

Menicon Group ESG Data 2026

Menicon Group October 22, 2026

This is an aggregate data related to environment (E), society (S), and governance (G) of our group's business activities.

Scope of Report

The description is classified according to the following criteria.

- Non-consolidated: Menicon Co., Ltd.
- Consolidated: Menicon Co., Ltd. and domestic and overseas subsidiaries
- Group in Japan: Menicon Co., Ltd. and domestic subsidiaries

* If the scope of the report is partially restricted, details are provided for each item.

[Domestic Subsidiaries]

Menicon Nect Co., Ltd. , Menicon Business Assist Co., Ltd. , Meni-one Co., Ltd. , W.I.System Co., Ltd. , Alpha Corporation Inc. , AIP Co., Ltd. ,Hamano Contact Co., Ltd. , Itabashi Trading Co., Ltd. , and one other

[Overseas Subsidiaries]

Menicon B.V., Menicon Holdings B.V., Menicon SAS, Menicon Pharma SAS, Les Laboratoires Dencott SAS, Menicon GmbH, Menicon SC GmbH, Menicon Limited, Menicon Iberia S.L., SOLEKO S.p.A., Menicon America, Inc., Menicon Singapore Pte. Ltd., Menicon Singapore Sales Pte. Ltd., Menicon Australia Pty Ltd, Menicon Korea Co., Ltd., Menicon Malaysia Sdn. Bhd., Menicon Vision Care (Malaysia) Sdn. Bhd., PT Menicon Vision Care (Indonesia), Menicon (Wenzhou) Co., Ltd., Alpha (Wuxi) Co., Ltd., Menicon (Dalian) Co., Ltd., Meni-one China Co., Ltd., and nine others

* FY2025 saw a decrease of two companies to 27.

Note on the Figures for Each Item

Figures for each item are rounded to the nearest unit, so the total of the breakdown may not equal the total of the whole.

Environmental/Society (natural and social capital)

Reducing impact on the global environment

■ Energy

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Total energy consumption ^{*1}	thousand kWh	Consolidated ^{*2}	63,411	68,918	66,518	70,760	92,691
Renewable energy adoption rate	%	Consolidated ^{*2}	—	—	7.3	17.2	34.1

*1 We revised the calculation method, and therefore recalculated total energy consumption.

*2 Coverage ratio 100% (Sales composition ratio)

■ Greenhouse gas (GHG)

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1 and 2 total	thousand tons-CO ₂	Consolidated ^{*2}	20.99	22.27	25.24	22.54	25.9 ^{*5}
Scope 1 Direct emissions from operations			3.34	3.92	3.93	4.81	4.138 ^{*5}
Scope 2 Indirect emissions from the generation of heat and energy used in operations			17.65	18.35	21.31	17.73	21.758 ^{*5}
Scope 1 and 2 emissions intensity	tons-CO ₂ /million yen	Consolidated ^{*2}	0.21	0.20	0.22	0.19	0.21
Scope 3 (indirect emissions other than Scope 1 and 2)	thousand tons-CO ₂	Consolidated ^{*4}	—	178.75	192.22	204.90	235.92
Category 1 Purchased goods and services ^{*6}			—	116.70	130.15	137.74	149.55
Category 2 Capital goods ^{*7}			—	35.34	28.74	30.46	47.98
Category 3 Fuel- and energy-related activities not included in Scope 1 or 2 ^{*8}			—	4.02	4.30	4.15	7.39
Category 4 Upstream transportation and distribution ^{*9}			—	7.52	10.49	12.41	21.16
Category 5 Waste generated in operations ^{*10}			—	0.41	0.48	0.51	0.53
Category 6 Business travel ^{*11}			—	1.86	4.12	3.84	2.74
Category 7 Employee commuting ^{*12}			—	1.10	1.14	1.27	1.24
Category 8 Leased assets (upstream)			N/A				
Category 9 Downstream transportation and delivery			N/A				
Category 10 Processing of sold products			N/A				
Category 11 Use of sold products ^{*13}			—	1.46	1.37	2.50	2.81
Category 12 Disposal of sold products ^{*14}			—	10.34	11.44	12.01	2.52 ^{*15}
Category 13 Downstream leased assets			N/A				
Category 14 Franchises			N/A				
Category 15 Investments			N/A				

*4 The subject scope includes the Company and five subsidiaries (W.I. System Co., Ltd., Menicon Nect Co., Ltd., Menicon Singapore Pte. Ltd., Itabashi Trading Co., Ltd., and Menicon (Dalian) Co., Ltd.).

*5 Emissions from the operation of the Malaysia Plant have been added to the scope of emissions calculation.

*6 Calculated by multiplying the purchase amount by emission intensities.

*7 Calculated by multiplying the amount of increase in tangible and intangible fixed assets by emission intensities.

*8 Calculated by multiplying the amount of fuel and electricity usage to be aggregated when calculating used Scope 1 and 2 by emission intensities

*9 Calculated as the sum of (1) + (2) below.

(1) For logistics from suppliers, ton-kilometers are calculated by multiplying the quantity of goods procured by the transportation distance, and multiply by emissions intensities.

(2) For shipping logistics, ton-kilometers are calculated by assuming an average transportation distance of 1,000 km and multiplying the shipping volume by 1,000. The ton-kilometer is multiplied by emissions intensities.

*10 Industrial waste disposal costs and general waste disposal costs for all business locations were totaled and multiplied by emissions intensities.

*11 The amount of business trip expenses for each means of transportation was totaled and multiplied by emissions intensities.

*12 Calculated as follows: Number of employees (by work type and city classification) x Number of commuting days (average value) x emissions intensities.

*13 Nitrogen content of organic fertilizer was measured and calculated as follows: Shipment quantity x Nitrogen content x emissions intensities.

*14 The weight of packaging materials of products is measured and calculated by shipping quantity x discarded weight (by type) x emissions intensities.

*15 Emissions decreased from the previous fiscal year due to a revision of the scope.

■ Waste

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Total waste discharge	tons	Manufacturing sites ^{*16}	—	1,314	1,336	1,766	1,820
Amount recycled			—	1,195	1,156	1,470	1,471
Plastic waste			—	1,012	988	1,101	1,338
Scrap metal			—	46	59	57	68
Other			—	136	110	100	65
Landfill amount			—	119	180	297	350
Landfill rate	%	Manufacturing sites ^{*16}	—	9.1	13.5	16.8	19.2
Recycling rate	%	Manufacturing sites ^{*16}	—	90.9	86.5	83.2	80.8

^{*16} Companies covered: Menicon Co., Ltd., Menicon Nect Co., Ltd., Alpha Corporation Inc., Menicon SAS, Menicon Pharma SAS, Menicon Limited, Menicon Singapore Pte. Ltd., Menicon B.V., SOLEKO S.p.A., Menicon (Wenzhou) Co., Ltd.

■ Water

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Water intake	ten thousand m ³	Manufacturing sites ^{*17}	28.6	29.0	30.7	34.5	39.6
Groundwater (water in well)			19.1	16.8	17.2	18.0	18.5
Clean water or industrial water			9.5	12.2	13.5	16.4	21.1
Surface water (river, lake, sea)			0	0	0	0	0
Rainwater			0	0	0	0	0
Water drainage	ten thousand m ³	Manufacturing sites ^{*17}	27.5	23.5	23.6	26.2	28.7
Ocean			0	0	0	0	0
Sewage water			13.8	11.7	11.3	13.5	12.3
Direct drainage to rivers, etc.			13.7	11.8	12.3	12.7	16.4
Groundwater/Wells			0	0	0	0	0
Other			0	0	0	0	0

^{*17} Companies covered: Menicon Co., Ltd., Menicon Nect Co., Ltd., Alpha Corporation Inc., Menicon SAS, Menicon Pharma SAS, Menicon Limited, Menicon Singapore Pte. Ltd., Menicon B.V., SOLEKO S.p.A., Menicon (Wenzhou) Co., Ltd., and Menicon Malaysia Sdn. Bhd. However, figures for the amount of water intake exclude Menicon (Wenzhou) Co., Ltd.

■ Water Pollutants

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
BOD	t	Manufacturing sites ^{*18}	6.437	5.824	4.786	7.341	1.638
COD	t	Manufacturing sites ^{*19}	0.040	0.035	0.033	0.041	1.765

^{*18} This applies to Seki Plant and Kakamigahara Plant of Menicon.

^{*19} Through FY2024, figures were compiled only for the Seki Plant of Menicon. The Kakamigahara Plant of Menicon has also been included starting from FY2025

■ Environment-related violations

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Number of violations of environmental laws and regulations	cases	Manufacturing sites ^{*17}	0	0	0	0	0

Contributing to a happy society

■ Contribution to Society

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Expenditure on social contribution activities(including donations)	ten thousand yen	Non-consolidated	17,613	16,410	27,762	30,875	29,256
Of which, donations to non-profit organizations	yen	Non-consolidated	0	2,600	23,250	26,213	24,503

Management Infrastructure (human/intellectual/social capital)

Building a corporate infrastructure that will last 100 years

■ Employee Information

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees ^{*20}	people	Consolidated	3,908	4,056	4,221	4,325	4,493
Male		Non-consolidated	1,577	1,637	1,728	1,894	1,946
Female			939	975	1,027	1,089	1,095
Number of temporary employees ^{*20}	people	Consolidated	527	527	558	587	628
Average age	years old	Non-consolidated	38.4	38.4	38.2	38.3	38.4
Male			41.0	40.7	40.4	40.5	40.6
Female			34.6	35.0	35.1	35.3	35.5
Average years of employment	years	Non-consolidated	12.6	12.4	12.1	11.9	12.0
Male			15.2	14.6	14.1	13.8	13.9
Female			8.9	9.1	9.2	9.6	9.5
Turnover rate (voluntary)	%	Non-consolidated	5.4	6.8	6.5	6.7	5.4
Number of new employees	people	Non-consolidated	62	54	71	56	65
Male			35	30	27	20	29
Female			27	24	44	36	36
Number of mid-career employees	people	Non-consolidated	92	111	129	129 ^{*21}	93
Male			55	62	77	70 ^{*21}	39
Female			37	49	52	59 ^{*21}	54
Ratio of mid-career hires	%	Non-consolidated	59.7	67.3	64.5	79.7	59.6
Number of R&D employees ^{*20}	people	Non-consolidated	225	230	252	277	291
Male			146	151	165	170	194
Female			79	79	87	107	97
Average annual salary	thousand yen	Non-consolidated	5,425	5,487	5,558	6,097	6,314

*20 As of the end of each fiscal year

*21 Excludes employees transferred from Fuji Contact Co., Ltd., following its absorption-type merger in April 2024.

■ Diversity

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Number of female officers ^{*22}	people	Consolidated	5	5	8	8	9
Ratio of female officers ^{*22}	%	Consolidated	3.7	3.1	5.0	4.9	7.9
Number of female managers ^{*22}	people	Consolidated	75	88	101	116	122
		Non-consolidated	—	12	12	18	20
Ratio of female managers ^{*22}	%	Consolidated	23.4	24.8	28.9	29.3	30.9
		Non-consolidated	—	8.0	7.7	10.1	11.6
Number of women in managerial positions ^{*22,*23}	people	Non-consolidated	33	39	46	51	66
Ratio of women in managerial positions ^{*22,*23}	%	Non-consolidated	10.9	11.5	12.6	12.8	16.6
Number of foreign employees ^{*22}	people	Non-consolidated	24	22	23	22	25
Number of rehired employees	people	Non-consolidated	24	12	16	22	12
Ratio of employees with disabilities ^{*22}	%	Non-consolidated	2.23	2.42	2.41	2.31	2.37
Number of regional employees ^{*21}	people	Non-consolidated	468	494	549	665	705
Wage differentials between male and female employees ^{*25}	All employees Number of regular employees Part-time and fixed-term employees	Consolidated	—	63.2	65.4	68.5	66.8
			—	63.8	66.4	69.3	68.2
			—	91.4	93.9	92.8	83.8

*22 As of the end of each fiscal year

*23 Managerial positions refer to leaders and managers (section managers or above).

*24 As of June 1 of each year

*25 Ratio of women's wages to men's wages

■ Labor Practices^{*26}

Item		Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Ratio of annual leave taken		%	Group in Japan	—	—	—	—	75.2
			Non-consolidated	79.6	81.3	81.8	85.0	87.8
			Group in Japan	—	—	—	—	67.3
			Non-consolidated	74.8	75.9	75.8	80.1	84.1
			Group in Japan	—	—	—	—	78.9
			Non-consolidated	86.9	89.3	91.1	91.3	92.5
Average annual paid leave taken		days	Group in Japan	—	—	—	—	11.9
			Non-consolidated	12.9	13.2	13.7	14.1	14.0
			Group in Japan	—	—	—	—	12.0
			Non-consolidated	12.3	12.4	12.9	13.3	14.3
			Group in Japan	—	—	—	—	12.0
			Non-consolidated	13.9	14.5	14.8	15.1	15.0
Number of employees taking childcare leave		people	Group in Japan	—	—	—	44	46
			Non-consolidated	42	54	48	57	60
			Group in Japan	—	—	—	5	7
			Non-consolidated	12	16	22	35	29
			Group in Japan	—	—	—	39	39
			Non-consolidated	30	38	26	22	31
Ratio of childcare leave taken		%	Group in Japan	—	—	—	95.6	82.1
			Non-consolidated	—	—	—	96.6	80.0
			Group in Japan	—	53.1	55.7	71.0	41.0
			Non-consolidated	33.0	41.0	53.7	91.9	65.9
			Group in Japan	—	100	100	100.0	100.0
			Non-consolidated	100	100	100	100.0	100.0
Number of employees taking long-term nursing care leave		people	Group in Japan	1	3	1	4	3
			Non-consolidated	0	1	2	2	3
			Group in Japan	0	0	0	2	1
			Non-consolidated	0	0	1	1	1
			Group in Japan	1	3	1	2	2
			Non-consolidated	0	1	1	1	2
Number of employees taking short-term nursing care leave ^{*27}		people	Group in Japan	1	2	2	3	4
			Non-consolidated	12	18	15	52	70
			Group in Japan	0	1	1	1	1
			Non-consolidated	6	7	7	21	26
			Group in Japan	1	1	1	2	3
			Non-consolidated	6	11	8	31	44
Hours of overtime work per employee (monthly average)		hours	Group in Japan	6.4	5.9	6.1	5.6	5.1
			Non-consolidated	4.98	6.40	4.70	4.98	5.07
Labor Union membership rate ^{*28}		%	Group in Japan	-	-	-	-	0
			Non-consolidated	100	100	100	100.0	100.0
Ratio of employees with collective bargaining rights ^{*29}		%	Non-consolidated	69.4	70.4	71.2	74.2	75.2
Number of violations of labor-related laws and regulations		cases	Group in Japan	0	0	0	0	2
			Non-consolidated	0	0	0	0	0
Employee engagement index	Work engagement ^{*30}	—	Non-consolidated	50.4	50.5	50.8	50.3	50.1
	Employee engagement ^{*31}			49.0	49.1	48.8	48.0	47.5

*26 For each item under Labor Practices, figures for "Group in Japan" exclude non-consolidated figures.

*27 Does not include short leave periods of less than one day

*28 Excludes some employees, such as managers, contract workers, and full-time employees in specific departments

*29 Includes full-time employees, contract workers, specific employees, and part-time employees. The employees who are members of a labor union have 100% collective bargaining rights

*30 Work engagement refers to "a positive psychological state toward work." Figures are expressed as standardized scores.

*31 Employee engagement refers to a "sense of attachment and trust towards the company." Figures are expressed as standardized scores.

■ Human Resource Development

Item		Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025 ^{*32}
Total annual training hours		hours	Non-consolidated	12,370	12,586	14,206	12,229	24,627
Training hours per employee per year		hours	Non-consolidated	8.6	8.8	8.2	7.2	14.0
Training days per person per year		days	Non-consolidated	1.1	1.1	1.0	0.9	1.8
Training cost per employee per year		yen	Non-consolidated	17,266	57,260	59,311	54,049	66,978

*32 Training in FY2025 included: hierarchical training (new employee training, new manager training, training for employees in their second year in career-track positions, etc.), selective and open-application training (Menicon Business College, training for management candidates, career design training, ideation training, and idea realization training), and training by each division headquarters.

■ Occupational Health and Safety^{*33}

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Number of occupational accidents	cases	Group in Japan	3	5	5	9	7
		Non-consolidated	4	6	16	3	13
		Group in Japan	2	4	4	6	4
		Non-consolidated	4	6	16	0	12
		Group in Japan	1	1	1	2	2
		Non-consolidated	0	0	0	3	1
Frequency rate	—	Group in Japan	—	—	—	—	1.061
		Non-consolidated	0	0	0	0.903	0.291
Severity rate	—	Group in Japan	—	—	—	—	0.038
		Non-consolidated	0	0	0	0.051	0.001
Health checkup rate	%	Group in Japan	96.8	96.6	95.4	96.4	97.2
		Non-consolidated	100	100	100	100.0	99.9
Stress check rate	%	Group in Japan	78.7	85.5	86.9	70.9	67.5
		Non-consolidated	96.7	95.2	95.5	95.0	93.8

*33 For each item under Occupational Health and Safety, figures for “Group in Japan” exclude non-consolidated figures.

■ Product Safety

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Number of serious health problems for which health failure or adverse reactions were reported	cases	Non-consolidated ^{*34}	3	2	1	3	3

*34 Applies to products sold by Menicon Co., Ltd. in Japan for which it has obtained marketing approval.

Governance

■ Corporate Governance

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Number of directors ^{*35}	people	Non-consolidated	10	9	9	9	8
Male			9	8	8	7	6
Female			1	1	1	2	2
Ratio of female directors ^{*35}	%	Non-consolidated	10.0	11.1	11.1	22.2	25.0
Number of outside directors (including independent directors) ^{*35}	people	Non-consolidated	6	6	6	6	5
Male			5	5	5	4	3
Female			1	1	1	2	2
Number of board meetings	times	Non-consolidated	17	17	17	17	18
Board meeting attendance rate	%	Non-consolidated	100	100	100	100	100
Directors (Outside directors)			100 (100)	100 (100)	100 (100)	100 (100)	100 (100)
Number of executive officers ^{*35}	people	Non-consolidated	9	7	6	7	6
Male			9	7	6	7	6
Female			0	0	0	0	0
Director and executive officer ^{*36}	people	Non-consolidated	1	1	1	1	1
Number of nomination committee members ^{*36}	people	Non-consolidated	3	3	3	3	3
Male			3	3	3	3	3
Female			0	0	0	0	0
Ratio of women on the nomination committee ^{*36}	%	Non-consolidated	0	0	0	0	0
Number of outside directors (including independent directors) on the nomination committee ^{*36}	people	Non-consolidated	2	2	2	2	2
Male			2	2	2	2	2
Female			0	0	0	0	0
Number of nomination committee meetings	times	Non-consolidated	8	6	8	7	8
Nomination committee meeting attendance rate	%	Non-consolidated	100	100	100	100	100
Directors (Outside directors)			100 (100)	100 (100)	100 (100)	100 (100)	100 (100)
Number of remuneration committee members ^{*36}	people	Non-consolidated	3	3	3	3	3
Male			2	2	2	2	2
Female			1	1	1	1	1
Ratio of women on the remuneration committee ^{*36}	%	Non-consolidated	33.3	33.3	33.3	33.3	33.3
Number of outside directors (including independent directors) on the remuneration committee ^{*35}	people	Non-consolidated	2	2	2	2	2
Male			1	1	1	1	1
Female			1	1	1	1	1
Number of remuneration committee meetings	times	Non-consolidated	4	6	7	4	5
Remuneration committee meeting attendance rate	%	Non-consolidated	100	100	100	100	100
Directors (Outside directors)			100 (100)	100 (100)	100 (100)	100 (100)	100 (100)
Number of audit committee members ^{*35}	people	Non-consolidated	8	7	7	7	6
Male			7	6	6	5	4
Female			1	1	1	2	2
Ratio of women on the audit committee ^{*36}	%	Non-consolidated	12.5	14.3	14.3	28.6	33.3
Number of outside directors (including independent directors) on the audit committee ^{*36}	people	Non-consolidated	5	5	5	5	4
Male			4	4	4	3	2
Female			1	1	1	2	2
Number of audit committee meetings	people	Non-consolidated	13	13	13	13	13
Audit committee meeting attendance rate	%	Non-consolidated	100	100	100	100	100
Directors (Outside directors)			100 (100)	100 (100)	100 (100)	100 (100)	100 (100)

*35 Numbers and ratios are as of the end of the general meeting of shareholders in June of each year.

*36 Numbers and ratios are as of the end of the first board meeting following the conclusion of the general meeting of shareholders in June of each year.

■ Compliance

Item	Unit	Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Political contributions	yen	Non-consolidated	0	0	0	0	0
Number of internal whistleblower cases	cases	Consolidated	32	29	31	55	67
Harassment			10	8	9	19	23
Labor Environment			0	6	18	20	17
Human relationships			1	4	2	8	1
Fraud Suspicion			4	1	1	0	4
Other			17	10	1	8	22