

ASKA Pharmaceutical Holdings ESG Data Book 2026

(Published in July 2026, updated in August 2026)

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Major Initiatives and Organizations Joined by the Group:

External Evaluations of the Group:

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Environment

Environmental Management

	FY2023	FY2024	FY2025
Number of ISO 14001-certified sites (sites)	1	1	1
ISO 14001 certification rate (%)	100	100	100
Number of penalties for violations of environmental laws and regulations (cases)	0	0	0
Amount of fines for violations of environmental laws and regulations (JPY)	0	0	0

Environmental Targets (Medium- to Long-term)

	Target Year	Target Volume
FY2030: Reduce CO ₂ emissions by 46% (vs. FY2013)	FY2030	9,572
*CO ₂ emissions in FY2013 were 17,726 t-CO ₂ .	46% reduction	(t-CO ₂)
FY2035: Reduce CO ₂ emissions by 60% (vs. FY2013)	FY2035	7,090
	60% reduction	(t-CO ₂)

	FY2023	FY2024	FY2025
Reduction in CO ₂ emissions vs. FY2013 (%)	49.2	53.6	55.3
Increase the share of non-fossil electricity in total electricity consumption to 50% or higher by FY2030.	57.2	71.2	79.3

*Calculated using the output values from the periodic reporting system submitted to Japan's Ministry of Economy, Trade and Industry (METI) for the proportion of non-fossil electricity in purchased electricity.

Environmental Targets (Annual)

	FY2023	FY2024	FY2025
Reduce the energy consumption intensity by at least 1% year on year (%)	98.8	99.6	103.8

Energy Input in Business Activities

		FY2023	FY2024	FY2025
Energy Input	Total (GJ)	220,690	233,039	233,424
	of which, Non-Fossil Energy (GJ)	50,265	63,051	69,796
	Percentage of Renewable Energy in Total Energy Consumption (%)	22.8	27.1	29.9
Purchased Electricity	Total (thousand kWh)	11,754	11,412	11,095
	a. Total (GJ)	101,010	98,597	95,858
	b. of which, Non-Fossil Electricity (GJ)	50,265	62,681	66,020
	c. Percentage of Non-Fossil Electricity in Purchased Electricity (GJ) (%)	49.8	63.6	68.9
	* c. Percentage of Non-Fossil Electricity in Purchased Electricity (GJ) (%) = b. Non-Fossil Electricity (GJ) / a. Purchased Electricity (GJ)			
Fuels and Heat	Total (GJ)	119,680	134,072	133,790
	Petroleum Products (Kerosene, Diesel Fuel, Fuel Oil, Gasoline, etc.) (kL)	0	0	0
	(GJ)	3	5	3
	Liquefied Petroleum Gas (LPG) (t)	1	1	1
	(GJ)	62	62	66
	City Gas (thousand m³)	2,656	2,978	2,972
	(GJ)	119,529	134,006	133,721
	Chilled Water, Hot Water, and Other Energy (GJ)	86	0	0
Solar Power Generation	(thousand kWh)	109	103	1,049
	Weighted Non-Fossil Electricity (GJ)	-	370	3,776
Energy Consumption	Crude Oil Equivalent (kL)	5,694	6,012	6,022
	Iwaki Factory	4,436	4,619	4,579
	Shonan Research Center	931	1,066	1,101
	Head Office	257	259	280
	Sales Offices	69	69	63

CO₂ Emissions from Business Activities

		FY2023	FY2024	FY2025
Total CO ₂ Emissions (t-CO ₂)		8,997	8,234	7,927
By Site (t-CO ₂)	Iwaki Factory	7,889	7,097	6,739
	Shonan Research Center	843	882	917
	Head Office	137	133	151
	Sales Offices	128	119	108

CO₂ Emissions from Business Activities (Scope 1)

		FY2023	FY2024	FY2025
CO ₂ Emissions (Scope 1) (t-CO ₂)		6,052	6,226	6,214
By Site (t-CO ₂)	Iwaki Factory	5,058	5,200	5,144
	Shonan Research Center	843	882	917
	Head Office	137	130	143
	Sales Offices	12	13	10

CO₂ Emissions from Business Activities (Scope 2)

		FY2023	FY2024	FY2025
CO ₂ Emissions (Scope 2, Market-based) (t-CO ₂)		2,945	2,007	1,712
By Site (t-CO ₂)	Iwaki Factory	2,831	1,897	1,595
	Shonan Research Center	0	0	0
	Head Office	0	3	18
	Sales Offices	116	106	98
CO ₂ Emissions (Scope 2, Location-based) (t-CO ₂)		5,078	4,827	4,693
By Site (t-CO ₂)	Iwaki Factory	3,627	3,265	3,082
	Shonan Research Center	971	1,092	1,123
	Head Office	361	354	380
	Sales Offices	118	116	108

CO₂ Emissions from Business Activities

CO₂ Emissions from Business Activities (Scope 3)

Category	Indicator	FY2025
CO ₂ Emissions (Scope 3) (t-CO ₂)		85,002
Category 1:	Purchased Goods and Services	70,990
Category 2:	Capital Goods	11,457
Category 3:	Fuel- and Energy-Related Activities (Not Included in Scope 1 or Scope 2)	—
Category 4:	Upstream Transportation and Distribution	315
Category 5:	Waste Generated in Operations	26
Category 6:	Business Travel	114
Category 7:	Employee Commuting	57
Category 8:	Upstream Leased Assets	642
Category 9:	Downstream Transportation and Distribution	1,268
Category 10:	Processing of Sold Products	—
Category 11:	Use of Sold Products	—
Category 12:	End-of-Life Treatment of Sold Products	133
Category 13:	Downstream Leased Assets	—
Category 14:	Franchises	—
Category 15:	Investments	—
Other (Upstream)		—
Other (Downstream)		—

Categories 1-17: Calculated values for core subsidiary ASKA Pharmaceutical Co., Ltd.

Category 1: Calculated by multiplying the purchase value of raw materials, materials, and purchased products by the emission factors specified in applicable guidelines.

Category 2: Calculated by multiplying capital expenditure for fixed assets by the emission factors specified in applicable guidelines.

Categories 3, 13, 14, 15, Other (Upstream), and Other (Downstream): Not applicable

Category 4: Calculated using the ton-kilometer method based on transport distances from the Company's distribution center to delivery destinations (e.g., pharmaceutical wholesalers), in accordance with applicable guidelines.

Category 5: Calculated by multiplying the weight of each type of waste generated at factories and research centers by the applicable emissions factors specified in relevant guidelines.

Categories 6 and 7: Emission factor data source: Emission Factor Database for Calculating Greenhouse Gas Emissions throughout the Supply Chain.

Category 8: Based on gasoline consumption by leased vehicles.

Category 9: Calculated by estimating the pharmaceutical wholesale industry's sales-based emissions factor from the sales and CO₂ emissions of major pharmaceutical wholesalers, then multiplying the emissions factor by the Company's annual sales multiplied by 1.05.

Categories 10 and 11: No energy use associated with product processing due to the characteristics of pharmaceutical products.

Categories 12 and 15: Calculated by multiplying the weight of packaging materials for products sold or exported by the applicable emissions factors specified in relevant guidelines. Recycling-related emissions are included. Recycling volumes under the Containers and Packaging Recycling Act are included.

CO₂ Emissions from Business Activities

CO₂ Emissions Intensity from Business Activities

	FY2023	FY2024	FY2025
CO ₂ Emissions Intensity: Scope 1 + 2 (Market-based) / Net Sales (million yen)	0.16	0.15	0.13
CO ₂ Emissions Intensity: Scope 1 + 2 (Market-based) + 3 / Net Sales (million yen)	1.43	1.45	1.58
Reference: Pharmaceutical Business Net Sales (million yen)	56,016	56,655	58,927

* Figures shown in red have been restated for prior years due to changes in the Scope 3 calculation methodology.

Water Withdrawal and Discharge from Business Activities^{*1*2}

	FY2023	FY2024	FY2025
Total Water Withdrawal (thousand m ³)	170.62	164.43	172.59
By Site (thousand m ³)			
Iwaki Factory	156.53	149.41	157.49
Shonan Research Center	14.09	15.02	15.10
Total Municipal Water Withdrawal (Potable Water) (thousand m ³)	18.43	18.57	18.82
By Site (thousand m ³)			
Iwaki Factory	4.34	3.55	3.72
Shonan Research Center	14.09	15.02	15.10
Total Municipal Water Withdrawal (Industrial Water) (thousand m ³)	152.19	145.86	153.77
By Site (thousand m ³)			
Iwaki Factory	152.19	145.86	153.77
Shonan Research Center	0.00	0.00	0.00
Total Surface Water Withdrawal from Rivers, Lakes, Natural Ponds, etc. (thousand m ³)	0.00	0.00	0.00
By Site (thousand m ³)			
Iwaki Factory	0.00	0.00	0.00
Shonan Research Center	0.00	0.00	0.00

*1 Factory and Research Center

*2 Figures for the Shonan Research Center represent those of the ASKA Pharmaceutical Group.

Water Withdrawal and Discharge from Business Activities^{*1*2}

		FY2023	FY2024	FY2025
Total Groundwater Withdrawal from Wells and Boreholes (thousand m³)		0.00	0.00	0.00
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00
Total Quarry Water Withdrawal (thousand m³)		0.00	0.00	0.00
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00
Total Third-Party Water Withdrawal (thousand m³)		0.00	0.00	0.00
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00
Total Rainwater Withdrawal (thousand m³)		0.00	0.00	0.00
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00
Total Seawater Withdrawal (thousand m³)		0.00	0.00	0.00
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00
Total Water Withdrawal in Water-Stressed Areas (thousand m³)		0.00	0.00	0.00
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00
* The regions where the Group's major operating sites are located are not classified as 'Extremely High Risk' for Baseline Water Stress under the WRI Aqueduct. The Group operates in areas where high-quality freshwater required for business activities is available and has not been materially affected by water stress.				
Total Water Recycled and Reused (thousand m³)		0.00	0.00	0.00
Water Recycling Rate (%)		0.0	0.0	0.0
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00

*1 Factory and Research Center

*2 Figures for the Shonan Research Center represent those of the ASKA Pharmaceutical Group.

Water Withdrawal and Discharge from Business Activities^{*1*2}

		FY2023	FY2024	FY2025
Total Water Discharge (thousand m ³)		62.37	63.91	78.22
By Site (thousand m ³)	Iwaki Factory	53.99	55.31	69.68
	Shonan Research Center	8.38	8.60	8.54
Total Water Discharge to the Sea (thousand m ³)		53.99	55.31	69.68
By Site (thousand m ³)	Iwaki Factory	53.99	55.31	69.68
	Shonan Research Center	0.00	0.00	0.00
Total Water Discharge to Rivers (thousand m ³)		0.00	0.00	0.00
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00
Total Water Discharge to Sewers (thousand m ³)		8.38	8.60	8.54
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	8.38	8.60	8.54
Total Water Discharge in Water-Stressed Areas (thousand m ³)		0.00	0.00	0.00
By Site (thousand m ³)	Iwaki Factory	0.00	0.00	0.00
	Shonan Research Center	0.00	0.00	0.00

*1 Factory and Research Center

*2 Figures for the Shonan Research Center represent those of the ASKA Pharmaceutical Group.

Water Pollutant Load from Business Activities^{*3}

	FY2023	FY2024	FY2025
Biochemical Oxygen Demand (BOD) (kg)	72	95	96
Chemical Oxygen Demand (COD) (kg)	193	212	268

*3 Factory

Water Stress Status at Each Site

	Iwaki Factory	Shonan Research Center	Head Office
Water Stress Status by Site (Current)	Low	Medium-high	Medium-high
Water Stress Status by Site (Future)	Low	Medium-high	Medium-high

Water stress is assessed using the Aqueduct tool developed by the World Resources Institute (WRI).

Current data are as of July 2025, and future data represent projections for 2030. Water stress is classified as Low: <10%, Low to Medium: 10–20%, Medium to High: 20–40%, High: 40–80%, and Extremely High: >80%.

Waste Generated from Business Activities^{*1}

		FY2023	FY2024	FY2025
Total Waste Generated (t)		185.0	172.6	207.3
By Site (t)	Iwaki Factory	159.0	145.0	172.0
	Shonan Research Center	26.0	27.6	35.3
Amount Recycled (t)		164.7	150.6	186.0
By Site (t)	Iwaki Factory	151.0	136.0	166.0
	Shonan Research Center	13.7	14.6	20.0
Resource Recovery Rate (Recycling Rate, %)		89.0	87.3	89.7
Landfill Disposal Volume (t)		9.0	10.1	7.4
By Site (t)	Iwaki Factory	8.0	9.0	6.0
	Shonan Research Center	1.0	1.1	1.4
Landfill Disposal Rate (%)		4.9	5.9	3.6
Waste Subject to the Basel Convention		None	None	None

^{*1} Factory and Research Center

Raw Material and Packaging Material Used in Business Activities ^{*4}

	FY2023	FY2024	FY2025
Raw Material Consumption (t)	198.3	205.6	216.1
Packaging Material Consumption (Total: t; Breakdown: kg)	260.2	260.2	258.9
Glass Bottles (Clear)	0	0	0
Glass Bottles (Amber)	75	0	0
Glass Bottles (Other Colors)	0	0	0
PET Bottles	0	0	0
Paper Packaging	89,246	92,575	91,072
Plastic Packaging	170,899	168,919	167,869
Obligated Recycling Volume (kg)			
Glass Bottles (Clear)	18	0	0
Glass Bottles (Amber)	20	20	0
Glass Bottles (Other Colors)	0	0	0
PET Bottles	0	0	0
Paper Packaging	1,621	1,563	2,537
Plastic Packaging	47,878	50,465	54,833
Commission Fees for Recycling Obligations (thousand yen)	3,010	3,214	3,936

*4 Factory

Chemical Substance Management^{*1}

Chemical Substance Emissions from Business Activities

		FY2023	FY2024	FY2025
Total Nitrogen Oxides (NOx) Emissions (kg)		1,368	1,431	1,075
By Site (kg)	Iwaki Factory	902	875	539
	Shonan Research Center	466	556	537
Total Sulfur Oxides (SOx) Emissions (kg)		0.076	0.114	0.091
By Site (kg)	Iwaki Factory	0	0	0
	Shonan Research Center	0.076	0.114	0.091

*1 Factory and Research Center

Chemical Substance Management^{*1}

PRTR-Designated Substance Transfer Volume (kg)

		FY2023	FY2024	FY2025
Handling Volume	Xylene	17.6	3.0	15.5
	Chloroform	235.2	193.3	494.2
	1,2-Dichloroethane	0.6	2.8	1.3
	Dichloromethane	1,208.8	1,008.0	425.2
	N,N-Dimethylformamide	12.4	13.9	35.6
	Toluene	9.1	6.8	83.5
	Formaldehyde	0.7	2.2	2.1
	n-Hexane	459.3	538.9	1,576.6
	Tetrahydrofuran	-	-	54.7
	Chlorobenzene	-	-	11.1
Emission Volume	Xylene	0.0	3.0	0.0
	Chloroform	0.0	15.0	1.9
	1,2-Dichloroethane	0.0	2.0	0.0
	Dichloromethane	300.0	200.0	0.0
	N,N-Dimethylformamide	0.0	1.0	0.0
	Toluene	0.0	2.0	0.1
	Formaldehyde	0.0	0.0	0.0
	n-Hexane	0.0	0.0	6.2
	Tetrahydrofuran	-	-	0.1
	Chlorobenzene	-	-	0.0

*1 Factory and Research Center

Chemical Substance Management^{*1}

PRTR-Designated Substance Transfer Volume (kg)

		FY2023	FY2024	FY2025
Transfer Volume	Xylene	17.6	3.0	15.5
	Chloroform	235.2	193.3	492.3
	1,2-Dichloroethane	0.6	2.8	1.3
	Dichloromethane	908.8	808.0	425.2
	N,N-Dimethylformamide	12.4	13.9	35.6
	Toluene	9.1	6.8	83.4
	Formaldehyde	0.7	2.2	2.1
	n-Hexane	459.3	538.9	1,570.4
	Tetrahydrofuran	-	-	0.1
	Chlorobenzene	-	-	11.1

*1 Factory and Research Center

Proper Management and Storage of PCB (Units)

	FY2023	FY2024	FY2025
High-Voltage Capacitors	0	0	0
High-Voltage Oil Circuit Breakers	0	0	0
Fluorescent Lamp Ballasts	0	0	0
Others (PCB-Contaminated Wiping Cloths)	0	0	0
Entrusted to Licensed External Treatment Facilities for Disposal	None	None	None
Environmental Bureau Inspection	None	None	None

Social

Employment^{*1}

	FY2023	FY2024	FY2025
Number of employees ^{*2*3} (persons)	838	865	874
Number of male employees (persons)	564	575	571
Number of female employees (persons)	274	290	303
Female employee ratio ^{*2*3} (%)	32.7	33.5	34.7
Average length of service ^{*2*3*4} (years)	18.5	17.5	17.0
Average length of service of male employees (years)	20.1	18.5	18.0
Average length of service of female employees (years)	15.3	15.3	14.7
Average age ^{*4} (years)	43.8	43.8	43.0
Average age of male employees (years)	45.1	45.2	44.5
Average age of female employees (years)	40.6	40.7	39.8

*1 ASKA Pharmaceutical Co., Ltd.

*2 As of fiscal year-end

*3 Including employees concurrently assigned to Group companies and temporary employees

*4 Regular employees

Employment^{*1}

	FY2023	FY2024	FY2025
Number of employees by age group ^{*4} (under 30) (persons)	94	93	106
Number of employees by age group ^{*4} (30 or older and under 50) (persons)	349	365	366
Number of employees by age group ^{*4} (50 or older) (persons)	274	279	266
Average annual salary ^{*5} (ten thousand yen)	791	773	788
Male-to-female ratio of average annual salary ^{*5} (male: female)	100 : 71	100 : 69	100 : 70
Note: At ASKA Pharmaceutical Co., Ltd., the wage (grade) system is a single-rate system, and there are no gender- or age-based differences under the system. However, salary differences arise due to gender differences in the composition of human resources by job category and grade.			
Ratio of new graduate hires (% of total employees)	2.3	2.1	3.0
Number of new graduate hires ^{*5} (persons)	19	18	27
Number of male new graduate hires (persons)	7	9	13
Number of female new graduate hires (persons)	12	9	14
Ratio of mid-career hires (% of total employees)	2.9	4.7	1.0
Number of mid-career hires ^{*4} (persons)	24	41	9
Number of male mid-career hires (persons)	19	26	5
Number of female mid-career hires (persons)	5	15	4
Ratio of foreign national hires (% of total hires)	4.7	0.0	8.3
Number of foreign national hires ^{*4} (persons)	2	0	3
Number of male foreign national hires (persons)	1	0	0
Number of female foreign national hires (persons)	1	0	3

^{*1} ASKA Pharmaceutical Co., Ltd.

^{*4} Regular employees

^{*5} All employees (regular employees and fixed-term employees such as part-time workers).

Revisions to prior fiscal years are shown in red. (July 2026)

Employment^{*1}

	FY2023	FY2024	FY2025
Total employee turnover (including mandatory retirement) ^{*5} (persons)	31	42	51
Number of Male employees leaving (including mandatory retirement) (persons)	20	27	37
Number of female employees leaving (including mandatory retirement) (persons)	11	15	14
Total employee turnover rate (including mandatory retirement) (% of total employees)	3.7	4.8	5.8
Male total turnover rate (including mandatory retirement) (% of total employees)	3.5	4.7	6.5
Female total turnover rate (including mandatory retirement) (% of total employees)	4.0	5.0	4.6
Total turnover rate (including mandatory retirement) (% of regular employees)	2.4	3.4	3.9
Male total turnover rate (including mandatory retirement) (% of regular employees)	2.6	2.8	4.4
Female total turnover rate (including mandatory retirement) (% of regular employees)	1.8	4.6	2.9
Voluntary resignations ^{*5} (persons)	19	20	30
Male voluntary resignations (persons)	10	10	19
Female voluntary resignations (persons)	9	10	11
Voluntary turnover rate (% of total employees)	2.3	2.3	3.4
Male voluntary turnover rate (% of total employees)	1.2	1.2	2.2
Female voluntary turnover rate (% of total employees)	1.1	1.2	1.3
New graduate resignations within 3 years (persons)	1	2	2
Male new graduate resignations within 3 years (persons)	1	0	0
Female new graduate resignations within 3 years (persons)	0	2	2

^{*1} ASKA Pharmaceutical Co., Ltd.

^{*5} All employees (regular employees and fixed-term employees such as part-time workers).

Employment^{*1}

	FY2023	FY2024	FY2025
Number of non-regular employees ^{*5} (persons)	121	128	128
Ratio of non-regular employees (% of total employees)	14.4	14.8	14.6
Ratio of temporary employees (% of total employees)	0.0	0.0	0.0
Number of employees enrolled in the labor union ^{*4} (persons)	479	478	478
Labor union membership rate (% of regular employees)	66.8	64.9	64.8
Number of employees enrolled in the employee shareholding association ^{*4} (persons)	368	359	351
Membership rate in the employee shareholding association (% of regular employees)	51.3	48.7	47.4

^{*1} ASKA Pharmaceutical Co., Ltd.

^{*4} Regular employees

^{*5} All employees (regular employees and fixed-term employees such as part-time workers).

Diversity & Inclusion^{*1}

	FY2023	FY2024	FY2025
Number of managers (persons)	220	237	239
Number of male managers (persons)	195	205	205
Number of female managers (persons)	25	32	34
Female corporate officer ratio (% of corporate officers)	11.1	11.1	14.3
Note: Excludes corporate officers who concurrently serve as directors. As of the end of June each fiscal year.			
Female manager ratio (% of all managers)	11.4	13.5	14.3
Note: Target for FY2029: 20.0%			
Female manager candidate ratio (% of all manager candidates)	23.0	20.0	20.7
Note: Target for FY2029: 30.0%			
Ratio of female employees engaged in STEM-related work (% of total employees)	-	-	4.5
Note: STEM refers to work utilizing skills related to science, technology, engineering, and mathematics. At our company, this refers to employees in the Innovative Drug Discovery Research Division and the Development Division.			
Ratio of female employees in all revenue-generating divisions (% of all business divisions)	-	-	30.7

Note: Revenue-generating divisions are defined as all divisions other than the Administrative Division.

*1 ASKA Pharmaceutical Co., Ltd.

Revisions to prior fiscal years are shown in red. (July 2026)

Diversity & Inclusion^{*1}

	FY2023	FY2024	FY2025
Annual paid leave utilization rate (%)	71.7	75.8	81.6
Number of employees with disabilities ^{*5} (persons)	17	17	18
Disability employment rate (annual average of total employees) (%)	2.5	2.4	2.5
Number of employees who took childcare leave (persons)	25	26	38
Number of male employees who took childcare leave (persons)	23	18	22
Number of female employees who took childcare leave (persons)	2	8	16
Childcare leave utilization rate (%)			
Male childcare leave utilization rate (%)	100.0	100.0	100.0
Female childcare leave utilization rate (%)	100.0	100.0	100.0
Number of days of male childcare leave taken (average days taken) ^{*rounded to the nearest whole number}	14	16	28
Note: Target for FY2026 for number of days of male childcare leave taken: 30 days			
Number of employees using shortened working hours for childcare (persons)	10	9	7
Number of male employees using shortened working hours for childcare (persons)	0	0	0
Number of female employees using shortened working hours for childcare (persons)	10	9	7
Number of employees using family care leave for child or family care (persons)	0	2	5
Number of employees who took family care leave (persons)	1	3	1
Number of male employees who took family care leave (persons)	1	1	0
Number of female employees who took family care leave (persons)	0	2	1

^{*1} ASKA Pharmaceutical Co., Ltd.

^{*5} All employees (regular employees and fixed-term employees such as part-time workers).

Education and Training

Note: Excludes correspondence courses, external seminars, department-specific training, and training organized by Group companies other than ASKA HD/ASKA Pharmaceutical.

Training implementation status

	FY2023	FY2024	FY2025
Total training hours conducted (hours)	16,181.1	19,091.8	17,238.4
Training hours per employee (hours)	19.3	22.1	19.7
Training expenses per employee ^{*5} (yen) *rounded to the nearest thousand yen	109,300	126,700	110,800

Note: Training expenses (ASKA HD, ASKA Pharmaceutical) / number of employees (ASKA Pharmaceutical [including employees concurrently assigned to Group companies and temporary employees])

Implementation status by training category

	FY2023	FY2024	FY2025
Group-wide training			
Compliance training			
Implemented within level-specific training and new career professionals training			
Number of times conducted	22	24	12
Duration (hours) ^{*6}	0.5	0.7	0.5
Number of participants ^{*7}	279	300	129
Ongoing training through e-learning for all group employees			
Number of times conducted	9	11	6
Duration (hours) ^{*6}	0.2	0.2	0.3
Number of participants ^{*7}	6,649	8,651	5,437

*5 All employees (regular employees and fixed-term employees such as part-time workers)

*6 Average duration per training session

*7 Total annual participants

Education and Training Note: Excludes correspondence courses, external seminars, department-specific training, and training organized by Group companies other than ASKA HD/ASKA Pharmaceutical.

Implementation status by training category

	FY2023	FY2024	FY2025
Group-wide training			
Sustainability training			
Number of times conducted	3	3	2
Duration (hours) ^{*6}	0.4	0.5	0.5
Number of participants ^{*7}	2,630	2,699	1,806
Training on legal compliance in pharmaceutical manufacturing and sales			
Number of times conducted	1	1	1
Duration (hours) ^{*6}	0.3	0.5	0.5
Number of participants ^{*7}	822	842	829
Training conducted by IT Solution Department (information security, cybersecurity, etc.)			
Number of times conducted	2	1	1
Duration (hours) ^{*6}	0.4	0.5	0.2
Number of participants ^{*7}	840	846	926
BCP and disaster preparedness training ^{*11}			
Number of times conducted	-	2	2
Duration (hours) ^{*6}	-	0.3	0.2
Number of participants ^{*7}	-	1,721	1,710
Training conducted by Human Resources Department (childcare, nursing care, mental health, etc.)			
Number of times conducted	-	2	4
Duration (hours) ^{*6}	-	0.3	0.2
Number of participants ^{*7}	-	1,532	3,346

^{*6} Average duration per training session

^{*7} Total annual participants

Education and Training Note: Excludes correspondence courses, external seminars, department-specific training, and training organized by Group companies other than ASKA HD/ASKA Pharmaceutical.

Training implementation status

(FY2025)		Number of times conducted	Total Attendance	Total Hours
		(times)	(persons)	(hours)
Level-specific training (excluding compliance training)	Training for newly assigned officers	1	1	10
	Training for department directors	1	38	171
	Training for section managers	1	77	270
	Training for newly appointed executives	2	17	58
	Training for newly appointed section chiefs and assistant managers	2	17	51
	Special training for newly appointed section chiefs and assistant managers	1	16	205
	Elder pre-transition training	1	14	77
	New employee follow-up training	1	25	150
	Second year training	1	17	102
	Third year training	1	16	96
	New employee induction training	1	26	1,682
Elective training	E-learning (Duration is calculated as total amount of hours)	-	738	8,181
	Business skills elective training	4	39	174
Career design training	Career design training (45, 55 years-old)	2	51	214
	Life planning seminars	1	26	99
Other trainings	Elective training (APPLE Program)	1	13	725
	Elective training (GRAPE Program)	-	32	394
	Training for new career professionals	2	4	6
	Mentor training	2	15	30

Occupational Health and Safety^{*1}

	FY2023	FY2024	FY2025
Number of employee injuries (persons)	5	3	5
Number of lost-time accidents (cases)	0	0	1
Lost-time injury frequency rate (employees) (%)	0.0	0.0	0.6
Number of work-related fatalities (persons)	0	0	0
Number of violations of laws and regulations that resulted in significant fines or other penalties (cases)	0	0	0

^{*1} ASKA Pharmaceutical Co., Ltd.

Community

	FY2023	FY2024	FY2025
Community investment (ten thousand yen)	1,125	961	1,004

Contribution to Women's Health

	FY2023	FY2024	FY2025
Health & PE supplementary materials distributed to high school students (schools)	428	413	411
Health & PE supplementary materials distributed to high school students (cumulative copies)	641,351	812,051	982,091
Number of LINE friends registered on the official Mint+ account ^{*2} (persons)	5,010	5,642	5,952

^{*2} As of fiscal year-end

Health and Productivity Management

Health and Productivity Management^{*1*2}

Health and Productivity Management Declaration <https://www.aska-pharma-hd.co.jp/english/csr/social/health.html#anc2>

	FY2023	FY2024	FY2025	FY2030 Target
Physical				
Periodic Health Checkup Participation Rate (%)	100	100	100	100
Mental Health				
Stress Check Participation Rate (%)	100	100	100	100
Mental Health e-Learning Completion Rate (%)	56	67	91	100
Engagement				
Work Engagement (Standard Score) ^{*3*4}	54.3	54.7	55.1	-
Percentage of Employees with High Work Engagement (%) ^{*3*4}	54.3	54.7	55.1	-
Mental Toughness (Standard Score) ^{*4}	54.1	54.6	55.0	-

*1 Domestic Group companies of ASKA Pharmaceutical Holdings

*2 As of fiscal year-end

*3 Measured using the nine-item Utrecht Work Engagement Scale (UWES-9), incorporated into a proprietary work engagement survey conducted by an external survey provider.
(FY2023: 806 respondents, 100% response rate / FY2024: 823 respondents, 100% response rate / FY2025: 848 respondents, 100% response rate)

*4 Expressed as a standard score (deviation value) benchmarked against 383 companies and organizations participating in the survey provider's work engagement survey.

Lifestyle Improvement^{*1*2}

	FY2023	FY2024	FY2025	FY2025 Target
Healthy Weight Maintenance				
Weight gain of less than 10 kg since age 20 (%)	65	64	Being compiled	68
Physical Activity				
Engaging in at least one hour of physical activity per day (%)	47	47	Being compiled	55
Sleep				
Receiving sufficient rest through sleep (%)	68	67	Being compiled	75
Diet				
Skipping breakfast fewer than three times per week (%)	76	74	Being compiled	85
Smoking				
Non-smokers (%)	82	82	Being compiled	85
Alcohol Consumption				
Alcohol consumption of less than two "go" per drinking occasion (%)	78	71	Being compiled	78

Note: One "go" is a traditional Japanese unit of volume equivalent to approximately 180 mL of liquid.

*1 Domestic Group companies of ASKA Pharmaceutical Holdings

*2 As of fiscal year-end; all employees

Governance

Corporate Governance

Please refer to the Corporate Governance Report for information on the Company's corporate governance.

https://www.aska-pharma-hd.co.jp/english/invest/governance/cg_report.html

Governance Structure^{*1}

Organization Chart https://www.aska-pharma-hd.co.jp/english/invest/governance/basic_policy.html#anc2

Organizational Structure **Company with an Audit & Supervisory Committee**

	Total	Male	Female
Number of Board Members (persons)	13	10	3
of whom, Independent Outside Directors (persons)	7	5	2
Number of Board Members (excluding Board Members who are Audit & Supervisory Committee Members)	10	7	3
of whom, Independent Outside Directors (persons)	5	3	2
Number of Audit & Supervisory Committee Members (persons)	3	3	0
of whom, Independent Outside Directors (persons)	2	2	0

Board Members' Profiles <https://www.aska-pharma-hd.co.jp/english/company/official.html>

Skills Matrix https://www.aska-pharma-hd.co.jp/english/invest/governance/basic_policy.html#anc9

Application of Clawback Provision **None**

^{*1} As of June 24, 2026

Board of Directors, Audit & Supervisory Committee and Other Committees

Chairperson of the Board of Directors ^{*2}	President
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Board of Directors Meetings

	FY2023	FY2024	FY2025
Number of Board of Directors Meetings Held	15	15	15
Attendance Rate at Board of Directors Meetings (%)	98.8	99.4	98.5
Attendance Rate of Directors (%)	98.2	99.2	99.2
Attendance Rate of Independent Directors (%)	100.0	98.2	96.4
Attendance Rate of Audit & Supervisory Board Members (%)	100.0	100.0	100.0
Attendance Rate of Independent Audit & Supervisory Board Members (%)	100.0	100.0	100.0

Audit & Supervisory Board Meetings

	FY2023	FY2024	FY2025
Number of Audit & Supervisory Board Meetings Held	18	18	17
Attendance Rate at Audit & Supervisory Board Meetings (%)	97.2	100.0	100.0
Attendance Rate of Independent Audit & Supervisory Board Members (%)	100.0	100.0	100.0

*2 FY2025

Board of Directors, Audit & Supervisory Committee and Other Committees

Group Nomination Committee^{*2}

Chair	Outside Director
Members	Three Outside Directors (including the Chair)

Group Remuneration Committee^{*2}

Chair	Outside Director
Members	Three Outside Directors (including the Chair)

ESG Committee^{*2}

Chair	Internal Director
Members	Three Internal Directors (including the Chair) *Directors only

Group Compliance Promotion Committee^{*2}

Chair	Internal Director
Members	Three Internal Directors (including the Chair) *Directors only

Attendance at Committee Meetings	https://www.aska-pharma-hd.co.jp/english/invest/governance/basic_policy.html#anc10
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^{*2} FY2025

Board Members' Remuneration

Board Members' Remuneration https://www.aska-pharma-hd.co.jp/english/invest/governance/board_members.html#anc6

Total Amount of Remuneration, etc. for the Fiscal Year (FY2025)

Category of Directors	Total Amount of Remuneration (Millions of yen)	Breakdown of Remuneration by Type (Millions of yen)			Number of Eligible Directors (persons)
		Fixed Remuneration	Performance-linked Bonus	Restricted Stock Remuneration	
Directors (Outside Directors)	40 (40)	40 (40)	- (-)	- (-)	5(5)
Audit & Supervisory Board Members (Outside Audit & Supervisory Board Members)	50 (13)	50 (13)	- (-)	- (-)	6(3)
Total (Outside Officers)	90 (53)	90 (53)	- (-)	- (-)	11(8)

* The amount of remuneration for Directors does not include salaries paid to Directors concurrently serving as employees in their capacity as employees.

* The number of eligible directors represents the number of directors who received remuneration from the Company. In addition, five Directors of the Company (excluding Outside Directors) concurrently serve as directors of subsidiaries (ASKA Pharmaceutical Co., Ltd. and ASKA Animal Health Co., Ltd.). These directors received a total of ¥266 million in fixed remuneration, performance-linked bonuses, and restricted stock remuneration from those subsidiaries. Furthermore, at the Ordinary General Meeting of Shareholders held on June 24, 2026, the proposals titled "Partial Amendments to the Articles of Incorporation," "Determination of Remuneration for Directors (excluding Directors who are Audit & Supervisory Committee Members)," "Determination of Remuneration for Directors who are Audit & Supervisory Committee Members," "Revision of the Restricted Stock Remuneration Plan for Directors (excluding Directors who are Audit & Supervisory Committee Members and Outside Directors)," and "Determination of Remuneration for the Grant of Restricted Stock to Outside Directors (excluding Directors who are Audit & Supervisory Committee Members)" were approved. Based on the Policy for Determining the Composition of Remuneration, the remuneration currently paid by the subsidiaries will principally be paid by the Company.

* The performance indicators for performance-linked bonuses consist of the financial indicators of operating profit, net sales, and ROE, and the non-financial indicators of the CO₂ emissions reduction rate, the ratio of women in managerial positions, and the rate of male employees taking childcare leave. For FY2025, operating profit was ¥5,834 million, net sales were ¥71,127 million, and ROE was 8.0%. These indicators were selected because they are important measures for achieving the Company's management objectives and are therefore considered appropriate for determining performance-linked bonuses. The method for calculating performance-linked bonuses is described in the section entitled Policy for Determining Performance-linked Remuneration under "(1) Policy for Determining Directors' Remuneration and the Method of Calculation."

* Non-monetary remuneration consists of the Company's shares. The terms and conditions for granting such remuneration are described in the section entitled Policy for Determining Non-monetary Remuneration under "(1) Policy for Determining Directors' Remuneration and the Method of Calculation."

* The maximum annual amount of remuneration for Directors was approved at ¥500 million (including up to ¥70 million for Outside Directors and excluding salaries paid to Directors concurrently serving as employees in their capacity as employees) at the Extraordinary General Meeting of Shareholders held on June 24, 2021. At the conclusion of that meeting, there were six Directors, including three Outside Directors. In addition, at the same meeting, annual restricted stock remuneration of up to ¥100 million was approved separately. At the conclusion of that meeting, there were three Directors eligible for such remuneration (excluding Outside Directors).

* The maximum annual amount of remuneration for Audit & Supervisory Board Members was approved at ¥150 million at the Extraordinary General Meeting of Shareholders held on June 24, 2021. At the conclusion of that meeting, there were four Audit & Supervisory Board Members.

Business Ethics

	FY2023	FY2024	FY2025
Whistleblowing Reports (cases)	6	5	5
Number of Significant Violations of the Code of Conduct or Ethical Standards (cases)	1	2	0

* The number of cases handled by the Group's Disciplinary Committee is reported as the "Number of Significant Violations of the Code of Conduct or Ethical Standards."

	FY2023	FY2024	FY2025
Direct Political Contributions (ten thousand yen)	0	0	0

* Indirect political contributions amounted to 780 thousand yen in FY2025.

Cumulative Number of Participants in Compliance Training

	FY2023	FY2024	FY2025
Compliance Training (participants)	7,275	6,674	5,829
Code of Conduct Training (participants)	4,554	127	1,863
Whistleblowing System Training (participants)	3,691	1,462	1,009
Personal Information Protection Training (participants)	27	1,804	913

Anti-corruption

	FY2023	FY2024	FY2025
Fines, Penalties, and Settlements Related to Bribery and Corruption Violations (yen)	0	0	0
Number of Dismissals for Disciplinary Reasons Resulting from Bribery and Corruption Violations (cases)	0	0	0

* The ASKA Pharmaceutical Holdings Group incurred no fines, penalties, or settlements related to violations of anti-bribery or anti-corruption laws. In addition, there were no disciplinary actions resulting from such violations in FY2025.

Tax

	FY2023	FY2024	FY2025
Corporate Income Taxes Paid (million yen)	2,316	1,091	1,366