






























KPIs set for 16 items in the 4 medium-to-long-term vision domains, and PDCA cycle applied to ensure steady progress

		Vision	Strategic KPIs and 2030 targets	FY2023 results	FY2024 measures	Related Sustainable Development Goals (SDGs)
<div>Principles of Governance</div> <div></div>	Ethical conduct	An organizational culture that prevents and has zero tolerance for compliance violations	Number of serious compliance violations* 0	0 <ul style="list-style-type: none">Created an Ethics and Compliance Committee and established a centralized management systemDomestic: Established a structure to comply with the Subcontract Act and prevent interaction with antisocial forces	<ul style="list-style-type: none">Remedy issues identified through legal due diligenceImplement compliance education and training	<div></div>
	Transparent governance	Structures are in place under which anybody can notify the organization of any internal or external issue with confidence that the issue will be addressed.	Percentage of issues reported to the group internal hotline that have been resolved 100%	Percentage of resolved issues during the fiscal year 100% <ul style="list-style-type: none">Reviewed the rules and system for internal whistleblowingJapan: Provided education and training about the whistleblowing systems	<ul style="list-style-type: none">China and APAC: Provide education and training about the whistleblowing systems	<div></div>
	Integration of risks and opportunities	Mechanisms throughout the value chain detect risks and opportunities enabling quick response.	Percentage of long-term risks and opportunities analyzed and responded to appropriately by the Risk Management Committee 100%	<ul style="list-style-type: none">Created the Risk Management CommitteeConducted short- to medium-term risk assessments	<ul style="list-style-type: none">Formulate a BCP and strengthen measures against physical risks	<div></div>
	Pursuit of Purpose	Our Purpose informs the actions and decisions of every employee.	Percentage of positive responses on the Purpose and Vision in engagement surveys 88%	84%	<ul style="list-style-type: none">Hold workshops to define the connection between our Purpose and our business (starting in Japan and then in other countries)	<div></div>


* Acts subject to external disclosure under FineToday Group in-house rules, violations by Directors or Executives impacting Company management

		Vision	Strategic KPIs and 2030 targets	FY2023 results	FY2024 measures	Related Sustainable Development Goals (SDGs)
<div>People</div> <div></div>	Commitment to human rights	The human rights of all people are afforded the utmost respect, with no one left behind, throughout the value chain.	Percentage of specific measures applied to priority risks*1 100%	• Analyzed the status of human rights and formulated a human rights due diligence system	• Operate the human rights due diligence system and monitor the status of priority measures and changes in conditions	 
	DE&I	Maintain an environment that is equitable and respects diversity throughout the value chain so everyone can fulfill their potential.	Percentage of engagement survey responses*2 in the psychological safety score section that were positive for interpersonal relations and acknowledgement 90% Percentage of women in senior management positions worldwide (excluding directors) 40%	Psychological safety score on engagement surveys; the average of scores on interpersonal relations and acknowledgement 74.5 pts. 30%	• Promote the participation and advancement of women in the workforce by correcting the wage gap between men and women	 
	Improvement of health and safety	All people on the value chain do their job every day in decent work environments*3.	Percentage of engagement survey responses*2 in the decent work score section that were positive for rewarding work and good health 80% Number of lost-time accidents 0	Decent work score on engagement surveys, the average of scores on rewarding work and good health 66 pts. 4	• Increase company injury and illness support and create an environment where employees can work with peace of mind	 
	Investment in talent	Each employee is encouraged to take on new challenges and works autonomously or in a team to generate a positive influence inside and outside the company.	Percentage of employees whose actions demonstrate our Values & Leadership Behavior 95% Percentage of engagement survey responses*2 in the autonomous growth score section that were positive for opportunities for growth and culture of taking on challenges 80%	49% Autonomous growth score on engagement surveys: the average of scores on opportunities for growth and culture of taking on challenges 67 pts.	• Create a personnel system that incorporates personal goal evaluations for individuals seeking to put Values & Leadership Behavior • Provide career option choices, such as through a job posting system • Provide e-learning and other opportunities for self-advancement	 

*1 Risks identified in human rights due diligence conducted at the beginning and during the fiscal year.
*2 Beginning in FY2024, the target results for 2030 have been changed from the average point value to the percentage of positive responses.
*3 Humane, rewarding work; more specifically, productive work in conditions of freedom, equity, security, and human dignity for all
Source: International Labour Organisation <https://www.ilo.org/topics/decent-work>

		Vision	Strategic KPIs and 2030 targets	FY2023 results	FY2024 measures	Related Sustainable Development Goals (SDGs)
<div>Planet</div> 	Response to climate change	Reducing greenhouse-gas (GHG) emissions throughout the product life cycle, and contributing to minimizing climate risks and maximizing climate opportunities	Scope 1 and 2 emissions Reduced 42% (vs. 2021) Scope 3 emissions Reduced 25% (vs. 2021) Notes: SBT (1.5°C target level) certified	Reduced 82% Reduced 17%	<ul style="list-style-type: none">Formulate a Group GHG Reduction Roadmap incorporating FTI*1 and SVI*2, which were added in 2023	
	Conservation of nature and biodiversity	Assessment and reduction of impacts on ecosystems throughout the value chain	Sustainable palm oil procurement 100%	<ul style="list-style-type: none">Held study sessions for managers on nature, biodiversity, and TNFD*3Continued membership in the RSPO*4	<ul style="list-style-type: none">Compliance with TNFD recommendationsContinuing membership in RSPO	 
	Pursuit of a circular economy	Circular social systems are developed and the resource cycle is made more efficient, including use of sustainable containers and packaging.	Percentage of sustainable containers and packaging 100%	<ul style="list-style-type: none">Formulated the FineToday Group Sustainable Containers and Packaging Development GuidelinesLaunched an in-house project to set medium- to long-term targets for reducing plastics	<ul style="list-style-type: none">Set and disclose medium- to long-term targets for reducing plastics	 
	Caring for water, air, etc.	Business activities minimize their impacts on water and the natural environment.	Water intensity Reduced by 10% (vs. 2021)	<ul style="list-style-type: none">Advanced initiatives centered on FTI	<ul style="list-style-type: none">Confirm the status of environmental data following the acquisition of SVIAdd total Group water consumption to disclosure data	

*1 Fine Today Industries Co., Ltd.
*2 Shiseido Vietnam Inc.
*3 Taskforce on Nature-related Financial Disclosures
*4 Roundtable on Sustainable Palm Oil

Vision and story for 2030			Strategic KPIs and 2030 targets	Related Sustainable Development Goals (SDGs)
<div>Prosperity</div> 	Expansion of economic contributions	<p>Sustained generation of profits and continual contribution to solutions to social challenges through business activities</p> <p>We will reinvest profits from business in solutions to unresolved challenges, to build relations of co-prosperity with as many consumers as possible.</p>	Internal targets only	
	Improvement of consumer satisfaction	<p>FineToday Group brands' unique products and services to meet the unmet needs of consumers across generations</p> <p>We will build relations of trust between our brands and consumers, by beautifying and enriching their daily lives and making their lives more satisfying.</p>	Internal targets only	
	Product innovation	<p>FineToday Group ceaselessly takes on the challenges of value innovation, to deliver fine days to as many people as possible around the world.</p> <p>In addition to progress on features and technologies for healthier, more attractive skin and hair, we will continue to improve the sensual value that delivers joy and satisfaction.</p>	Internal targets only	
	Community support	<p>Contributing to community development as a member of the local communities where business activities take place</p> <p>We will support the progress of the communities near our facilities and factories across the countries and regions of Asia, through sustainable business growth.</p>	Internal targets only	

We are currently considering revisions to our strategic KPIs and targets to reflect our co-prosperity vision.