

The environmental KPIs (S-indexes)			Progress			Target
			FY 2015	FY 2016	FY 2017	FY 2020
S-1-1	Reduce burden on the atmospheric environment	Per-unit impact on the environment (LIME / ¥100 million)	553.0	563.2	554.0	548.7
S-1-2	Reduce burden on the water environment	Per-unit impact on the environment (LIME / ¥100 million)	10.3	7.3	6.1	6.1
S-1-3	Reduce burden on the soil environment	Per-unit impact on the environment (LIME / ¥100 million)	7.2	5.9	5.2	5.1
S-2-1	Promote activities to conserve energy	Energy-saving effects (equivalent tons of heavy oil)	9,990	14,849	51,699	66,000
S-2-2	Convert to resource-saving and reusable materials	Reduction of resource volume (equivalent tons of heavy oil)	1,830	1,965	2,194	12,000
		Growth rate in provision of resource recycling services (%)	6.9	14.2	30.1	28
S-2-3	Promote use of renewable energy	Volume of renewable energy generated and supplied (Mw)	30.1	42.0	52.6	50.0
S-3-1	Provide products and services that contribute to reducing GHG emissions	Contribution to the reduction of GHG emissions (hundreds of millions of tons-CO2 equivalent)	0.35	0.46	0.78	1.5
S-3-2	Provide products and services that help solve water resource problems	Volume of reused water supplied (hundreds of millions of tons)	1.52	1.56	3.34	17
S-3-3	3 Provide products and services that help solve food problems	Growth in sales of related products and services (%)	-9.9	-0.7	7.1	30

The social KPIs (H-indeces and C-indeces)			Progress			Target
			FY 2015	FY 2016	FY 2017	FY 2020
			H-1-1	Pharmaceuticals provision	Contribution index for pharmaceuticals provision (points)	4.23
H-1-2	Provide clinical testing services	Contribution index for providing clinical testing services (points)	2.25	2.06	2.20	15
H-2-1	Provide vaccines	Vaccine provision index (points)	0.82	0.85	4.17	14
H-2-2	Provide health management and health checkup information	Increase frequency of health information provisions (compared to base year, %)	110	145	154	325
H-3-1	Provide products for the health field	Improve sales of applicable products (points)	2.68	3.02	7.84	14
H-3-2	Provide products for the sanitation field	Growth rate in sales of applicable products (%)	5.0	-0.6	-2.4	60
H-3-3	Provide products for the medical field	Growth rate in sales of applicable products (%)	41.9	20.5	20.3	60
C-1-1	Improve awareness of compliance	Compliance awareness improvement index (points)	21.0	15.8	21.0	21
C-1-2	Prevent accidents and injuries	Reduction rate of safety incidents (%)	52.6	57.9	57.9	60
		Reduction rate of environmental incidents (%)	100	60	-40	100
		Improvement rate of lost-time injuries frequency index (%)	7.0	-30.8	-11.1	50
C-1-3	Initiatives to provide products and services trusted by society	Customer satisfaction index (points)	0	25	-4	47
		Improvement rate in the number of complaints (%)	21.5	24.2	34.5	50
C-2-1	Promote communication with business partners	Communication improvement index (points)	3.1	36.9	43.2	83
C-2-2	Improve evaluation by stakeholders	External evaluation index (points)	3.4	9.3	8.6	11
C-2-3	Build a dynamic and cooperative organization	Employee wellness index (points)	5.87	6.57	8.43	16
C-3-1	Provide products and services that contribute to a comfortable society and better lifestyles	Growth rate in the comfort value provision index (%)	28.8	4.4	14.0	40