccines and blood plasma products	• Number of product shortages <small>*Define out-of-stock items: Limited to product shortages attributable to the company</small>	0	0					
	Quality and Safety	Safety and reliability of product quality	Food safety and quality assurance	We have expanded our business globally in the food and drug domains, and we are appropriately implementing quality assurance and safety management operations to continuously achieve zero product recalls.	• Strengthen quality initiatives by promoting Meiji Quality Comm activities based on Meiji's Global Quality Policy	• Number of serious quality accidents <small>*Definition of serious accident: Cases in which a recall was conducted due to a legal violation or a voluntary recall was conducted due to a labeling error or poor quality (including overseas)</small>	1 case	0 cases				
					• Acquisition rate of GFSI recognized standards at all locations of partner companies (product outsourcing/suppliers)	94.2%	100%					
					• Plant audit rate for suppliers of important managed raw material	80.9%	100%					
Pharmaceutical reliability assurance			• Strengthen our reliability assurance system to respond to new domains and global business development • Transform the reliability assurance system throughout the product lifecycle • Prevention through the steady implementation of quality management reviews and reliability assurance activities (manufacturing site audits, safety management operations, etc.)		• Number of serious nonconformities such as recalls in manufactured and sold items	0 cases	0 cases					
					• Number of serious indications in responses to regulatory authorities	0 cases	0 cases					

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							FYE March 2025	FYE March 2027	FYE March 2031	FYE March 2051
Caring for the Earth	Climate Change	Climate change	CO ₂ emissions reduction	Aim to achieve carbon neutrality by 2050 by reducing CO ₂ emissions throughout the supply chain by strengthening energy saving and energy creation activities, utilizing renewable energy, and reducing GHG emissions in the dairy business.	• Reduce Scope 1 and 2 CO ₂ emissions by strengthening energy saving and energy creation activities, utilizing carbon credits, etc.	• Scope 1, 2 emissions reduction rate (compared to FYE March 2020 as year of reference)	25.0%	32% or more	50% or more	Carbon Neutral
					• Reduce CO ₂ emissions in Scope 3 by reducing GHG emissions in dairy farming, reducing the amount of packaging materials used, and strengthening collaborations with suppliers, etc.	• Scope 3 emissions reduction rate (compared to FYE March 2020 as year of reference) <small>*Categories 1, 4, 9, 12 (procurement/logistics/disposal)</small>	11.1%	15% or more	30% or more	
			Utilization of renewable energy		• Promote the transition to renewable energy by expanding the adoption of solar power generation equipment and strengthening the use of electricity derived from renewable energy	• Renewable energy ratio <small>*Ratio: Percentage of total power consumption</small>	24.2%	30% or more	50% or more	
	Circular Economy	Circular economy	Container and packaging life cycle management	Aim to move toward a circular economy by promoting activities that create added value while reducing resource input and consumption to maximize product value, minimize resource consumption, and constrain the generation of waste in addition to 3R (Reduce, Reuse, Recycle) + Renewable initiatives.	• Promote the reduction of plastic containers and packaging while promoting R&D for environmentally friendly materials	• Rate of reduction for plastic use (total volume) (compared to FYE March 2018 as reference year)	TBC	25% or more	30% or more	
					• Reduce the amount of virgin plastic used by increasing the use of recycled plastics and biomass plastics	• Rate of reduction for virgin plastic use (compared to FYE March 2018 as reference year)	TBC	40% or more	50% or more	100%
					• Increase the ratio of recycled plastic used in PET bottles	• Percentage of recycled PET used	TBC	70% or more (FYE March 2026 target)	100%	
			Reduce food loss		• Reduce food loss by improving supply and demand accuracy to reduce defective inventory, extending best-before dates, and indicating best-before dates in months and years	• Rate of reduction for product waste in the food segment (compared to FYE March 2017 as reference year)	25.0%	50% or more (FYE March 2026 target)		
					• Promoting food waste reduction along the supply chain from production (disposal of raw materials, etc.) to sales (disposal of returned products)	• Reduction rate of food loss (compared to FYE March 2023 as reference year) <small>*Per unit of net sales</small>	TBC	50% or more (FYE March 2031 target)	50% or more	
			Waste reduction and recycling		• Reduce final disposal volume by decreasing waste generation at factories, etc.	• Recycling rate	85.5%	90% or more		Zero emissions
					• Reduce food waste by recycling residual animal and plant waste (conversion into feed, fertilizer, methane fermentation, etc.)	• Food recycling rate for the food segment	TBC	95% or more		
	Water	Water	—	Achieve water neutrality by proactively engaging in water resource conservation activities such as water resource cultivation in addition to continuously reducing water usage.	• Reduce water consumption through the efficient use of water and active adoption of water-saving equipment, etc.	• Water usage reduction rate (compared to FYE March 2021 as reference year) <small>*Per unit of net sales</small>	27.1%	20% or more	25% or more	Reduce by half
					• Expand water resource cultivation activities such as forest conservation at factory water sources	• Water source recharge rate	190.3%	80% or more	250% or more (FYE March 2041 target)	
	Biodiversity	Biodiversity	Protect local biodiversity	Aim to coexist with nature by understanding the dependence and impact on biodiversity and nature associated with business activities, halting the loss of biodiversity, and proactively implementing initiatives that have a positive impact on the natural environment.	• Promote certification registration as a Site in Harmony with Nature <small>*Registration in the OECM international database</small>	• Number of newly certified areas	0	1 new registration (total of 2)		
					• Conclude maintenance management agreements to engage in forest conservation activities	• Forest area under maintenance management agreements	15ha	40ha or more		
			Avoid forest depletion and deterioration		• Analysis and formulation of countermeasures aligned with the TNFD framework for raw milk and cocoa • Promote initiatives to reduce deforestation of major raw materials such as cocoa and palm oil	For KPI, use the same as initiatives to achieve zero deforestation in cocoa beans and palm oil under "Human rights and environmentally friendly raw material procurement" (*1) (*2)				

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Thriving Communities	Society	Respect for human rights throughout the value chain	Prevention of human rights violations such as discrimination and harassment, child labor, and forced labor	Recognize human rights issues along the company's value chain, with all employees taking ownership of these issues and working to address them.	• Conduct employee education on business and human rights	• Implementation rate for human rights education for all domestic group employees	Participation rate 94.7%	Participation rate or 90% or more <small>*Participation once per year</small>
						• Implementation rate for human rights education for overseas Group companies (23 companies)	34.8% (8 companies)	100%
					• Strengthen human rights due diligence overseas	• Number of overseas high-risk countries for which human rights impact assessments have been conducted	0 <small>*FY2025: Planned for implementation in 1 country</small>	3 countries
		Marketing with high ethical standards	—	Have an understanding of how marketing impacts the supply chain downstream and engaging in appropriate communication that takes human rights and the environment into consideration.		• Target year for policy establishment	Not yet established	During FYE March 2025
	• Establish a responsible marketing communications policy and conduct employee education				• Number of education sessions conducted to disseminate policy details	Once (Meiji Group Marketing Communication to Children Policy)	Once per year or more	
	Human Resources	Growth and success for diverse human resources	Human resource development	Employees and the company achieve growth together. "Diverse human resources work with a sense of fulfillment and create new value" [Integrated KPI] (1) Human resource value creation rate (Operating profit per working hour) (2) Employee engagement <small>*Targets to be set after confirming FYE March 2025 results.</small>	• Define ideal global business human resources and conducted human resource training program to promote skill and capability improvement	• Sufficient human resources with skills and capabilities that can be utilized in global business (Percentage of employees achieving a certain score or higher in internal assessments, Scope: Managers and career track employees)	29.1%	35% or more
					• Accelerate selection of human resources to lead next generation of Group management, conducted training program	• Number of human resources pool for important positions in group management	20 people	30 or more people
					• Foster autonomous career development awareness and established human resource development system	• Participation rate for internal voluntary training	23.3%	25% or more
			Diversity, equity & inclusion		• Strengthen management skills of managers to provide career support and foster awareness among female employees, and to promote the utilization of diverse human resources	• Ratio of women among executive officers	2.2%	5% or more
						• Ratio of women in management positions	7.7%	12% or more
					• Proactive hiring of mid-career human resources, promotion of on-boarding, and strengthened links to and hiring of alumni	• Ratio of mid-career personnel in managerial positions	10.9%	20% or more (FYE March 2041 target)
					• Strengthen human resource exchanges with overseas Group companies, established hiring scheme for overseas human resources	• Ratio of foreign personnel in managerial positions	N/D	20% or more (FYE March 2041 target)
			Creating comfortable workplace environments		• Establish human resources system for promoting maternity leave among male employees, and foster awareness among male employees and in the workplace	• Ratio of men taking childcare leave	100%	100%
					• Create a workplace environment that is comfortable for all	• Ratio of establishments with multipurpose toilets and private changing rooms	Toilets: 64.5% Private changing rooms:12.9%	100%
					• Implement policies related to improving lifestyle habits, the early discovery of illness, and mental health measures	• Absenteeism	0.6%	0.3% or less
					• Implemented policies related to promoting dietary improvements and adopting exercise habits, and prohibiting smoking	• Presenteeism (loss)	24.2%	15% or less
• Promoting smart-working for workstyle reforms, reviewed workflows at each workplace					• Percentage of employees maintaining appropriate weight (FY2023 results: 65.4%)	64.6%	Yearly improvements	
	• Fostered awareness through safety education, strengthened facility safety	• Annual paid leave utilization rate	77.1%	80% or more				
		• Number of serious labor accidents	0 cases	0 cases				

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Cross-sectional theme	Sustainable Sourcing	Building a supply chain that takes into account human rights and the environment	Supply chain management	Establish a responsible supply chain by collaborating and cooperating with suppliers to engage in procurement activities that take into account social responsibilities, such as human rights and the environment, throughout the supply chain.	<div>Conduct engagement that includes risk assessments and audits based on the analysis of sustainable procurement survey results</div>	Number of audits conducted on important suppliers		2 companies	Total of 30 companies or more
						Implementation of risk assessments for overseas group company suppliers		Selected suppliers for risk assessment	15 companies or more
					<div>Through Meiji Dairy Advisory (MDA), support the resolution of social issues such as human growth, human rights, animal welfare, and GHG emission reduction through human resource management at dairy farms</div>	Number of farms participating in Meiji Dairy Advisory (MDA)		56 (total)	Total of 100 or more
			Sustainable raw material procurement	Establish traceability for each raw material, identify social issues related to human rights and the environment in the raw material production areas, and address these issues to achieve sustainable raw material procurement.	<div>Milk</div> <div>Promote initiatives aimed at reducing GHG emissions from dairy farming</div>	Number of dairy farms working to reduce GHG emissions		4 (2,100 head)	Total of 30 or more
					<div>Cocoa</div> <div>Expand the procurement of Meiji Sustainable Cocoa Beans produced in areas where farmers are supported through Meiji Cocoa Support (MCS)</div>	Meiji Sustainable Cocoa Bean procurement ratio		100%	100%
					<div>Cocoa</div> <div>Establish traceability through to the farm for all procurement vendors</div>	Rate of traceability through to cocoa farms		97.7%	100% *Target scope is suppliers in all countries including Ghana
					<div>Cocoa</div> <div>Promote efforts toward zero child labor by introducing the Child Labor Monitoring and Remediation Systems (CLMRS), or an equivalent system</div>	Rate of adoption of the Child Labor Monitoring and Remediation Systems	Suppliers in Ghana	98.7%	100%
							All suppliers	59.4%	100% (FYE March 2031 target)
					<div>Cocoa</div> <div>Identify the conditions on farms through methods such as GPS mapping and promote initiatives aimed at protecting/restoring forests</div>	Rate of ascertaining status using GPS mapping, etc. (*1)	Suppliers in Ghana	91.2%	100%
							All suppliers	88.6%	100% (FYE March 2031 target)
					<div>Palm oil</div> <div>Promote the procurement of palm oil that is not involved in deforestation by incorporating forest monitoring to identify and verify deforestation risks along the supply chain</div>	Procurement rate for palm oil that is not involved in deforestation (*2)		N/D	Targets to be set in FY2025 (1H)
					<div>Soybeans</div> <div>Establish traceability through to the primary collection point* for any soy protein isolate among soybeans and soybean products *First place where products are brought in from multiple farmers in the production area</div>	Rate of traceability through to the primary collection point for soy protein isolate		90.8%	100%
					<div>Paper</div> <div>Maintain 100% use of environmentally friendly paper for product containers and packaging, and switch to environmentally friendly paper for office supplies and standard publications</div>	Ratio of environmentally friendly paper	Product packaging	100%	100%
							Non-product (office supplies, standard publications)	99.4%	100%