

(H) Human and Human Rights

Item	Category	Boundary	Unit	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025	FYE Mar 2026
Total number of employees	Total	Consolidated	Persons	41,423	38,812	40,595	43,290	45,052	46,814
Regular employees	Total	Consolidated	Persons	15,617	15,525	14,615	12,801	12,859	13,038
	Female	Consolidated	Persons	-	-	-	6,095	6,144	6,284
	Female	Consolidated	%	-	-	-	47.6	47.8	48.2
	Male	Consolidated	Persons	-	-	-	6,706	6,715	6,754
	Male	Consolidated	%	-	-	-	52.4	52.2	51.8
Number of employees (Temporary employees: annual average, calculated on an 8-hour equivalent basis)	Total	Consolidated	Persons	14,666	27,896	28,464	28,638	27,575	29,967
Non-regular employees (including contract and temporary employees) out of total consolidated employees	Total	Consolidated	Persons	25,806	23,287	25,980	30,489	32,193	33,850
		Consolidated	%	62.3	60.0	60.4	70.4	71.5	72.3
	Female	Consolidated	Persons	-	-	-	24,593	26,032	27,613
	Female	Consolidated	%	-	-	-	80.7	80.9	81.6
	Male	Consolidated	Persons	-	-	-	5,896	6,161	6,237
Turnover rate for full-time employees	Male	Consolidated	%	-	-	-	19.3	19.1	18.4
		Consolidated	%	-	-	-	7.2	5.2	4.2
	Total	Consolidated	Persons	-	-	-	5,153	5,330	5,679
	Female	Consolidated	Persons	865	1,008	1,055	1,174	1,222	1,349
	Female	Consolidated	%	18.7	19.8	21.0	22.8	22.9	23.8
Number of managers	Male	Consolidated	Persons	-	-	-	3,979	4,108	4,330
	Male	Consolidated	%	-	-	-	77.2	77.1	76.2
	Total	Consolidated	Persons	-	-	-	787	988	998
	Female	Consolidated	Persons	-	-	-	438	618	650
	Female	Consolidated	%	-	-	-	55.7	62.6	65.1
Number of new hires (calculated based on regular employees, including new graduates)	Male	Consolidated	Persons	-	-	-	349	370	348
	Male	Consolidated	%	-	-	-	44.3	37.4	34.9
	Total	Consolidated	Persons	-	-	-	1,048	526	495
	Female	Consolidated	Persons	-	-	-	944	434	396
	Female	Consolidated	%	-	-	-	98.1	98.6	99.2
Number of employees taking childcare leave	Male	Consolidated	Persons	-	-	-	104	92	99
	Male	Consolidated	%	22.1	29.9	42.6	50.0	54.1	65.6
	Average training hours per employee (Regular employees)	Consolidated	Hours	-	-	-	-	16.8	16.4
	Number of labor standards violations	Consolidated	Cases	-	-	-	0	2	5
	Total donations to non-profit organizations	Consolidated	Thousands of yen	-	-	47,852	97,360	109,185	77,322
Percentage of employees covered by labor unions	MK	Non-consolidated	%	-	-	-	39.6	41.4	96.4
	CF	Non-consolidated	%	-	-	-	62.3	54.2	75.0
Collective bargaining scheduled within the next 12 months (Yes/No)		Consolidated		YES	YES	YES	YES	YES	YES
Employee Engagement Survey		Consolidated	pt	3.44	3.4	3.42	3.45	3.55	3.62
MatsukiyoCocokara WAY Evaluation		Consolidated	pt	3.4	45.5	43.6	43.7	44.4	44.4
Implementation rate of specific health guidance (figures reported to the Ministry of Health, Labour and Welfare)		Consolidated	%	-	-	34.3	37.8	49.8	53.7
Gender pay gap amount		Consolidated	Thousands of yen	-	-	1,901	1,748	1,666	1,706
Employment rate of persons with disabilities		Consolidated	%	-	2.3	2.64	2.52	2.58	2.75
Average tenure (Regular employees)	Total	Consolidated	Years	11.3	11.8	12.3	13.2	13.5	13.8
	Female	Consolidated	Years	9.1	9.6	9.9	10.9	11.3	11.5
	Male	Consolidated	Years	13.1	13.8	14.4	15.3	15.6	16.0
Three-year turnover rate for new graduates		Consolidated	%	-	20.9	22.4	35.2	31.0	20.3
Average overtime hours per month		Consolidated	Hours	-	-	-	9	7.8	6.5
Paid leave utilization rate		Consolidated	%	-	-	-	73.3	64.9	67.4
Number of occupational accidents		Consolidated	Cases	175	189	191	167	148	170
MatsukiyoCocokara WAY Training (including human rights content) participation rate (Target: all employees)		Consolidated	%	-	-	100	100	100	100
Harassment prevention training participation rate (Target: all employees)		Consolidated	%	-	-	95.1	96.9	97.8	95.8

*Employee Classification: General Crew, Professional Crew (regular employees), Expert Crew and Service Crew

(E) Earth and Environment

Item	Category	Boundary	Unit	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025	FYE Mar 2026
Scope 1 Fluorocarbons		Consolidated	t-CO2	-	-	-	-	1,847	1,519
Scope 1 Gas		Consolidated	t-CO2	-	323	459	451	656	748
Scope 1 Diesel		Consolidated	t-CO2	-	-	-	-	-	16
Scope 1 Gasoline		Consolidated	t-CO2	-	1,902	1,916	1,313	1,260	1,310
Total Scope 1 GHG emissions		Consolidated	t-CO2	-	2,225	2,377	1,764	3,764	3,593
Total Scope 2 GHG emissions (Location-based)		Consolidated	t-CO2	-	183,761	180,139	177,891	183,383	190,610
Total Scope 2 GHG emissions (Market-based)		Consolidated	t-CO2	-	191,243	180,015	183,094	167,074	160,375
Total Scope 1 and 2 GHG emissions (Location-based)		Consolidated	t-CO2	-	185,986	182,516	179,655	187,147	194,203
Total Scope 1 and 2 GHG emissions (Market-based)		Consolidated	t-CO2	-	193,468	182,392	184,858	170,838	163,968
Scope 3 Category 1: Purchased goods and services		Consolidated	t-CO2	-	-	-	1,524,027	1,571,809	1,649,933
Scope 3 Category 2: Capital goods		Consolidated	t-CO2	-	-	-	87,045	55,610	50,074
Scope 3 Category 3: Fuel- and energy-related activities		Consolidated	t-CO2	-	-	-	28,044	29,948	31,075
Scope 3 Category 4: Upstream transportation and distribution		Consolidated	t-CO2	-	-	-	17,272	16,611	14,285
Scope 3 Category 5: Waste generated in operations		Consolidated	t-CO2	-	-	-	28,044	29,541	900
Scope 3 Category 6: Business travel		Consolidated	t-CO2	-	-	-	1,738	1,658	1,689
Scope 3 Category 7: Employee commuting		Consolidated	t-CO2	-	-	-	5,024	4,792	4,883
Scope 3 Category 12: End-of-life treatment of sold products		Consolidated	t-CO2	-	-	-	229	222	220
Scope 3 Category 14: Franchises		Consolidated	t-CO2	-	-	-	3,872	3,684	4,079
Total Scope 3 GHG emissions		Consolidated	t-CO2	-	-	-	1,695,296	1,713,875	1,757,138
Total Scope 1, 2, and 3 GHG emissions (Location-based)		Consolidated	t-CO2	-	-	-	1,874,951	1,901,022	1,951,341
Total Scope 1, 2, and 3 GHG emissions (Market-based)		Consolidated	t-CO2	-	-	-	1,880,154	1,884,713	1,921,106
Cost of environmental fines and penalties		Consolidated	Yen	0	0	0	0	0	0
Reported water pollution incidents		Consolidated	Cases	0	0	0	0	0	0
Percentage of environmentally friendly private brand (PB) products		Consolidated	%	7.0	19.1	28.2	40.8	52.0	61.1

(S) Society and Economy

Item	Category	Boundary	Unit	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025	FYE Mar 2026
Number of Group members		Consolidated	Ten thousands of persons	1,016	1,387	1,931	2,342	2,659	3,033
Number of matsukiyo LAB stores		Consolidated	Stores	26	29	32	32	33	33
Ratio of drugstores with dispensing pharmacies		Consolidated	%	-	-	-	-	55.8	54.7
Number of specialized medical institution cooperation pharmacies		Consolidated	Stores	-	2	3	5	6	6
Number of health support pharmacies		Consolidated	Stores	37	144	145	148	120	102
Number of regional cooperation pharmacies		Consolidated	Stores	-	75	102	106	82	62
Number of overseas stores		Consolidated	Stores	48	43	55	66	79	100
Number of domestic stores		Consolidated	Stores	1,764	3,366	3,409	3,464	3,499	3,618

(G) Governance

Item	Category	Boundary	Unit	FYE Mar 2021	FYE Mar 2022	FYE Mar 2023	FYE Mar 2024	FYE Mar 2025	FYE Mar 2026
Number of Nomination and Remuneration Advisory Committee meetings		Consolidated	Meetings	-	1	8	7	8	6
Nomination and Remuneration Advisory Committee attendance rate		Consolidated	%	-	100	100	100	100	95.8
Number of Sustainability Committee meetings		Consolidated	Meetings	-	1	4	4	4	4
Sustainability Committee attendance rate		Consolidated	%	-	100	100	100	100	100
Number of Compliance and Risk Committee meetings		Consolidated	Meetings	-	-	4	4	4	4
Compliance and Risk Committee attendance rate		Consolidated	%	-	-	100	100	100	100
Information management training participation rate (Target: all employees)		Consolidated	%	-	-	-	96.3	95.8	97.5
Amount of political contributions		Consolidated	Yen	0	0	0	0	0	0
Number of disciplinary actions and dismissals for anti-corruption policy violations (Number of employees dismissed or disciplined)		Consolidated	Persons	0	0	0	0	0	0
Total amount of fines, surcharges, and settlements related to corruption		Consolidated	Yen	0	0	0	0	0	0
Percentage of private brand (PB) products subject to CSR audits		Consolidated	%	-	17.0	40.0	60.7	69.7	72.5
Board gender diversity commitment: a) Statement b) Target		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	a) Not set b) Not set	a) Not set b) Female directors ratio: 30% or more
Periodic board effectiveness evaluation		Consolidated		Annually	Annually	Annually	Annually	Annually	Annually
Fixed and variable compensation a) Disclosure of individual executive compensation b) Individual compensation for outside directors		Consolidated	a) Disclosed only for individuals receiving 100 million yen or more b) Not disclosed	a) Disclosed only for individuals receiving 100 million yen or more b) Not disclosed	a) Disclosed only for individuals receiving 100 million yen or more b) Not disclosed	a) Disclosed only for individuals receiving 100 million yen or more b) Not disclosed	a) Disclosed only for individuals receiving 100 million yen or more b) Not disclosed	a) Disclosed only for individuals receiving 100 million yen or more b) Not disclosed	a) Disclosed only for individuals receiving 100 million yen or more b) Not disclosed
Group Management Meeting (executive officer meeting): a) Frequency b) Percentage of women		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%	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	YES
Utilization records of internal whistleblowing system and consultation desk (number of consultations)		Consolidated	Cases	365	455	550	772	925	1,254
Whistleblower Protection Act training participation rate (Target: all employees)		Consolidated	%	-	-	95.6	94.3	95.3	96.5
Number of directors: Internal	Total		Persons	6	9	9	9	8	8
	Female		Persons	0	0	0	0	0	0
	Male		Persons	6	9	9	9	8	8
Number of directors: Independent Outside Directors	Total		Persons	4	6	6	6	6	6
	Female		Persons	1	2	2	2	2	4
	Male		Persons	3	4	4	4	4	2
Total number of directors	Total		Persons	10	15	15	15	14	14
Ratio of independent outside directors			%	40.0	40.0	40.0	40.0	42.9	42.9
Percentage of female directors			%	10.0	13.3	13.3	13.3	14.3	28.6
Number of auditors: Internal	Total		Persons	1	1	1	1	1	1
	Female		Persons	0	0	0	0	0	0
	Male		Persons	1	1	1	1	1	1
Number of auditors: Independent Outside Auditors	Total		Persons	2	3	3	3	3	3
	Female		Persons	1	1	1	1	1	2
	Male		Persons	1	2	2	2	2	1
Total number of auditors			Persons	3	4	4	4	4	4
Ratio of independent outside auditors			%	66.6	75.0	75.0	75.0	75.0	75.0
Percentage of female Audit & Supervisory Board members			%	33.3	25.0	25.0	25.0	25.0	50.0
Number of board meetings			Meetings	14	15	14	14	14	14
Board attendance rate			%	99.0	100.0	99.0	99.2	99.0	99.6
Number of Audit & Supervisory Board meetings			Meetings	14	15	14	14	14	14
Audit & Supervisory Board attendance rate			%	100	100	100	100	100	100