

(H) Human and Human Rights

Item	Boundary	Category	Unit	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025
Total number of employees	Consolidated	Total	Persons	41,423	38,812	40,595	43,290	45,052
Full-time employees	Consolidated	Total	Persons	15,617	15,525	14,615	12,801	12,859
		Female	Persons	-	-	-	6,095	6,144
		Female	%	-	-	-	47.6	47.8
		Male	Persons	-	-	-	6,706	6,715
		Male	%	-	-	-	52.4	52.2
Number of employees: the number of temporary staff (8-hour equivalent) is an annual average.	Consolidated	Total	Persons	14,666	27,896	28,464	28,638	27,575
		Female	Persons	-	-	-	-	-
		Female	%	-	-	-	-	-
		Male	Persons	-	-	-	-	-
		Male	%	-	-	-	-	-
Non-regular employees, including contract and temporary employees, among all employees (consolidated)	Consolidated	Total	Persons	25,806	23,287	25,980	30,489	32,193
			%	62.3	60.0	60.4	70.4	71.5
		Female	Persons	-	-	-	24,593	26,032
		Female	%	-	-	-	80.7	80.9
		Male	Persons	-	-	-	5,896	6,161
		Male	%	-	-	-	19.3	19.1
			%	-	-	-	7.2	5.2
Turnover rate for full-time employees	Consolidated			-	-	-	-	-
Number of managers	Consolidated	Total	Persons	-	-	-	5,153	5,330
		Female	Persons	865	1,008	1,055	1,174	1,222
		Female	%	18.7	19.8	21.0	22.8	22.9
		Male	Persons	-	-	-	3,979	4,108
		Male	%	-	-	-	77.2	77.1
Hirings (calculated for full-time employees including new graduates)	Consolidated	Total	Persons	-	-	-	787	988
		Female	Persons	-	-	-	438	618
		Female	%	-	-	-	55.7	62.6
		Male	Persons	-	-	-	349	370
		Male	%	-	-	-	44.3	37.4
Number of childcare leave taken	Consolidated	Total	Persons	-	-	-	1,048	526
		Female	Persons	-	-	-	944	434
		Female	%	-	-	-	98.1	98.6
		Male	Persons	-	-	-	104	92
		Male	%	22.1	29.9	42.6	50.0	54.1
Total hours of education and training	Consolidated		hours	-	-	-	-	36,840.6
Average hours of education and training per person	Consolidated		hours	-	-	-	-	16.8
Number of labor standards violations	Consolidated		cases	-	-	-	0	2
Total donations to non-profit organizations	Consolidated		thousands of	-	-	47,852	97,360	109,185
Ratio of workers covered by labor unions	Standalone	MK	%	-	-	-	39.6	41.4
		CF	%	-	-	-	62.3	54.2
Collective bargaining negotiation to be expected in next 12 months	Consolidated			YES	YES	YES	YES	YES
Employee Awareness Survey	Consolidated		pt	-	3.44	3.4	3.42	3.45
MatsukiyoCocokara WAY evaluation	Consolidated		pt	-	3.4	45.5	43.6	43.7
	Standalone	MK	pt	-	-	-	45.5	45.0
		CF	pt	-	-	-	41.5	42.6
Implementation rate of specific health guidance (figures reported by the Ministry of Health, Labor and Welfare)	Consolidated		%	-	-	34.3	37.8	49.8
Gender pay gap	Consolidated		thousands of yen	-	-	1,901	1,748	1,666
Ratio of employees with disabilities	Consolidated		%	-	2.3	2.64	2.52	2.58
Average years of service	Consolidated	Total	years	11.3	11.8	12.3	13.2	13.5
		Female	years	9.1	9.6	9.9	10.9	11.3
		Male	years	13.1	13.8	14.4	15.3	15.6
Turnover rate within 3 years for the new graduates	Consolidated		%		20.9	22.4	35.2	31.0
Average overtime hours per month	Consolidated		hours	-	-	-	9	7.8
Paid leave utilization rate	Consolidated		%	-	-	-	73.3	64.9
Worker's Compensation Incidents	Consolidated		cases	175	189	191	167	148

※General Crew, Professional Crew (full-time employee) and Expert Crew (contract employee)

3.55 (May 2025 Result)
44.4 (April 2025 Result)
45.0 (April 2025 Result)
43.6 (April 2025 Result)

(E) Earth and Environment

Item	Boundary	Category	Unit	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025
CO2 emissions_Scope 1	Consolidated		t-CO2	-	2,225	2,377	1,764	3,764
CO2 emissions_Scope 2	Consolidated		t-CO2	-	191,243	180,015	177,106	167,074
CO2 emissions_Total of Scope 1 and 2	Consolidated		t-CO2	-	193,468	182,392	178,870	170,838
CO2 emissions_Scope 3_Category 1 (Purchased Goods and Services)	Consolidated		t-CO2	-	-	1,417,994	1,524,027	1,571,809
CO2 emissions_Scope 3_Category 2 (Capital Goods)	Consolidated		t-CO2	-	-	72,231	87,045	55,610
CO2 emissions_Scope 3_Category 3 (Fuel- and Energy-Related Activities)	Consolidated		t-CO2	-	-	28,804	28,044	29,948
CO2 emissions_Scope 3_Category 4 (Upstream Transportation and Distribution)	Consolidated		t-CO2	-	-	16,385	17,272	16,611
CO2 emissions_Scope 3_Category 5 (Waste Generated in Operations)	Consolidated		t-CO2	-	-	27,551	28,044	29,541
CO2 emissions_Scope 3_Category 6 (Business Travel)	Consolidated		t-CO2	-	-	1,775	1,738	1,658
CO2 emissions_Scope 3_Category 7 (Employee Commuting)	Consolidated		t-CO2	-	-	5,132	5,024	4,792
CO2 emissions_Scope3_Category 12 (End-of-Life Treatment of Sold Products)	Consolidated		t-CO2	-	-	233	229	222
CO2 emissions_Scope3_Category 14 (Franchises)	Consolidated		t-CO2	-	-	3,893	3,851	3,684
Scope 3 GHG emissions	Consolidated		t-CO2	-	-	1,573,998	1,695,275	1,713,875
Costs related to environmental fines and violations in the last fiscal year	Consolidated		Yen	0	0	0	0	0
Environmentally friendly PB product ratio	Consolidated		%	7.0	19.1	28.2	40.8	52.0

(S) Society and Economy

Item	Boundary		Unit	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025
Group membership (number of members)	Consolidated		ten thousand people	1,016	1,387	1,931	2,342	2,659
Number of matsukiyo LAB stores	Consolidated		stores	26	29	32	32	33
Health support pharmacy	Consolidated		stores	37	144	145	148	120
Community-integrated pharmacies	Consolidated		stores	-	75	102	106	82
Number of overseas stores	Consolidated		stores	48	43	55	66	79
Number of stores	Consolidated		stores	1,764	3,366	3,409	3,464	3,499

(G) Governance

Item	Boundary		Unit	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025
Number of Nomination and Remuneration Advisory Committee meetings held	Consolidated		times	-	1	8	7	8
Attendance of Nomination and Remuneration Advisory Committee	Consolidated		%	-	100	100	100	100
Number of Sustainability Committee meetings held	Consolidated		times	-	1	4	4	4
Attendance of Sustainability Committee	Consolidated		%	-	100	100	100	100
Number of Compliance Risk Committee meetings held	Consolidated		times	-	-	4	4	4
Attendance of Compliance and Risk Committee	Consolidated		%	-	-	100	100	100
Political donations	Consolidated		Yen	0	0	0	0	0
Number of employee dispositions and dismissals resulting from violations of anti-corruption policies	Consolidated		Persons	0	0	0	0	0
Total amount of fines, surcharges, and settlements related to corruption	Consolidated		Yen	0	0	0	0	
Ratio of implementation of PB product CSR audits	Consolidated		%	-	17.0	40.0	60.7	69.7
Gender Diversity Commitment on the Board of Directors a) Statement b) Objectives	Consolidated			a) Not set b) Not set	a) Not set b) Not set	a) Not set b) Not set	a) Not set b) Not set	a) Not set b) Not set
Periodic evaluation of the effectiveness of the Board of Directors	Consolidated			Once a year	Once a year	Once a year	Once a year	Once a year
Fixed and variable compensation a) Disclosure of the amount of compensation for officers (individual basis) b) Compensation for outside directors (individual basis)	Consolidated			a) Only those eligible for 100 million yen or more, b) Not disclosed	a) Only those eligible for 100 million yen or more, b) Not disclosed	a) Only those eligible for 100 million yen or more, b) Not disclosed	a) Only those eligible for 100 million yen or more, b) Not disclosed	a) Only those eligible for 100 million yen or more, b) Not disclosed
Group Management Committee (Executive Board Meeting) a) Frequency of meetings b) Female ratio	Consolidated			-	a) Every Thursday b) 0.0%	a) Every Thursday b) 0.0%	a) Every Thursday b) 0.0%	a) Every Thursday b) 0.0%
Development of whistleblowing systems that ensure confidentiality and anonymity	Consolidated			YES	YES	YES	YES	YES
Number of directors: Internal	Consolidated	Total	Persons	6	9	9	9	8
		Female	Persons	0	0	0	0	0
		Male	Persons	6	9	9	9	8
Number of directors: Independent Outside Directors	Consolidated	Total	Persons	4	6	6	6	6
		Female	Persons	1	2	2	2	2
		Male	Persons	3	4	4	4	4
Total number of directors	Consolidated	Total	Persons	10	15	15	15	14
Ratio of independent outside directors	Consolidated		%	40.0	40.0	40.0	40.0	42.9
Ratio of female directors	Consolidated		%	10.0	13.3	13.3	13.3	14.3
Number of auditors: Internal	Consolidated	Total	Persons	1	1	1	1	1
		Female	Persons	0	0	0	0	0
		Male	Persons	1	1	1	1	1
Number of auditors: Independent Outside Auditors	Consolidated	Total	Persons	2	3	3	3	3
		Female	Persons	1	1	1	1	1
		Male	Persons	1	2	2	2	2
Total number of auditors	Consolidated		Persons	3	4	4	4	4
Ratio of independent outside auditors	Consolidated		%	66.6	75.0	75.0	75.0	75.0
Ratio of female auditors	Consolidated		%	33.3	25.0	25.0	25.0	25.0
Number of Board meetings held	Consolidated		times	14	15	14	14	14
Attendance of Board of Directors Meetings	Consolidated		%	99.0	100.0	99.0	99.2	99.0
Number of Audit and Supervisory Board meetings held	Consolidated		times	14	15	14	14	14
Attendance of Audit and Supervisory Board meetings	Consolidated		%	100	100	100	100	100

Financial Indicators: Selected Financial Data

	FYE Mar 2008	FYE Mar 2009	FYE Mar 2010	FYE Mar 2011	FYE Mar 2012	FYE Mar 2013	FYE Mar 2014	FYE Mar 2015	FYE Mar 2016	FYE Mar 2017	FYE Mar 2018	FYE Mar 2019	FYE Mar 2020	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025
Total number of shares outstanding (shares)	53,579,014	53,579,014	53,579,014	53,579,014	53,579,014	53,579,014	54,629,307	54,636,107	54,636,107	54,636,107	109,272,214	109,272,214	109,272,214	109,272,214	142,966,710	142,966,710	428,900,130	415,675,630
Total number of shares outstanding (shares) *Note	160,737,042	160,737,042	160,737,042	160,737,042	160,737,042	160,737,042	163,887,921	163,908,321	163,908,321	163,908,321	327,816,642	327,816,642	327,816,642	327,816,642	428,900,130	428,900,130	428,900,130	415,675,630
Changes in number of shares outstanding (%) (compared to FYE Mar 2008)	0.0	100.0	100.0	100.0	100.0	100.0	102.0	102.0	102.0	102.0	203.9	203.9	203.9	203.9	266.8	266.8	800.5	775.8
Net income (100 million yen)	68	77	72	72	95	112	133	116	178	201	227	250	261	216	343	405	523	546
EPS (Yen) *Note	67.13	80.75	76.35	75.74	102.11	118.85	123.38	107.82	166.44	189.08	215.03	239.42	255.04	210.45	281.42	288.07	125.25	133.85
Dividend per share (Yen) *Note	3.3	5.0	5.0	6.7	6.7	8.3	10.0	10.0	14.2	15.8	18.3	21.7	23.3	23.3	23.3	28.3	36.7	44.0
Dividend payout ratio (%)	14.9	18.5	19.7	26.4	19.5	22.2	24.5	27.7	25.5	25.0	25.6	27.1	27.4	33.3	24.9	29.5	29.3	32.9
Total dividends (100 million yen)	9.8	14.3	14.3	19.2	18.5	25.0	32.7	32.1	45.5	50.3	58.2	67.7	71.9	71.9	85.2	119.1	153.2	177.7
Number of shares repurchased (shares)	4,533,904	1,380,907	893	2,239	1,694,541	1,969	2,639	1,000,984	755	648,124	762	3,223,172	34	166	2,180,010	1,956,710	918,740	13,645,201
Share buyback (100 million yen)	53.4	31.3	0.0	0.0	30.0	0.0	0.0	34.8	0.0	33.9	0.0	139.7	0.0	0.0	90.0	118.5	36.9	309.5
Gross Return (100 million yen)	63.2	45.6	14.3	19.2	48.5	25.0	32.7	66.9	45.5	84.2	58.2	207.4	71.9	71.9	175.2	237.6	190.1	487.2
Total payout ratio (%)	92.9	59.2	19.9	26.7	51.1	22.3	24.6	57.7	25.6	41.9	25.6	83.0	27.5	33.3	51.1	58.7	36.3	89.1
Shareholders' equity (excluding non-controlling interests) (100 million yen)	936	968	1,027	1,094	1,145	1,348	1,486	1,535	1,674	1,793	1,968	2,015	2,205	2,350	4,578	4,719	5,079	5,149
BPS (Yen) *Note	873	903	958	1,021	1,069	1,258	1,360	1,405	1,532	1,641	1,801	1,844	2,018	2,151	3,202	3,301	1,234	1,290
DOE (%)	1.1	1.5	1.4	1.8	1.7	2.0	2.3	2.1	2.8	2.8	3.0	3.3	3.3	3.0	2.5	2.5	3.1	3.4
ROE (%)	7.3	8.2	7.4	6.9	8.6	9.1	9.4	7.5	10.8	11.3	11.7	12.1	11.9	9.1	9.7	8.6	10.5	10.6
Number of treasury shares at the end of the fiscal year (shares)	9,067,808	11,673,664	11,675,450	10,880,628	14,265,966	1,902,958	1,668	2,003,636	2,005,146	3,301,394	3,298,556	6,507,508	6,499,342	6,490,628	1,509,702	3,422,373	11,338,311	11,714,912

(*Note)

Reflecting the following splits:

Effective January 1, 2018, a stock split was conducted at a ratio of two shares for each ordinary share.

Effective October 1, 2021, the total number of issued shares increased through a share exchange with Cocokara fine Inc. (now Cocokarafine Group Co., Ltd.) at an exchange ratio of 1:1.70.

Effective October 1, 2023, a stock split was conducted at a ratio of three shares for each ordinary share.