Sustainability Book
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CMIC

Sustainability Book 2025

INDEX

In this report, the "CMIC Group" refers to the following companies:
・CMIC HOLDINGS Co., Ltd. and its consolidated subsidiaries (11 domestic companies and 10 overseas companies)
・CMIC Co., Ltd., an equity-method affiliate, and its consolidated subsidiary (one overseas company)
・CMIC CMO Co., Ltd., an equity-method affiliate, and its consolidated subsidiaries (two overseas companies)
The policies, regulations, and other rules referenced in this report apply to CMIC HOLDINGS Co., Ltd. and its consolidated subsidiaries.
The operation of policies and regulations at equity-method affiliates is governed in accordance with each company's own provisions.
The scope of aggregation for quantitative data may differ depending on the item.
The reporting scope for each indicator is specified in the notes.

Cover illustration : *Maze_No.3* Artist: Rei Seimiya
© Rei Seimiya/WONDER ART

The artwork is from NPO Wonder Art. Masako Takahashi, the organization's representative, serves as a judge for the International Children's Drawing Contest (see P16), which our company co-hosts.

Our Sustainability

Top Message

As the global transition toward a decarbonized society and a circular economy accelerates, companies are being called upon to go beyond mere regulatory compliance and take strategic, proactive action to maintain and strengthen their competitiveness. Corporate responsibility for addressing global challenges such as climate change and resource constraints is increasing year by year, and efforts toward realizing a sustainable society are no longer optional—they are essential to corporate survival and growth. These trends are not limited to individual companies; they also extend to suppliers.

Companies are required to establish systems for reducing emissions not only within their own operations but also in collaboration with their business partners, making cooperation across the entire value chain indispensable. Failure to meet international decarbonization standards or the requirements of major buyer companies may expose businesses to the serious risk of being excluded from supply chains.

Against this backdrop, we are working not only to reduce our own greenhouse gas emissions but also to strengthen collaboration with our business partners and promote decarbonization across the entire supply chain. The year 2025 marked a milestone in which we further deepened our existing initiatives, set concrete targets for decarbonization, and launched structured, organization-wide efforts that would serve as the foundation for future action plans in key areas such as social contribution and respect for human rights.

Together with society, we will continue to move forward as one, taking on these challenges to help build a sustainable future.

Chair of the Sustainability Committee
Representative Director, President
Keiko Oishi

The Basic Policy and Promotion Framework

Basic Approach to Sustainability

The corporate philosophy of the CMIC Group, CMIC'S CREED, outlines its fundamental approach to sustainability.

All the officers and employees of the CMIC Group are required to conduct corporate activities based on CMIC'S CREED and the associated "Mission, Vision, and Values," as stipulated in the CMIC Group Code of Conduct. In addition to strictly complying with laws and regulations, they are expected to take proactive actions toward sustainable growth, enhance medium- to long-term corporate value, and address social issues. To implement sustainability management, the CMIC Group identifies key issues that need to be addressed in society, the environment, and governance based on CMIC'S CREED. These are incorporated into its medium- to long-term strategy, with goals and initiatives set accordingly. By implementing these initiatives through business operations, the CMIC Group aims to contribute to the sustainable development of society while ensuring its sustainable growth.

For more details, please see below.

https://www.cmicgroup.com

Framework for Promoting Sustainability

The CMIC Group is advancing the following initiatives to build a framework for promoting sustainability.

1. Establish a Sustainability Committee

The CMIC Group aims to resolve social issues and enhance corporate value over the medium to long term through corporate activities based on CMIC'S CREED. To promote more effective sustainability initiatives, a Sustainability Committee has been established.

2. The Role of the Committee

This committee formulates overall sustainability plans for the CMIC Group, monitors progress, and evaluates achievement levels. It also regularly reports and makes recommendations to the Board of Directors.

3. The Composition of the Committee

The committee is chaired by Representative Director, President. Its members include directors and senior management of the CMIC Group. Additionally, subcommittees on topics such as the environment, human resources, and social contributions are established within the committee to promote sustainability initiatives.

Engagement and Development of Human Resources

Basic Approach to Human Capital

Promoting the Personal Health Value Creator (PHVC) Model

The CMIC Group has been developing its unique business model, the Pharmaceutical Value Creator (PVC), which contributes to enhancing the added value of pharmaceutical companies. While continuing to expand its existing businesses, it is also entering the next stage of development by promoting the Personal Health Value Creator (PHVC) model, which aims to maximize the health value of each individual.

The company's source of revenue and value creation is personnel who are well-versed in the pharmaceutical and healthcare business. Furthermore, the company fosters its sustainable growth by strengthening and combining four key elements: creative excellence (creativity), business development excellence (business development capabilities), operational excellence (business execution capabilities), and management excellence (management capabilities).

Maximizing the Value of Our People and Supporting Their Growth

We aim to create an environment where all employees, who will lead the next generation of the CMIC Group and serve as a source of hope for the future, can maximize their potential and grow. In an unpredictable business environment, the CMIC Group continues to drive healthcare innovation, as outlined in CMIC'S CREED. To generate new value beyond the extension of our existing businesses, we support the growth of individuals who can anticipate change and undergo continuous self-transformation. We also foster the development of individuals who, leveraging their accumulated knowledge and expertise along with their newly acquired advanced skills and cutting-edge technologies, take on challenges in uncharted territories without fear of the risks and see them through with conviction and passion.

CMIC Group Basic Human Resources Policy

We at the CMIC Group will continue to change and take on new challenges. Not resting on our laurels, we will innovate and open up possibilities from new perspectives. We are convinced that by living in the moment, each employee will take on the challenge of creating new value.

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1. Creating people who aspire to self-evolve and take on challenges on their own
We support all employees who are motivated to change themselves so that they can provide new value to people and society quickly. We will provide opportunities for employees who are willing to take on challenges and to learn to transform themselves to grow.

2. Respect differences and provide an environment in which people can openly face others in earnest
We will create a trusting workplace where everyone respects each other, and where everyone can face each other with sincerity. A diverse range of personnel are active in the CMIC Group. Employees with various ideas, regardless of nationality, age, gender, etc., will go beyond organizational boundaries and positions to work together to achieve their goals.

3. Realization of fair evaluation and treatment
We will fairly evaluate the new values we have created and reflect it in our compensation (remuneration, promotion, demotion, assignment, etc.). We conduct fair and convincing personnel evaluations based on daily communication and feedback that align with targets. In addition, by rewarding employees adequately with appropriate treatment, each employee can feel a sense of satisfaction in their work.

Human Resources Strategies

The CMIC Group continuously strives to build an organization where individuals can contribute to society through various career paths. By integrating intellectual and human capital, we aim to generate new value in the expanding healthcare market. To achieve this, we actively recruit highly specialized and talented people from outside the company and develop and promote the next generation of leaders who are capable of driving innovation through new business ventures.

To reach our goals, we are advancing group-wide talent strategies centered on three key initiatives: Personal Business Value, New Work Style & Space, and Respect Each Other (Diversity, Equity & Inclusion).

Personal Business Value

To realize CMIC'S CREED, we place great importance on enhancing "Personal Business Value," which represents the value that each employee autonomously demonstrates through their role and mission.

Peer Value Feedback

As a talent evaluation method that promotes Personal Business Value, we implement "Peer Value Feedback." Unlike traditional top-down feedback from supervisors or 360-degree feedback, this is a new real-time feedback system based on input from colleagues (peers). In an environment where there is no distinction between subordinates and supervisors and everyone interacts as equals, employees exchange feedback as a "gift," acknowledging each other's contributions, and providing insights for further growth. This process enables them to rediscover and reaffirm their value, which maximizes their unique strengths, accelerates their growth, and ultimately contributes to the strengthening of the business and the organization.

Talent Development

The CMIC Group conducts a leadership development program, "the Nakamura School," across its companies, which is held at the next-generation education and international exchange hub Yuzuriha in Kobuchisawa. In addition, we offer company-specific training programs tailored to different organizational levels and specialized training programs that are focused on technical expertise and industry knowledge. In October 2024, we launched an IT and digital skills enhancement training project as part of our digital talent development efforts. This initiative aims to accelerate digital transformation and innovation across the CMIC Group while establishing a foundation for sustainable growth at both the company and individual level.

We have introduced a job posting system to encourage employees to proactively shape their careers and expand their experiences. By providing employees with opportunities to take on new challenges and build their careers, we aim to empower both individuals and the organization.

▶ **CMIC Group General Training**

| Onboarding training for mid-career hires		New graduate onboarding training
Fundamental Management Skill Training	Basic Training	
Learning-on-Demand		
Global & Diversity (for Selected Participants)		
Kobuchisawa Academy, (for Selected Participants) the Nakamura School		

The next-generation education and international exchange hub Yuzuriha

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New Work Style & Space

In September 2025, the relocation to BLUE FRONT SHIBAURA TOWER S was completed, marking the launch of our new office concept, The CMIC Park. Taking this headquarters relocation as an opportunity, we are promoting more flexible and creative ways of working and accelerating the creation of an organization that is resilient to change. By respecting diversity and embracing different perspectives and workstyles, we aim to become a company that delivers high performance. At the same time, we are committed to creating an environment in which a diverse range of people can grow together with the CMIC Group.

An office where working as a team ⇔ connecting ⇔ working individually forms a continuous cycle
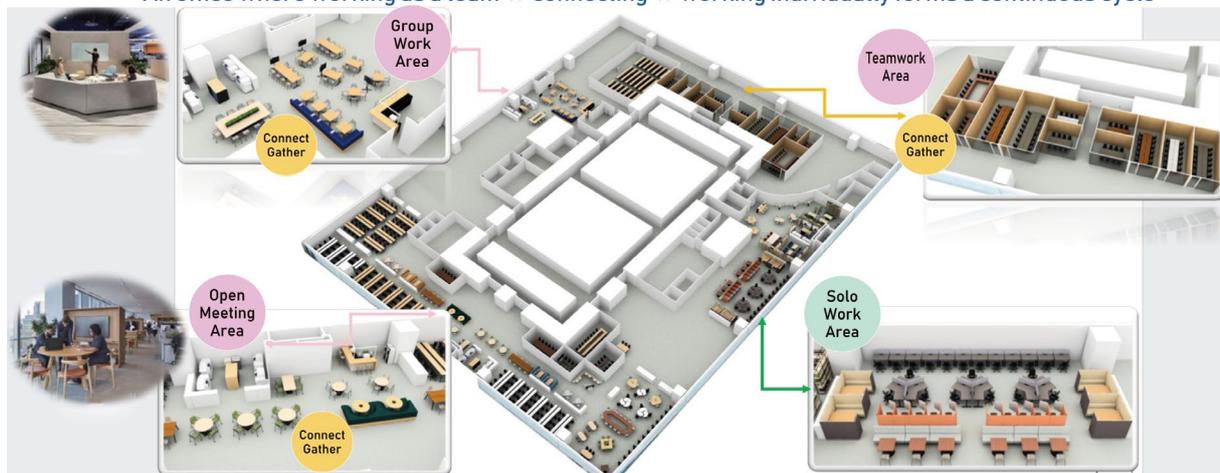
Respect Each Other (Diversity, Equity & Inclusion)

By embracing diversity, we aim to build an environment where different perspectives and working styles are mutually respected, leading to productive discussions and well-informed decisions. By doing this, we strive to become a high-performing company where a diverse range of talented employees can grow with the CMIC Group.

In 2019, we established CMIC Well Co., Ltd., a special subsidiary based on the idea that disabilities are a part of a person's identity. This initiative is designed to create a workplace where people can leverage their differences and work to their full potential.

In 2023, we launched Respect Each Other, Diversity, Equity & Inclusion (RO-DE&I), a cross-group committee aiming to foster a community that values diversity and psychological safety while supporting each employee as an individual. The committee actively engages in discussions and solutions through various employee-driven initiatives, including networking events, surveys, information sharing, and study sessions. By doing so, its members play a vital role as partners in helping employees live authentically.

In addition, starting in 2024, we have been extending the application of internal systems, such as various leave programs, to same-sex partnerships (same-sex marriages).

Recruitment Activities

We actively hire new graduates and mid-career professionals to ensure a continuous supply of skilled professionals who are well-versed in the pharmaceutical and healthcare business.

Regarding our hiring of new graduates, we recruit from a wide range of academic backgrounds, including both humanities and sciences, and not just the faculties of pharmacy. We also collaborate with universities for our internship programs, which create opportunities for students to interact with employees in various roles and learn about pharmaceutical developments in a hands-on environment.

Regarding mid-career recruitment, we also accept candidates with no prior experience in a variety of positions. After joining the company, they undergo training that incorporates our technical foundation and expertise, allowing them to enhance their "Personal Business Value" while actively contributing to the company.

▶ Ratio of Mid-Career Hires

	2023	2024	2025
Ratio of mid-career hires	79.4%	75.3%	63.3%

*Scope: 2023 and 2024: Consolidated group companies in Japan
　　　　2025: Consolidated group companies in Japan, CMIC Co., Ltd., and CMIC CMO Co., Ltd.

Goals for Women's Advancement

Across our domestic group companies, we aim to achieve a ratio of at least 30% female executives by 2030.
Additionally, as part of our action plan formulated under the Act on the Promotion of Women's Active Engagement in Professional Life, we have set targets between 20% to 60% for the percentages of female managers at domestic group companies.

Main Action Plans

Through the following initiatives, we aim to increase awareness and interest in career advancement while fostering a culture where individuals with the ambition and ability to take on challenges can do so.
- Talent management projects
- Improved satisfaction through the introduction and appropriate operation of a new personnel system
- Introducing female manager role models
- Creating networks for female managers

▶ Business Environments in Which Women Can Easily Excel

	2023	2024	2025
Ratio of females	58.8%	60.0%	57.8%
Ratio of males	41.2%	40.0%	42.2%

*Scope: 2023 and 2024: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries
      2025: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries, CMIC Co., Ltd. and consolidated subsidiaries, and CMIC CMO Co., Ltd.

▶ Percentage of Female Managers

	2023	2024	2025
Percentage of female managers	28.3%	28.9%	28.0%

*Percentage of management positions accounted for by women
*Scope: 2023 and 2024: Consolidated group companies in Japan
      2025: Consolidated group companies in Japan, CMIC Co., Ltd., and CMIC CMO Co., Ltd.

▶ Percentage of Female Managers by Company

	Percentage of female managers		
	2023	2024	2025
CMIC HOLDINGS Co., Ltd.	33.8%	37.4%	31.0%
CMIC Pharma Science Co., Ltd.	14.8%	17.0%	20.0%
CMIC Inizio Co., Ltd.	16.0%	18.8%	20.6%
CMIC HealthCare Institute Co., Ltd.	25.7%	33.3%	46.7%
CMIC Solutions Co., Ltd.	37.9%	38.5%	42.9%

*Percentage of management positions accounted for by women
*Scope: Companies required to disclose this information under the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015)

▶ Percentage of Female Executives

	2023	2024	2025
Percentage of female executives	17.2%	13.8%	19.0%

*Scope: Percentage of female executives, including the executive management, outside directors, and auditors
*The 2023 figure has been revised from 18.5% to 17.2%.

▶ Gender Pay Gap

	2023	2024	2025
All employees	76.2%	76.7%	78.2%
Regular employees	77.6%	79.6%	82.7%
Non-regular employees	63.2%	56.5%	54.3%

*Ratio of women's to men's wages
*Scope: 2023 and 2024: Consolidated group companies in Japan
        2025: Consolidated group companies in Japan, CMIC Co., Ltd., and CMIC CMO Co., Ltd.

▶ Gender Pay Gap by Company

	2025		
	All employees	Regular employees	Non-regular employees
Consolidated group companies in Japan	72.9%	75.6%	55.9%
CMIC HOLDINGS Co., Ltd.	63.8%	68.7%	62.6%
CMIC Pharma Science Co., Ltd.	78.5%	85.2%	38.4%
CMIC Inizio Co., Ltd.	82.0%	83.7%	70.9%
CMIC HealthCare Institute Co., Ltd.	87.3%	87.3%	75.6%
CMIC Solutions Co., Ltd.	72.9%	76.6%	63.7%

*Ratio of women's to men's wages

▶ Ratio of Foreign Managers

	2023	2024	2025
Ratio of foreign managers	4.5%	6.2%	9.9%

*Scope: 2023 and 2024: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries
        FY9/2025: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries, CMIC Co., Ltd. and consolidated subsidiaries, and CMIC CMO Co., Ltd.

▶ Employees with Disabilities

	2023	2024	2025
Number of employees with disabilities	74	93	128
Percentage of total employees	1.37%	1.67%	1.84%

*Scope: 2023 and 2024: Consolidated group companies in Japan
        2025: Consolidated group companies in Japan, CMIC Co., Ltd., and CMIC CMO Co., Ltd.

▶ Employee Ratio by Age Group

Experience in the pharmaceutical industry varies widely, so we value highly the expertise of senior professionals with extensive experience. We actively leverage this expertise by welcoming external senior professionals who have reached mandatory retirement age or have retired from other positions, enabling them to continue contributing and playing an active role.

	2023	2024	2025
(Age)0-14	-	-	-
15-19	0.1%	0.0%	0.7%
20-29	18.1%	18.6%	20.8%
30-39	29.1%	29.0%	26.4%
40-49	28.6%	27.6%	25.7%
50-59	18.3%	18.7%	20.0%
60-65	4.7%	4.6%	5.0%
66-	1.2%	1.5%	1.5%

*Scope: 2023 and 2024: Consolidated group companies in Japan
        2025: Consolidated group companies in Japan, CMIC Co., Ltd., and CMIC CMO Co., Ltd.

Human Rights, Labor Practices, and Occupational Health and Safety

Basic Approach to Human Rights, Labor Practices, and Occupational Health and Safety

Respecting the Human Rights of All Stakeholders

CMIC'S CREED, the management philosophy of the CMIC Group, is "CMIC Group will bring innovation to healthcare so that all people, regardless of age, gender or race, can live their one and only lives according to their own will." Based on this philosophy, we respect the human rights of all stakeholders involved in our business, including patients, healthcare professionals, employees, and contract workers. To achieve this, we strive to create a workplace environment that prioritizes safety and hygiene while promoting employee health. These efforts enable employees to maximize their abilities and work with a sense of fulfillment and purpose. The CMIC Group employees also undergo regular training and education to acquire and internalize the ethical standards and knowledge about compliance that are required of professionals engaged in the healthcare industry.

Human Rights

The CMIC Group's business activities are deeply connected to the human rights of various stakeholders, with its broad scope of influence extending to suppliers, sales partners, and business partners. The CMIC Group Human Rights Policy clearly states its commitment to respecting human rights as a corporation and integrating this principle into its business activities.

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1. Basic approach to human rights

We understand that our business activities may affect human rights and promise to respect them.

2. Compliance with national laws and regulations

We will comply with the human rights laws of each country and regions in which we operate.

3. Human rights in the workplace

We will respect diversity, prohibit all forms of discrimination and harassment, and comply with laws and labor practices domestically and internationally.

4. Training on human rights

Regular educational sessions are provided to all directors and employees. Separate training sessions for management are also provided.

5. Human rights remedies

In the event of a human rights breach in connection with our business activities, we will take remedial measures by grasping the situation and taking appropriate measures.

Labor Practices

In the CMIC Group Human Rights Policy, we pledge to support and respect the following international standards.

- International Bill of Human Rights, which stipulates the fundamental human rights of all people (Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights)
- ILO Declaration on Fundamental Principles and Rights at Work (including the core labor standards of prohibition of child labor, prohibition of forced and compulsory labor, elimination of discrimination and recognition of the right to freedom of association and collective bargaining) of the International Labor Organization (ILO), which provides for fundamental rights at work
- Convention on the Rights of Workers, including Wages and Working Hours
- United Nations Declaration on the Rights of Indigenous Peoples
- United Nations Global Compact Ten Principles
- The Ethical Principles of Medical Research for Human Subjects (Declaration of Helsinki)

Occupational Health and Safety

Some CMIC Group companies operate production facilities, so we place particular emphasis on ensuring occupational health and safety in production-related operations.

▶ Number of Fatalities Due to Occupational Accidents

(Unit: Cases)	2023	2024	2025
Number of Fatalities Due to Occupational Accidents	0	0	0

*Scope: 2023 and 2024: Consolidated group companies in Japan
      2025: Consolidated group companies in Japan, CMIC Co., Ltd., and CMIC CMO Co., Ltd.
*Number of reports from consolidated group companies in Japan based on the Industrial Safety and Health Act

▶ Number of Occupational Accidents

(Unit: Cases)	2023	2024	2025
Number of Occupational Accidents	16	17	32

*Scope: 2023 and 2024: Consolidated group companies in Japan
      2025: Consolidated group companies in Japan, CMIC Co., Ltd., and CMIC CMO Co., Ltd.
*Number of reports from consolidated group companies in Japan based on the Industrial Safety and Health Act

Health Management

CMIC Group Health Declaration

The health of employees and a sound organization are what the CMIC Group aspires to achieve. Recognizing that the maintenance and promotion of health extends beyond employees to include their families as an important management priority, we have established the CMIC Group Health Declaration.

> The CMIC Group, in accordance with the spirit of CMIC'S CREED, is committed to actively supporting employees and their families in leading fulfilling lives. We also strive to create a workplace where employees can find a sense of purpose and satisfaction. Furthermore, we declare our commitment to establishing systems that prioritize health management.

CMIC Group Health Policy

(1) By leveraging the CMIC Group's diverse expertise, we actively support each employee and their families in autonomously managing their health.

(2) In coordination with initiatives for work style reforms and diversity promotions, we promote workplace environments where a diverse range of employees can thrive. These efforts include supporting employees and their families in maintaining and improving their health, achieving a work-life balance, and enhancing productivity.

Health Management Map

We promote health management by linking business challenges, expected outcomes, and specific health initiatives.
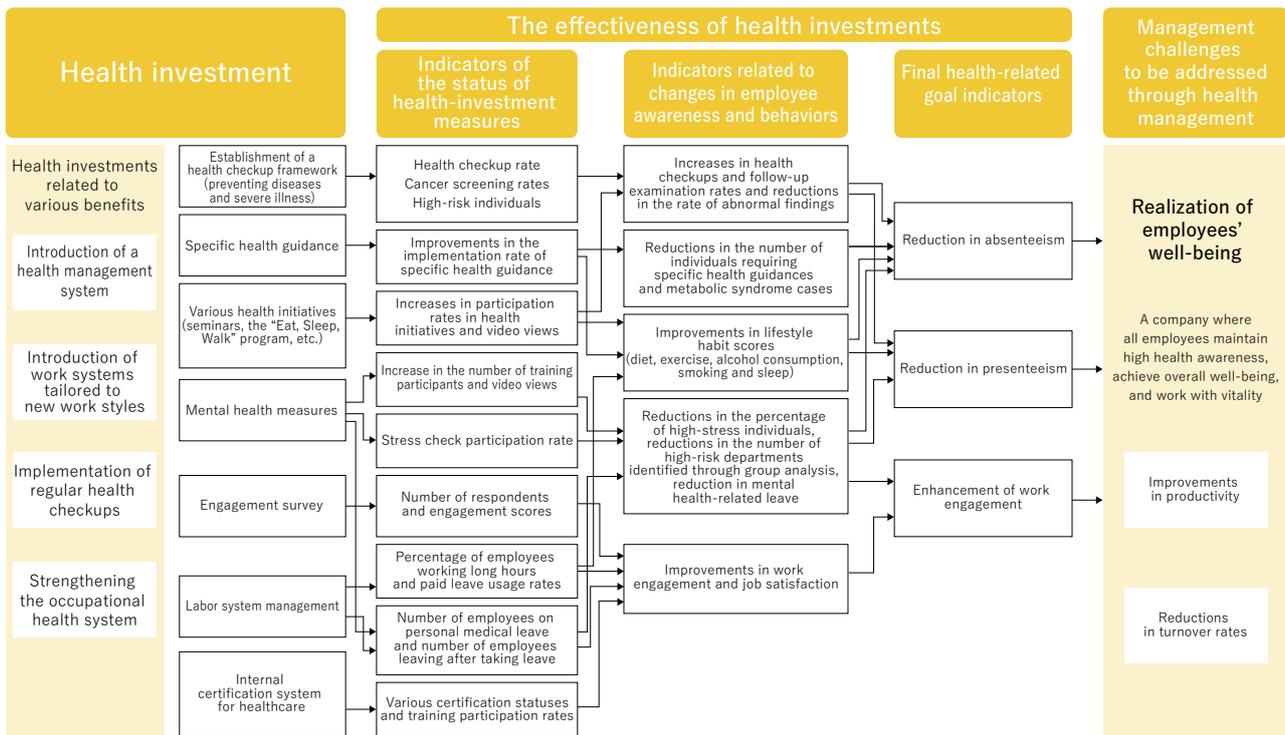
Health Management Promotion Framework

Under the Health Declaration issued by Representative Director, who serves as the Company's top executive, we promote health management with the Health Promotion Group playing a central role. In addition to collaborating with our health insurance association through collaborative health efforts, we also work closely with human resources–related departments, the Hygiene Committee, and other relevant bodies. Through the planning, implementation, and review of initiatives, we strive to achieve the continuous improvement of our health management practices.

Chief health management officer : Representative Director

Executive management

HR Department Health promotion representative ↔ Health Promotion Group (occupational physicians, public health nurses, etc.)

Collaborative health efforts

CMIC Group Health Insurance Association

Department representatives   Hygiene Committee

Execution of measures

Execution of measures

CMIC Group employees and families
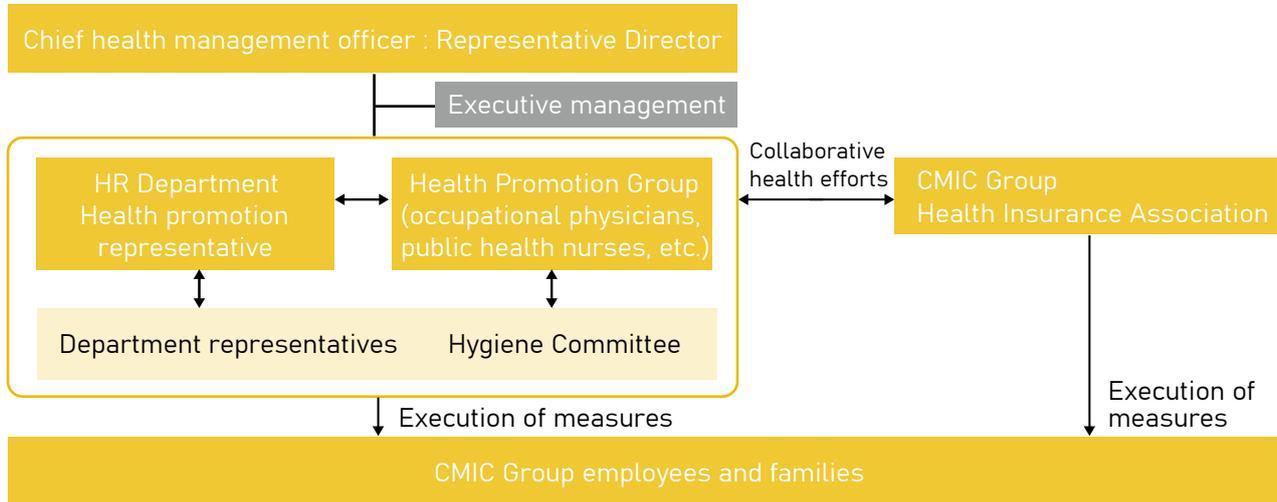
Health Management Initiatives

In promoting health management, we have identified three key focus areas: health management, health literacy improvement, and mental health measures.For each area, we have developed an annual plan (the CMIC Group Health Challenge) based on health challenges and have implemented initiatives following a PDCA cycle, including evaluations and continuous improvements.

Health Management (Preventing Diseases and Severe Illness)

From the perspective of maintaining and improving employees' health, we strive to achieve a 100% participation rate in regular health checkups. Additionally, to prevent diseases or ensure their early detection, we actively promote follow-up examinations and health guidance for employees with abnormal findings. To improve the implementation rate of specific health guidance programs, we collaborate with health insurance associations to encourage employees who need medical consultations to have them, and we provide health guidance during work hours and also provide it remotely.

Furthermore, to prevent the progression of severe illnesses, we provide examinations for eligible employees for early kidney disease diagnosis using L-FABP. For female employees, we promote HPV testing using the self-sampling service SelCheck Papia for cervical cancer screening, with 506 employees undergoing testing in fiscal 2024.

Additionally, to promptly detect infectious diseases such as COVID-19 and influenza, we distribute antigen test kits to employees and their dependents, enabling early detection of infection and timely access to appropriate treatment.

Health Literacy Improvement

To enable employees to proactively maintain their physical and mental health and achieve well-being, we are committed to improving health literacy. We implement various initiatives, including developing an internal promotion system, holding health seminars, organizing regular walking events, and offering health checkup sessions to enhance employees' health awareness.

Mental Health Measures

To foster mental well-being in the workplace, we actively implement mental health care initiatives for employees. Our stress check program aims to maintain a participation rate of 95% or more while setting a medium-term goal of reducing the percentage of highly stressed employees to 10% or less. After conducting stress check assessments, we provide follow-up support for high-stress employees and perform group analyses to strengthen workplace improvements that are based on data. Additionally, we continuously offer e-learning programs on mental health for all employees and line care training for leaders and managers. In the line care training, approximately 90% of participants reported that they were able to understand the content, and the program achieved a satisfaction rate of 80.7%, reflecting feedback that the training was concrete and easy to understand.

▶ **Key Indicators for Health Management Initiatives**

		FY2022	FY2023	FY2024	FY2027 target
Disease prevention	Regular health checkup participation rate	99.0%	98.9%	99.5%	100%
	Percentage of employees with abnormal findings	26.7%	27.3%	26.0%	25.0%
	Implementation rates of specific health guidances	81.9%	79.3%	72.6%[2]	85.0%
Health maintenance and promotion	Percentage of employees maintaining a healthy weight[3]	66.5%	66.2%	66.1%	70.0%
	Smoking rate	13.9%	13.6%	13.0%	13.0%
	Percentage of employees with an exercise habit[4]	19.5%	19.9%	21.6%	25.0%
Mental health measures	Stress check participation rate	96.5%	96.0%	95.9%	95% or more
	Percentage of high-stress employees	10.3%	10.1%	9.3%	10% or less
	Percentage of employees on medical leave due to personal illness or injury[5]	0.6%	0.7%	0.7%	0.5%
	Presenteeism[6]	21.4%	21.8%	21.9%	21% or less
Health literacy	Participants in the "Eat, Sleep, Walk" program	1,540 (23.7%)	2,499 (35.3%)	2,917 (40.8%)	40.0%

*1. Target period: April of the current year through March of the following year

*2. As of September 2025

*3. BMI between 18.5 and 25

*4. Percentage of those who exercise twice a week for at least 30 minutes each time

*5. The ratio of employees on medical leave at the end of the fiscal year to the total number of full-time employees at the end of the fiscal year

*6. Calculated from questionnaire responses of participants in the "Eat, Sleep, Walk" program

Health & Productivity Management Outstanding Organization

The CMIC Group has been recognized as "Health & Productivity Management Outstanding Organization 2025" because of its diverse health management initiatives for its employees.

The CMIC Group will continue to promote health enhancement initiatives to realize the well-being of all employees.

*The Certified Health & Productivity Management Organization Recognition Program is a joint initiative by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi to recognize corporations that practice outstanding Health and Productivity Management®.

*"Health and Productivity Management®" is a registered trademark of the NPO Kenkokeiei (Health and Productivity Management Research Association).

2025
健康経営優良法人
KENKO Investment for Health
大規模法人部門

▶ **Certified organizations**

CMIC HOLDINGS Co., Ltd.
CMIC Co., Ltd.
CMIC Pharma Science Co., Ltd.
CMIC CMO Co., Ltd.
CMIC Inizio Co., Ltd.
OrphanPacific, Inc.
CMIC HealthCare Institute Co., Ltd.
CMIC Solutions Co., Ltd.
CMIC Well Co., Ltd.

Social Contribution Activities

Basic Approach to Social Contribution Activities

The CMIC Group's social contribution activities are driven by its corporate philosophy, CMIC'S CREED, and by the values that encourage each employee to cherish their own IKIGAI (a sense of purpose in life).

We believe that our business activities themselves contribute to solving social issues.Accordingly, we have identified the following three areas as the pillars of our social contribution activities, through which we aim to achieve sustainable growth together with society.

Learning with the Next Generation and Opening the Future

Building a Sustainable Society Together Through the "Power to Connect"

Through learning and experiences that transcend generations, we provide opportunities to foster creativity and a spirit of challenge, working together to shape a sustainable future.

By enabling each individual to understand their role and develop the ability to translate that understanding into action, we contribute to the realization of a better society.

CMIC'S CREED

IKIGAI
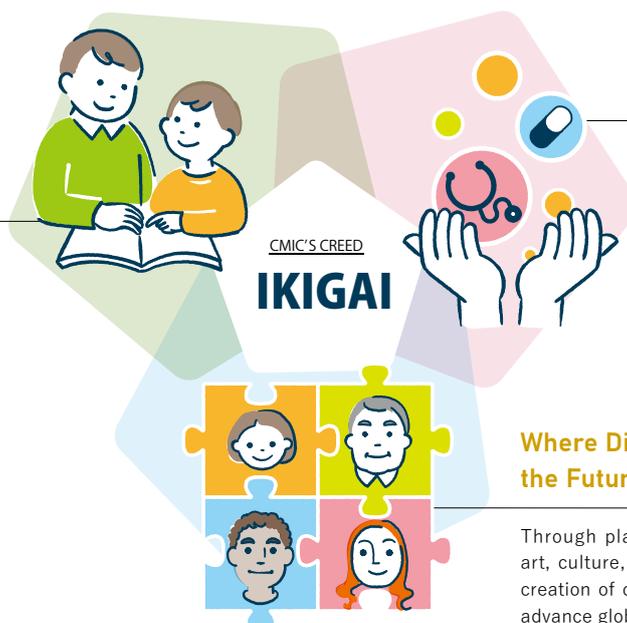
Supporting the Future of Healthcare

Creating a Society Together That Delivers Optimal Medical Care and Health by Standing Close to People

Leveraging our expertise, including support for innovation in healthcare and medical services, we are strengthening our medical support initiatives.

By sincerely addressing social issues and promoting patient-engaged initiatives, we strive to realize better medical environments and healthcare systems.

Where Diversity Meets and Creates the Future

Through platforms where diverse fields such as art, culture, and sports intersect, we promote the creation of organizations that respect diversity and advance global co-creation initiatives.

By cherishing the spirit of "Respect each other" and honoring different values and cultures, we strive to build a society in which we can create the future together.

The CMIC Group promotes social contribution activities with the aim of creating a future in which everyone can shine in their own way.

Support for Mobile Medical Services in Brazil

The CMIC Group supports annual mobile medical services that have been led by Dr. Hideyuki Emilio Moriguchi, a Japanese-Brazilian physician, for three generations, for Japanese immigrants in Brazil. Many of the Japanese immigrants who settled in southern Brazil shortly after World War II do not speak Portuguese, making it difficult for them to receive medical care at local hospitals. Among these immigrants, many eagerly await Dr. Moriguchi's consultations in Japanese.

With Brazil's economic growth, public financial support for mobile medical services has declined, increasing the financial burden on Dr. Moriguchi. In response to this, the CMIC Group has been providing its support, and since 2014, it has also conducted employee donations. We will continue to help Dr. Moriguchi fulfill his mission of providing mobile medical visits and health checkups for Japanese immigrants in southern Brazil.

Dr. Moriguchi (fifth from the left in the front row) with colleagues

Conducting a medical consultation at a Japanese immigrant community

Disaster Relief Efforts

January 2024	Donation of COVID-19 antigen test kits to evacuation shelters following the 2024 Noto Peninsula Earthquake
May 2024	Emergency fundraising for flood relief efforts in Brazil

The Japanese Society for AIDS Research Award "CMIC Award"

At the 39th Annual Meeting of the Japanese Society for AIDS Research, held in Kumamoto from December 5 to 7, 2025, the CMIC Award was presented to Dr. Yuzuru Ikushima, Representative of the specified nonprofit organization PLACE TOKYO, in recognition of his contributions to HIV/AIDS countermeasures and to the activities of the Japan AIDS Society.

The CMIC Award is an academic honor presented annually by the Japanese Society for AIDS Research (which has approximately 2,000 members) to a researcher who has made significant contributions to the advancement of society through exceptional and innovative achievements in HIV research. Dr. Yuzuru Ikushima is the 22nd person to receive this award.

【Award Recipient Information】

The 39th Japanese Society for AIDS Research, CMIC Award
Specified Nonprofit Organization PLACE TOKYO
Dr. Yuzuru Ikushima
Title of Achievement:
Prevention and Care as Social Issues:
The Practice and Effectiveness of Community-Led Models

Sponsorship of Rare Disease Day (RDD)

Rare Disease Day (RDD) is an international campaign that tries to improve the quality of life of patients with rare and intractable diseases through better diagnoses and treatments. It was first launched in Sweden in 2008 and is observed annually on February 28 (or February 29 in leap years). Today, it has been held in over 100 countries worldwide. There are more than 7,000 rare diseases, but due to low awareness, diagnoses often take a long time. On average, it takes about five years to reach a diagnosis, during which patients change hospitals more than seven times. Through our support for RDD activities, we seek to enhance the understanding of rare and intractable diseases among a wider audience via RDD events and contribute to a society where patients and their supporters can live with peace of mind.

The CMIC Group has been involved in numerous clinical trials for orphan drugs. To raise awareness of these diseases among healthcare professionals and society as a whole, as well as to bridge the gap between patients and society, employees wear RDD badges for two months in February and March each year as part of our efforts to raise awareness.

Co-hosting the International Children's Drawing Contest

The CMIC Group co-hosts an international children's drawing contest with the Nakamura Keith Haring Collection. Launched in 2009, this is the only drawing contest in the world authorized by the Keith Haring Foundation. Every year, prominent figures in the fields of art and fashion serve as judges. In 2025, the theme was "Kindness," and entries were received from around the world. The winning works are displayed alongside Keith Haring's artworks at the museum for one week after the award ceremony.

Winners and judges at the 17th Nakamura Keith Haring Collection International Children's Drawing Contest, held on Sunday, October 26, 2025

Photo by ©Midori Kondoh

Parent–Child Facility Tours and Hands-On Work Experience Event

On Friday, August 8, 2025, a parent–child participatory event for elementary school students was held in Kobuchisawa, Hokuto City, Yamanashi Prefecture. The event featured visits to the Kobuchisawa IKIGAI Pet Center, a multifunctional facility for pets, and the Artemis Riding Club. Through facility tours and hands-on work experiences, the event provided children with opportunities to learn about the relationship between animals and people, as well as the unique appeal of the local community. Guided by its corporate philosophy of "bringing innovation to healthcare," the CMIC Group will continue working to realize a society in which people and local communities can grow together.

CMIC Group's Initiatives on Diversity, Equity & Inclusion (DE&I)

CMIC Well Co., Ltd.

The CMIC Group respects diversity and views disabilities as one aspect of individuality, placing importance on creating opportunities for everyone to work in their own way and participate fully in society. To put this commitment into practice, we established CMIC Well Co., Ltd., a special subsidiary, in 2019.

By recognizing and supporting each individual's abilities and strengths, we strive to create workplaces that foster work engagement and a sense of IKIGAI (a sense of purpose in life), while also advancing a range of activities that contribute to local communities.

〈Activity Snapshots〉

Contracted management of fruit orchards

Coffee roasting business

RO-DE&I　Respect each Other-Diversity, Equity & Inclusion

RO-DE&I is a DE&I promotion community established in September 2023 with the aim of fostering a corporate culture in which employees can work while respecting diversity, centered on the spirit of "Respect each other." Members drawn from across the Group's companies carry out activities based on three primary themes.

CMIC
RO-DE&I
(Respect each Other-Diversity, Equity & Inclusion)

Vision
A community of diversity and psychological safety for each and every employee

Mission
To be a reliable partner who helps each and every employee address issues shared with us, for them to live their one and only lives

- **For each and every employee**
Support each and every employee with various backgrounds and various concerns. No one is left behind.

- **A community of psychological safety**
Provide an environment where people can express their opinions with a sense of security

- We want each and every employee with various backgrounds to live their one and only lives with our support, understanding their issues and addressing them together.

- We want to be your partner.

⟨Activity Themes⟩

● Gender / LGBTQ+ / SOGI

● Diversity in work styles / Double care (childcare and caregiving) / Neurodiversity / Cross-cultural issues / Single lifestyles

● Awareness of environmental issues and behavioral change

Through these themes, we aim to deepen understanding beyond fixed assumptions and create an environment in which individuals can work with confidence and authenticity.

Main activities: Internal awareness initiatives; employee-participatory events and study sessions; inviting external speakers; participation in external events, among others.

Through these activities, RO-DE&I is building the foundation for an organization in which diversity becomes a strength, contributing to the development of a sustainable corporate culture where each employee can take on challenges with confidence.

Quality Management

Basic Approach to Quality Management

The CMIC Group recognizes that high-quality work is a critical management priority that leads to customer satisfaction, builds trust with clients, and contributes to the company's profitability and sustainable growth. To ensure "appropriate quality" that meets customer needs and expectations, we take a company-wide, integrated approach that extends beyond the final product and continuously improves business processes to enhance efficiency. Additionally, we strengthen quality management by implementing systematic talent development through training programs on quality education and continuous improvement through the PDCA cycle.

CMIC Group Quality Policy

Providing high-quality products and services, and making our customers find the value and be satisfied, are essential for the sustainable growth of CMIC Group.

To attain this goal, all employees of CMIC Group are expected to share firmly the Quality Policy, both customer-focused and quality-focused, and work together to provide the products and services of adequate quality.

To Realize the Quality Policy, it is effective for each organization to set Quality Objectives, implement them and then drive continual improvement. In other words, applying and managing the Plan-Do-Check-Action (PDCA) cycle is effective for the purpose. This string of cycle is called Quality Management and the organization to work this cycle is called the Quality Management System.

CMIC Group has established this Quality Management System to respond to the needs and expectations of customers, and to provide adequate quality products and services which leads to fulfilling customer satisfaction constantly. Below are five mottos describing our concrete course of actions.

- Ensure our customers' needs and expectations are continually monitored
- Set our quality objectives
- Establish effective and efficient operating processes
- Ensure continual improvement in our processes and procedures
- Enhance competence of all employees

CMIC Group ensures this quality policy is communicated to and understood by all CMIC Group employees.

Supply Chain Management

Basic Approach to Supply Chain Management

To fulfill its corporate social responsibility, the company must build trust and collaborate not only within the organization but also with business partners. The CMIC Group promotes collaborations with business partners based on the fundamental principles of fairness, impartiality, and transparency, as outlined in the CMIC Group Basic Procurement Policy, and it is strengthening supply chain management and working toward the realization of a sustainable society. Additionally, we have established the CMIC Group Sustainable Procurement Code as a set of principles that all business partners providing raw materials, goods, and services to the CMIC Group are expected to adhere to.

CMIC Group Basic Procurement Policy

We, the CMIC Group, have established the following basic policy on procurement activities, and will conduct fair, impartial and transparent procurement activities to realize the development of a sustainable society.

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1. Compliance and Corporate Ethics

We will comply with the laws and social norms of each country in which we operate and act on the basis of high ethical standards.

We will strictly maintain the confidentiality of information regarding our business partners which we obtain in the course of business.

2. Relationship with Business Partners

We will respect our business partners as important partners, and strive to deal with them equally and in good faith, and to build and maintain mutually cooperative and trusting relationships.

We will select business partners fairly and impartially from the perspective of economic rationality, quality, delivery time, stable supplies, environment, health, safety (EHS), etc., and make the relationships with them transparent.

In addition, we will not require business partners of unreasonable profits, discounts or services for the selection of business partners and pricing decisions.

3. Human Rights

We will respect the human rights of all stakeholders involved in the business activities of the CMIC Group, and conduct procurement with consideration for the work environment, safety and health.

4. Environment

We will conduct procurement activities with consideration for the global environment.

5. Sustainable Procurement

From the standpoint of sustainability, we aim for procurement that realizes the development of a sustainable society in cooperation with our business partners.

We will also seek the understanding of our business partners involved in the businesses of the CMIC Group in our approach to procurement activities.

Establishment and Operation of the CMIC Group Sustainable Procurement Code

The CMIC Group complies with the CMIC Group Code of Conduct and the CMIC Group Basic Procurement Policy to realize development of the sustainable society and observes the PSCI Principles (Pharmaceutical Industry Principles for Responsible Supply Chain Management). Additionally, we have established the CMIC Group Sustainable Procurement Code as a set of principles that all business partners providing raw materials, goods, and services to the CMIC Group are expected to adhere to, and we undertake activities to promote understanding and compliance with this code.

Environment

Efforts to Address Environmental Issues

Basic Approach to Environmental Issues

The CMIC Group stipulates in the CMIC Group Code of Conduct that it will proactively initiate measures in building a decarbonized society, creating a recycling-oriented society, countering environmental risks, and conserving biodiversity in acknowledgement that engagement in environmental issues is an essential requirement for the existence and activities of a company. Also take environmental issues seriously and actively work on them as individuals.

Contribution to Reducing GHG Emissions Through Headquarters Relocation

As of September 2025, the CMIC Group conducts business at 44 locations in Japan (including four plants, seven pharmaceutical development centers) and 15 locations globally (including two plants, one pharmaceutical development center), and addresses environmental issues through a variety of approaches.

The Group's headquarters was relocated in August 2025 to BLUE FRONT SHIBAURA TOWER S, an office building that has received the Ministry of the Environment's ZEB Oriented certification for reducing electricity consumption through the use of energy-saving equipment and renewable energy. This headquarters relocation has also contributed to reducing GHG emissions from the CMIC Group's office operations.

Initiatives to Reduce Environmental Impact at Plants and Pharmaceutical Development Centers

In April 2023, CMIC CMO Group, Contract Development and Manufacturing Organization (CDMO) services, entered into a strategic business alliance agreement with Dai Nippon Printing Co., Ltd. In June of the same year, it became an equity-method affiliate from a consolidated subsidiary. Our four plants in Japan continue to renew their ISO 14001 (the international certification standard for environmental management systems) certification, with each plant working to reduce environmental burdens according to the location and characteristics of the products manufactured. To reduce CO_2 emissions from plant operations, we are working to transition fuels from heavy oil to LNG (natural gas), switch to electricity derived from renewable energy sources, and maintain and manage on-site green spaces. Furthermore, as a mid-term goal for 2030, CMIC CMO Group have set a target of 59% non-fossil power consumption rate for each plant in Japan. In 2024, CMIC CMO Group introduced a solar power generation system at the Toyama Plant, and are also working to improve the resource recycling rate and reduce water consumption. CMIC CMO Group also established an Environment, Health and Safety Promotion Committee to continuously review, educate, and improve management systems at its four plants in Japan for the purposes of environmental conservation and employee health and safety promotion.

At other plants and pharmaceutical development centers that conduct non-clinical business, we also implement measures related to water intake and discharge, hazardous substances, and waste management to minimize environmental impact. We are also working to calculate and reduce GHG emissions and waste generation not only at our plants and pharmaceutical development centers, but across the entire CMIC Group.

▶ ISO14001–Certified Business Sites

Company name	Business site	Certifying body	Certification number
CMIC CMO Co., Ltd.	Shizuoka Plant[*]	KHK-ISO Center	01ER・157
	Toyama Plant	JSA-SOL	JSAE056
	Ashikaga Plant	KHK-ISO Center	01ER・140
	Nishine Plant	KHK-ISO Center	20ER・1103

*Shizuoka Plant scope of registration: Includes CMIC Bio Co., Ltd.

Solar power generation system (Toyama Plant)

LNG satellite facility and small boiler facility

Carp swimming in the final drainage pond

Efforts to Address Climate Change

Basic Approach to Climate Change Response and Information Disclosure

We are aiming for the sustainable development of society and sustainable corporate growth. Based on the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)—Governance, Strategy, Risk Management, and Metrics and Targets —we are working to respond to climate change and to devise ways to improve both the quality and quantity of our information disclosure.

Governance

The CMIC Group has established a Sustainability Committee, chaired by Representative Director of CMIC Holdings, to formulate overall plans for sustainability promotion activities, monitor progress, and evaluate achievement levels. The results are regularly reported to the Board of Directors, which oversees and supervises the committee's sustainability efforts.

Strategy

We conduct scenario analysis to assess the financial impacts of different climate change scenarios (global temperature rises of 1.5°C and 4 °C) and evaluate the extent to which climate-related risks and opportunities may affect our business. The results of this analysis are summarized in the table below.

Our scenario analysis considers the potential impacts on the CMIC Group in 2030 and 2050 and references information from the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA).

▶ **Risks and Business Impact**

	Category	Subcategory	Details
Risks	Transition risks	Policies and regulations	Increased costs due to the introduction of carbon taxes
			Increased costs due to stricter environmental regulations
		Technology	Increased costs associated with investments in energy transitions, such as renewable energy infrastructure
		Market	Increased costs due to rising energy prices, etc.
		Reputation	Declines in corporate value due to delays in climate change measures
	Physical risks	Acute risks	Increased costs related to relocating the offices and the logistics centers to mitigate natural disaster risks
		Chronic risks	Increased energy costs from using air conditioners more because of rising temperatures
Opportunities	Products and services		Increased business opportunities from the growing risk of climate change-related infectious diseases and illnesses

▶ **Risk Response Policies**

	Category	Subcategory	Our Response Policies
Risks	Transition risks	Policies and regulations	Promoting the use of decarbonized and low-carbon energy sources
			Responding appropriately to changing environmental regulations
		Technology	Exploring all available options to reduce fossil fuel dependency
		Market	Responding appropriately to external environmental trends
		Reputation	Setting CO_2 reduction targets and addressing them as business strategies
	Physical risks	Acute risks	Strengthening business continuity plans
		Chronic risks	Continuously considering the promotion of decarbonized and low-carbon energy use

Risk Management

The CMIC Group conducts scenario analyses that identify climate-related risks and opportunities to assess the potential impacts of climate change on its businesses. The risks and opportunities that are identified are reviewed collaboratively by the Sustainability Committee and the Risk Management Committee and are then reported to the Board of Directors.

Metrics and Targets

CO_2 emission data is presented as follows. While ascertaining the situation over time and identifying those areas in need of improvement, we will give consideration to our CO_2 reduction targets, advance the formulation of measures to achieve our goals, and proceed to determine their effects.

▶ **CO_2 Emissions Trends**

	FY9/2023	FY9/2024	FY9/2025
Scope1 (t-CO_2)	1,569	1,635	1,631
Scope 2 (t-CO_2)	7,219	6,418	6,431
Scope 3 Upstream (t-CO_2)	65,928	43,617	46,374
Scope 3 Downstream (t-CO_2)	17,936	17,531	18,213
Scope 1,2,3 total (t-CO_2)	92,653	69,201	72,649

Scope: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries
　　　As the CMIC CMO Group became an equity-method affiliate in the fiscal year ended September 2023, and CMIC Co., Ltd. and its subsidiaries became equity-method affiliates in
　　　the fiscal year ended September 2025, their emissions are excluded from the figures above.
*Scope 2: Market-based
 Scope 1: Direct greenhouse gas emissions from business operations
 Scope 2: Indirect emissions from the use of electricity, heat, and steam supplied by other companies
 Scope 3: Supply chain emissions (emissions from other companies related to the organization's activities)

We have set the following reduction targets for GHG emissions and will work to reduce GHG emissions by switching to electricity derived from renewable energy sources, etc.

▶ **GHG Emissions Reduction Targets**

Base Year	Target Year	Scope	Overview of Targets
2023	2030	Scope1	Reduce total emissions by 42%
		Scope2	
		Scope3	Reduce total emissions by 35%

*The CMIC Group obtained SBT certification from the Science Based Targets initiative (SBTi) on September 4, 2025.

In addition, we will continue to strengthen our initiatives to address and disclose information related to climate change.

Governance

Corporate Governance

Basic Approach to Corporate Governance

As a company that supports people's lives, we hold ethics and scientific integrity as core principles, and we recognize that ensuring sound management, transparency, compliance, and fairness for our stakeholders, including our customers, is fundamental to corporate governance.

Based on this fundamental approach, we strive, as a holding company, to enhance corporate value by ensuring efficient and timely decision-making and business execution, clarifying management responsibilities, ensuring compliance, and strengthening risk management.

Corporate governance structure and internal control systems (as of December 12, 2025)

● **Board of Directors**

The Board of Directors makes decisions regarding the overall management of the Group. It examines, discusses, and decides on or approves important matters, such as management plans and budgets, while also overseeing the execution of operations by Group companies.

● **Audit & Supervisory Board**

Members of the Audit & Supervisory Board attend Board of Directors meetings and other important meetings to express their opinions, and systematically and rigorously audit the performance of directors.

● **Nomination and Remuneration Committee**

The Nomination and Remuneration Committee has been established as an advisory body to the Board of Directors to strengthen corporate governance by enhancing the fairness and transparency of procedures related to nominating candidates for director and auditor positions, appointing or dismissing the representative director and executive management, and determining compensation for directors, auditors, and executive management. The committee is chaired by a member selected from the Advisory Board and consists of three members.

● **Advisory Board**

To enhance sound management, fairness, and transparency, and contribute more effectively to society and our customers, the Advisory Board is composed of four external experts who provide advice on overall management and critical management issues.

● **Group Strategy Meeting**

The Group Strategy Meeting is established as a forum for formulating and deciding on the Group's business strategies, as well as discussing both overall and individual strategies. Chaired by Representative Director, President, it is composed of senior management, including executive management. Additional members may be selected depending on the agenda. Meetings are held quarterly.

● **Senior Management Meeting**

The Senior Management Meeting is established to make decisions on major issues, and to deliberate on and approve resolutions of the Board of Directors and other important matters. Chaired by Representative Director, President, it is composed of executive management and other members involved in executing business. Additional members may be selected depending on the agenda. In principle, it meets on a monthly basis.

● **Sustainability Committee**

Chaired by Representative Director, President, the Sustainability Committee is established to promote more effective sustainability initiatives. It is responsible for drafting overall plans, monitoring progress, and evaluating achievements.

● **Compliance Committee**

Chaired by Representative Director, President, the Compliance Committee reviews and decides on compliance-related policies, measures, awareness programs, and training plans.

● **Risk Management Committee**

The Risk Management Committee identifies and evaluates operational risks across the Group to ensure the continuation of business activities, and it implements measures to address them.

● **QMS Committee**

The QMS Committee establishes service procedures that maintain or improve quality and comply with the relevant laws, regulations, notifications, guidelines, and ICH guidelines.

● **Internal Audits**

Internal audits are conducted across all operations to ensure legal compliance, sound business execution, and improved operational efficiency within the Group.
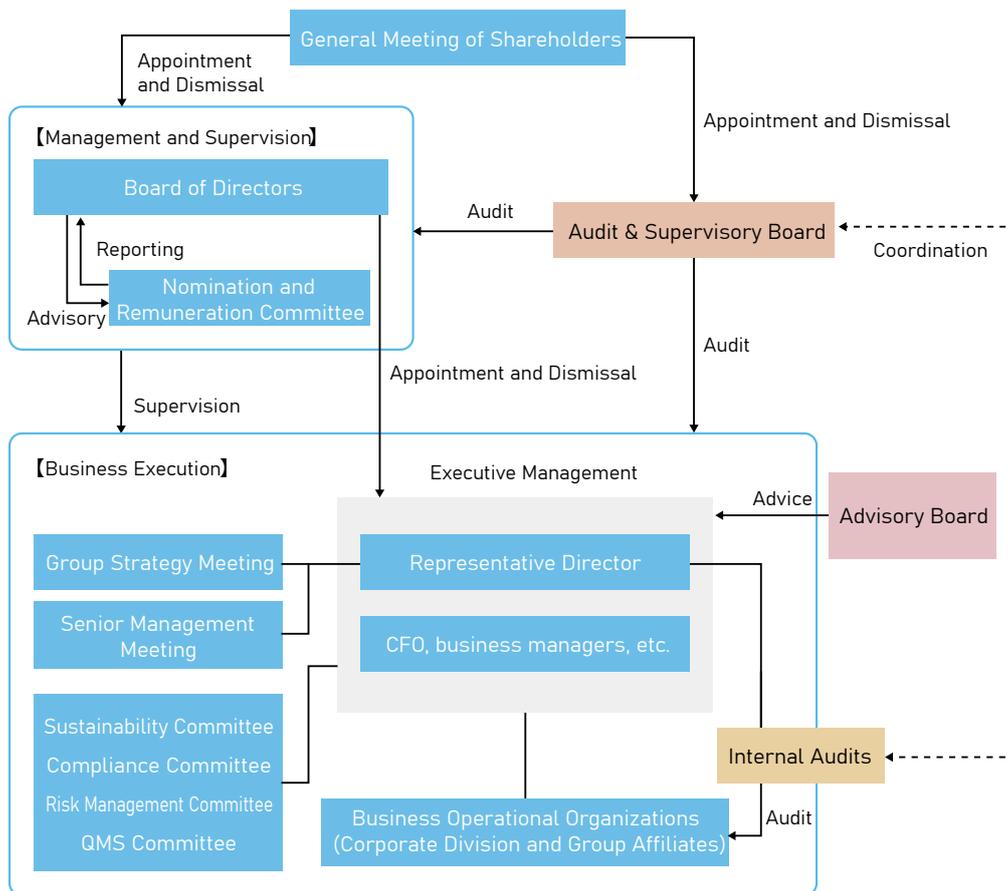
Appointment of Directors and Officers

Our company has a fundamental policy for nominating candidates for director, auditor, and executive management positions that requires them to demonstrate a strong commitment to legal compliance and have exceptional character and outstanding insight. Additionally, executive management candidates must meet the criteria outlined in our Executive Management Regulations.

◎ Candidates for director and executive management positions are evaluated comprehensively based on their extensive knowledge and experience in our Group's business domains and their foresight, insight, leadership, decision-making ability, and execution skills, etc.

◎ Candidates for the auditor role are comprehensively assessed on their knowledge and experience of our Group's business domains, their expertise in finance and accounting, and their objective judgment, etc.

Group Governance System

As a holding company, we allocate necessary management resources to Group companies from the perspective of Group-wide optimization, and we oversee their operations and establish systems that ensure proper business conduct. Specifically, we define management standards for Group companies, and we have established the Regulations on Affiliated Companies of the CMIC Group to enhance their management efficiency. Based on these regulations, we conclude a "Management Agreement" with each Group company. Group companies regularly report to us on the progress of their businesses, financial conditions, and other important matters specified in the Management Agreement to facilitate information sharing. When undertaking significant decisions, they are required to report and consult with our designated departments in advance and obtain the necessary approval. We also dispatch directors to Group companies to enhance governance across the entire CMIC Group.

Compliance

Basic Approach to Compliance

In line with the CMIC Group Code of Conduct, the CMIC Group promotes the thorough implementation and internalization of company rules, fosters a corporate culture that upholds compliance, and strengthens compliance awareness. We are enhancing initiatives to ensure that all officers and employees properly understand and consistently practice these principles in their daily responsibilities.

Establishment of a Code of Conduct and related training and awareness raising initiatives

Executive and employees of the CMIC Group are required to act with integrity and follow the CMIC Group Code of Conduct, which is overseen by the Group compliance officer, who is appointed by the Board of Directors. As part of our efforts to reinforce compliance awareness, we have developed the compliance handbook CMIC WAY, which is made available to all CMIC Group officers and employees via the intranet, and we conduct regular compliance training sessions for executive and employees.

Compliance Training

Through regular education and training, the CMIC Group employees are striving to acquire and instill the ethics and compliance knowledge required as professionals engaged in the healthcare industry.

▶ **Completion Rates for Each Training Program**

	2023	2024	2025
Compliance	98.8%	98.0%	99.0%
Privacy protection	98.9%	98.0%	99.0%
Quality management	98.5%	97.7%	98.5%
Management of conflict of interest / Anti-bribery and corruption	97.8%	97.3%	98.3%
Information security	97.3%	96.9%	96.9%
Harassment prevention	95.6%	95.5%	97.8%

*Scope: 2023 and 2024: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries
　　　2025: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries, CMIC Co., Ltd. and consolidated subsidiaries, and CMIC CMO Co., Ltd.

Internal Reporting System

To ensure the early detection, response, and prevention of compliance issues, the CMIC Group has established the CMIC Group Internal Reporting Hotline, which is available internally and externally. This system allows CMIC Group executive and employees to report or consult on compliance concerns and workplace issues. Reports and consultations received are investigated and addressed objectively and fairly by the Internal Reporting Hotline and its administrative office to ensure fast resolutions and prevent recurrences. The internal audit department monitors compliance adherence within the company and across Group companies.

▶ **Type and Number of Internal Reporting**

(Unit: Cases)	2023	2024	2025
General workplace environment	2	14	2
Harassment-related	26	19	14
Other	48	21	14
Total	76	54	30

*Scope: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries, CMIC Co., Ltd. and consolidated subsidiaries, and CMIC CMO Co., Ltd.

▶ **Type and Number of Disciplinary Actions**

(Unit: Cases)	2023	2024	2025
Dismissal	0	0	1
Other than dismissal	8	3	5

Risk Management

Basic Approach to Risk Management

The CMIC Group has established the CMIC Group Risk Management Regulations from a risk management and crisis response perspective. Under these regulations, the Group risk & crisis management officer, who is appointed by the Board of Directors, oversees risk management and crisis management and promotes cross-group risk management in business operations.

Risk management and incident management involve consolidating, analyzing, and investigating information at the company and Group company levels to ensure rapid dissemination of information and appropriate responses. Critical cases are taken to the Group risk & crisis management officer, who then directs the necessary actions.

The following are the main risks we manage at all times. In the event of a management crisis due to disasters or other emergencies, a Group Emergency Response Headquarters will be established to handle the situation.

【Key Risk Items】

(1) Risks related to customer trends

(2) Risks related to laws, regulations and administrative trends

(3) Risks related to competition

(4) Risks related to overseas expansion

(5) Risks related to natural disasters and other events

(6) Risks related to climate change measures

(7) Risks related to changes in financial conditions

(8) Risks related to stable supply

(9) Risks related to safety

(10) Risks related to environmental regulations

(11) Risks related to quality of products and services

(12) Risks related to compliance

(13) Risks related to IT security and information management

(14) Risks related to human resources

(15) Risks related to impairment of fixed assets

(16) Risks related to digital technology

Topic

CMIC earns the CyberVadis Platinum Medal

CMIC Solutions Co., Ltd. , which provides the common ICT platform for the CMIC Group and oversees cyber security measures, has been awarded the highest rating of "Platinum" for two consecutive years in 2024 and 2025 in a cyber security survey conducted by CyberVadis, a French international evaluation organization for supply chains.

Certificate of Cybersecurity Assessment

CMIC SOLUTIONS Co., Ltd.

completed a cybersecurity assessment, scoring:

976/1000 MATURE

Valid until 10th Jun 2026

2025 PLATINUM cybervadis

Assessed on 11th Jun 2025

External Evaluations and International Initiatives in Which the CMIC Group Participates

The CMIC Group actively participates in international evaluation organizations and major sustainability-related initiatives, working to enhance environmental, social, and governance (ESG) performance.Through such participation, we aim to ensure that our business activities meet societal expectations and progress in alignment with international standards.

Eruboshi Certification

CMIC Co., Ltd. and CMIC Healthcare Institute Co., Ltd. have received certification from the Minister of Health, Labour and Welfare (Eruboshi certification) in recognition of their efforts to promote women's active participation in the workplace.

Kurumin Certification

CMIC Co., Ltd. has received certification from the Minister of Health, Labour and Welfare (Kurumin mark certification) as a company that supports child-rearing.

Endorsement of LGBTQ+ Initiatives

We have expressed our support for external initiatives such as EqualityActJapan, Business for Marriage Equality, and Pride Action 30.

Information Security Management System (ISMS)

The ICT Department of the Business Solution Company of CMIC Solutions Co., Ltd., CMIC Co., Ltd. and CCO Lab of CMIC Holding Co., Ltd. have jointly obtained certification for ISO/IEC 27001, the international standard for information security management systems (ISMS). Through this certification, we strive to protect information assets and maintain a secure operational framework.

EcoVadis

EcoVadis is a platform that comprehensively evaluates corporate social responsibility (CSR) and sustainability initiatives. Assessments are conducted based on the following four key areas:

- Environment
- Labor and Human Rights
- Ethics
- Sustainable Procurement

Evaluations are tailored to each company, taking into account factors such as company size, location, and industry, with emphasis placed on the most relevant areas for each organization. The CMIC Group has been evaluated by EcoVadis.
EcoVadis：https://ecovadis.com/ja/

CDP

CDP is a nonprofit organization that operates an international disclosure platform enabling companies and municipalities to manage and disclose their environmental impacts.

Through this platform, disclosure is required in environmental areas such as:

- Greenhouse gas emissions
- Responses to climate change
- Environmental risk management systems

By submitting this information to CDP, companies can demonstrate their environmental initiatives with a high degree of transparency. The CMIC Group has responded annually since 2023 and has been evaluated by CDP, earning a "B" score in the Climate Change category for CDP 2025.

CDP：https://www.cdp.net/ja

SBT

Science Based Targets (SBTs) refer to greenhouse gas emissions reduction targets established in line with the Paris Agreement. These targets are set based on scientific evidence and are validated by the Science Based Targets initiative (SBTi).

SBTi is an international framework that supports the development of science-based climate targets and is a joint initiative of the following four organizations:

- World Wide Fund for Nature (WWF)
- CDP
- World Resources Institute (WRI)
- United Nations Global Compact

SBTi encourages companies to set specific and realistic greenhouse gas reduction targets based on a long-term perspective through 2050, aligned with the goal of limiting the rise in global average temperature to within 1.5° C above pre-industrial levels.

The CMIC Group submitted its application for SBT validation to SBTi in July 2025 and received approval on September 4 of the same year. Since September 4, 2025, the Group has been publicly listed as a "Target Set" company.

https://www.cmicgroup.com/news/20250904

SBT：https://sciencebasedtargets.org/

Japan Climate Initiative

CMIC HOLDINGS Co., Ltd., as a corporate member of the Japan Climate Initiative (JCI), has expressed its support for the Japan Climate Action Summit 2025 Declaration.

Japan Climate Initiative：https://japanclimate.org/

Japan Climate Action Summit 2025 Declaration：https://japanclimate.org/news-topics/jcas2025-declaration-release/

Non-financial Information Data

Social

Item	Scope	Details	Unit	FY9/2023	FY9/2024	FY9/2025
Employees	CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries CMIC Co., Ltd. and consolidated subsidiaries CMIC CMO Co., Ltd. and consolidated subsidiaries	Number of employees	Persons	7,907	7,963	7,795
	Consolidated *1	Number of employees	Persons	4,684	4,847	3,350
		Average number of temporary employees not included in the above	Persons	1,903	1,558	-
	*2	Ratio of females	%	58.8	60.0	57.8
		Ratio of males	%	41.2	40.0	42.2
Percentage of Female Executives	*3		%	17.2	13.8	19.0
Percentage of Female Managers	*2		%	28.3	28.9	28.0
	CMIC HOLDINGS Co., Ltd.		%	33.8	37.4	31.0
	CMIC Pharma Science Co., Ltd.		%	14.8	17.0	20.0
	CMIC Inizio Co., Ltd.		%	16.0	18.8	20.6
	CMIC HealthCare Institute Co., Ltd.		%	25.7	33.3	46.7
	CMIC Solutions Co., Ltd.		%	37.9	38.5	42.9
Gender Pay Gap	*2	All employees	%	76.2	76.7	78.2
		Regular employees	%	77.6	79.6	82.7
		Non-regular employees	%	63.2	56.5	54.3
	CMIC HOLDINGS Co., Ltd.	All employees	%	75.2	70.2	63.8
		Regular employees	%	75.9	74.5	68.7
		Non-regular employees	%	54.1	53.1	62.6
	CMIC Pharma Science Co., Ltd.	All employees	%	74.2	72.0	78.5
		Regular employees	%	80.7	81.0	85.2
		Non-regular employees	%	42.1	34.0	38.4
	CMIC Inizio Co., Ltd.	All employees	%	81.5	85.0	82.0
		Regular employees	%	77.1	84.4	83.7
		Non-regular employees	%	92.2	76.3	70.9
	CMIC HealthCare Institute Co., Ltd.	All employees	%	71.3	77.4	87.3
		Regular employees	%	72.9	77.2	87.3
		Non-regular employees	%	60.2	79.3	75.6
	CMIC Solutions Co., Ltd.	All employees	%	59.2	63.2	72.9
		Regular employees	%	71.4	73.4	76.6
		Non-regular employees	%	62.8	63.2	63.7
Ratio of Mid-career Hires	*2		%	79.4	75.3	63.3
Ratio of Foreign Managers	*4		%	4.5	6.2	9.9
Employees with Disabilities	*2	Number of employees with disabilities	Persons	74	93	128
		Percentage of total employees	%	1.37	1.67	1.84
Employee Ratio by Age Group	*2	(Age)0-14	%	-	-	-
		15-19	%	0.1	0.0	0.7
		20-29	%	18.1	18.6	20.8
		30-39	%	29.1	29.0	26.4
		40-49	%	28.6	27.6	25.7
		50-59	%	18.3	18.7	20.0
		60-65	%	4.7	4.6	5.0
		66-	%	1.2	1.5	1.5
Occupational Health and Safety	*2,5	Number of fatalities due to occupational accidents	Persons	0	0	0
		Number of Occupational Accidents	Cases	16	17	32

*1. From the fiscal year ended September 2025, the number of employees includes temporary employees
*2. Scope: The fiscal years ended September 2023 and September 2024: Consolidated group companies in Japan
   Fiscal year ended September 2025: Consolidated group companies in Japan, CMIC Co., Ltd., and CMIC CMO Co., Ltd.
*3. Percentage of female executives, including the executive management, external directors, and auditors
*4. Scope: The fiscal years ended September 2023 and September 2024: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries
   FY9/2025: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries, CMIC Co., Ltd. and consolidated subsidiaries, and CMIC CMO Co., Ltd.
*5. Number of reports from consolidated group companies in Japan based on the Industrial Safety and Health Act

Non-financial Information Data

Environment

Item	Scope	Details		Unit	FY9/2023	FY9/2024	FY9/2025
GHG emissions *1 *3	Consolidated	Scope 1		t-CO$_2$	1,569	1,635	1,631
		Scope 2 *2		t-CO$_2$	7,219	6,418	6,431
		Scope 3 Upstream		t-CO$_2$	65,928	43,617	46,374
		Scope 3 Upstream (Breakdown)	1. Purchased goods and services	t-CO$_2$	51,115	32,869	31,424
			2. Capital goods	t-CO$_2$	7,198	4,748	8,470
			3. Fuel- and energy-related activities not included in Scope 1 and 2	t-CO$_2$	2,485	2,253	2,273
			4. Transportation and distribution	t-CO$_2$	1,102	836	1,152
			5. Waste generated in operations	t-CO$_2$	458	279	292
			6. Business travel	t-CO$_2$	2,553	1,721	1,825
			7. Employer commuting	t-CO$_2$	1,017	912	938
			8. Leased assets	t-CO$_2$	-	-	-
		Scope 3 Downstream		t-CO$_2$	17,936	17,531	18,213
		Scope 3 Downstream (Breakdown)	9. Transportation and distribution	t-CO$_2$	75	65	326
			10. Processing of sold products	t-CO$_2$	-	-	-
			11. Use of sold products	t-CO$_2$	-	-	-
			12. End-of-life treatment of sold products	t-CO$_2$	151	115	145
			13. Leased assets	t-CO$_2$	-	-	-
			14. Franchises	t-CO$_2$	-	-	-
			15. Investments	t-CO$_2$	17,711	17,352	17,741
		Scope 1, 2, 3 Total		t-CO$_2$	92,653	69,201	72,649
Water	*4	Total water intake		ML	49	23	22
		Total wastewater discharge		ML	48	22	22
Waste generated (estimated)	Consolidated	Industrial waste		Tonnes	104	113	220
		Business-related general waste		Tonnes	1,064	635	636

*1. As the CMIC CMO Group became an equity-method affiliate in the fiscal year ended September 2023, and CMIC Co., Ltd. and its subsidiaries became equity-method affiliates in the fiscal year ended September 2025, their emissions are excluded from the figures above.
*2. Scope 2: Market-based
*3. Scope 1: Direct greenhouse gas emissions from business operations
　Scope 2: Indirect emissions from the use of electricity, heat, and steam supplied by other companies
　Scope 3: Supply chain emissions (emissions from other companies related to the organization's activities)
*4. Plants and pharmaceutical development centers

Governance

Item	Scope	Details	Unit	FY9/2023	FY9/2024	FY9/2025
Compliance training participation rate	*1	Compliance	%	98.8	98.0	99.0
		Privacy protection	%	98.9	98.0	99.0
		Quality management	%	98.5	97.7	98.5
		Management of conflict of interest / Anti-bribery and corruption	%	97.8	97.3	98.3
		Information security	%	97.3	96.9	96.9
		Harassment prevention	%	95.6	95.5	97.8
Number of internal reports	*2	General workplace environment	Cases	2	14	2
		Harassment-related	Cases	26	19	14
		Other	Cases	48	21	14
		Total	Cases	76	54	30
Disciplinary action	*3	Dismissal	Cases	0	0	1
		Other than dismissal	Cases	8	3	5

*1. Scope: The fiscal years ended September 2023 and September 2024: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries
　FY9/2025: CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries, CMIC Co., Ltd. and consolidated subsidiaries, and CMIC CMO Co., Ltd.
*2. CMIC HOLDINGS Co., Ltd. and consolidated subsidiaries, CMIC Co., Ltd. and consolidated subsidiaries, and CMIC CMO Co., Ltd.
*3. Consolidated group companies in Japan and CMIC Co., Ltd.