



Sustainability Report 2024

Contents

1.Sustainability Management	2
○Sustainability Policy	2
○Sustainability Promotion Structure	2
○Materiality	2
2.2024 Initiatives	2
○Decarbonization	3
○Food loss reduction	4
○Biodiversity	4
○Employee Health Management	4
○Customer orientation	4
○Social contribution	5
3.ESG Evaluation	5
4.ESG Data Book	6

Editorial Policy

Scope of calculation: Domestic group companies are covered. Indicators covering consolidated companies (including overseas and subsidiaries) are described as

Period covered: January 1, 2024 - December 31, 2024 (FY24)

This report describes sustainability activities and actual results for 2024. For past activities and other sustainability information, please refer to the Sustainability page on our website (URL:<https://corp.skylark.co.jp/en/sustainability/>).

For financial information, please refer to the Integrated Report or Annual Securities Report in the Investor Relations section of our website.

Company Profile

Company Name	SKYLARK HOLDINGS CO., LTD.
Date of Establishment	April 4, 1962
Head Office	1-25-8 Nishikubo, Musashino-shi, Tokyo 180-8580, Japan (Mitaka No. 3 Office)
Business Year	January 1 through December 31
Related Companies	Skylark Restaurants Co., Ltd., NILAX Inc., Tomato and Associates Co., Ltd., Sukesan Co., Ltd., FLO Japon Co., Ltd., Japan Cargo., Ltd., Skylark D&M Co., Ltd., Taiwan Skylark Co., Ltd., SKYLARK MALAYSIA SDN.BHD., SKYLARK USA INCORPORATED

1.Sustainability Management

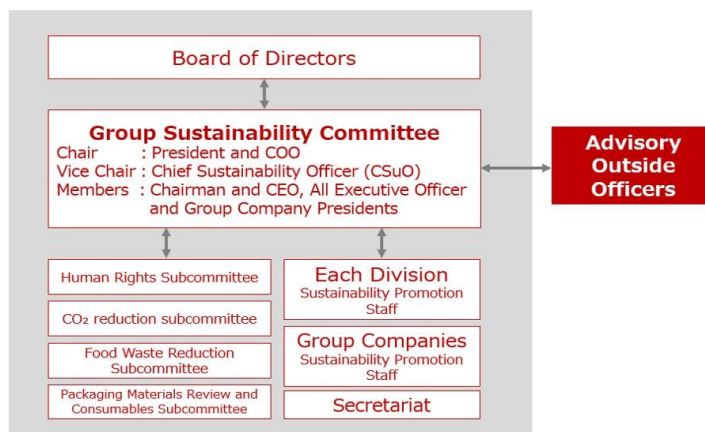
○Sustainability Policy

Skylark Group aims to contribute to the creation of a sustainable society and increase its corporate value through food business by implementing its corporate philosophy of “Creating Richness with Value to Society.”

○Sustainability Promotion Structure

・Establishment of a Group Sustainability Committee

Under the supervision of the Board of Directors, the Sustainability Committee, which is chaired by the President, vice-chaired by the Chief Sustainability Officer (CSuO), and includes the Chairman of the Board, Executive Officers, and Presidents of Group companies, is the decision-making body for sustainability-related initiatives. The committee is responsible for the formulation of company-wide policies and targets, monitoring of materiality, and the establishment and maintenance of systems to ensure ongoing implementation of sustainability measures.



○Materiality **Figure 1: Sustainability Promotion Structure**

Based on the Sustainability Policy, in order to realize sustainable enhancement of society and the Group's corporate value through “food”, we analyzed both the importance to Skylark Group and the importance to our stakeholders, and identified the following.

Society
Food Safety & Security **Health & Nutrition** **Customer Orientation**
Workstyle Reform **Responsible Procurement** **DX**

Environment
Food Loss & Waste Reduction **Plastic Countermeasures** **Decarbonization** **Water Resource Conservation** **Biodiversity**

2.2024 Initiatives

The following is a summary of 2024 initiatives in each materiality, subsequent to reporting and deliberation by the Sustainability Committee. For 2024 results and KPIs for 2025 and beyond, please refer to [4. ESG Data Collection] or [Sustainability Page]. Details are provided for some of the initiatives.

Materiality	Main Activities
Decarbonization	Installed on-site self-consumption solar power generation service at the Skylark Shisui Merchandising Center.
	Off-site PPA services utilizing solar power were installed at the Gifu Merchandising Center and 155 stores.
	Third-party certification for greenhouse gas (GHG) emissions and energy consumption.
	Introduction of the Internal Carbon Pricing (ICP) system.
	Supporting biochar through the purchase of carbon credits to reduce greenhouse gas emissions and solve agricultural production issues.
Reduction of Food Loss	Shabuyo Launches "Komamedori Project" to Reduce Food Loss.
Plastic Countermeasures	Change specifications of disposable plastic products. (Optimization of thickness and size, use of environmentally friendly materials)
Biodiversity	Endorsed the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and participated in the TNFD Forum.
	Participation in the In-Setting Consortium, a four-company collaboration.
Customer-orientation	Participation in the formulation of the "Voluntary Declaration of Consumer Orientation" and follow-up activities.
	Monthly crew online study sessions are held to improve store QSC. Approximately 55,000 people participate per year.
DX	Installed cash-enabled self-service cash registers in 2,400 stores to improve customer convenience.
	Call display boards are deployed to eliminate waiting by visualizing the time it takes for customers to call out and for downed items to be started and completed after they have left the store.
Work-style reform	Develop a policy against customer harassment.
Responsible Procurement	Introduced a performance incentive system as a response to "store-centered management."
	Publication of the "Partnership Building Declaration" for all domestic group companies.
Volunteer and Fundraising	Emergency fundraising for the Noto Peninsula Earthquake of 2024, and provision of boxed lunches to evacuation shelters by employee volunteers.
	Donation for the Eastern Taiwan Earthquake Relief and donation of the same amount from Skylark Holdings, Inc. A portion of sales from the Bamiyan Taiwan Fair was also donated.
	10% of sales of cutlery for home delivery and take-out are donated to the Green Fund (National Land Afforestation Promotion Organization).
ESG Assessment	Selected as a constituent of all six ESG indices used by the GPIF.
	Double A-list selection by CDP for "Climate Change" and "Water Security". Forest" received a B rating.
	Selected as a component of the SOMPO Sustainability Index for the second consecutive year.
	Selected for the first time as an issue in the Asia Pacific Index of the Dow Jones Sustainability Indices.
Other	Linking executive compensation to ESG indicators.

Decarbonization

•Introduction of solar power generation

On-site solar power generation equipment has been installed at the Shisui MD Center. In addition, off-site PPAs were installed at the Gifu MD Center, 48 stores within Chubu Electric Power Company, 23 stores within Hokuriku Electric Power Company, and 84 stores within Tohoku Electric Power Company (blue, green, and orange areas in Figure 2). This is expected to reduce GHG emissions by approximately 3,300 tons per year.

As of 2024, the cumulative number of facilities with the system has reached 158 facilities, achieving the KPI of 100 facilities. The goal is to introduce the system to 300 facilities by 2025, 2,000 facilities by 2030, and all facilities by 2050, and the areas where the system has not yet been introduced (the white areas in Figure 2) will also be promoted to achieve the goal.

※On-site PPA = placing a power generation facility on the company's premises and purchasing power from it (Figure 3)

※Off-site PPA = purchasing power from a facility located off-site at a remote site (Figure 4)



Figure 2: Solar Power Generation Installed Areas

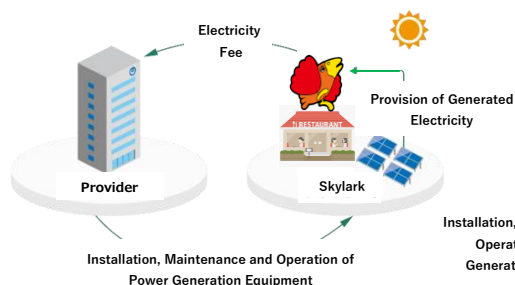


Figure 3: On-site PPA

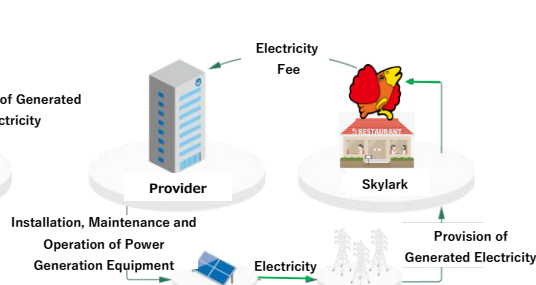


Figure 4: Off-site PPA

•Obtained third-party guarantee

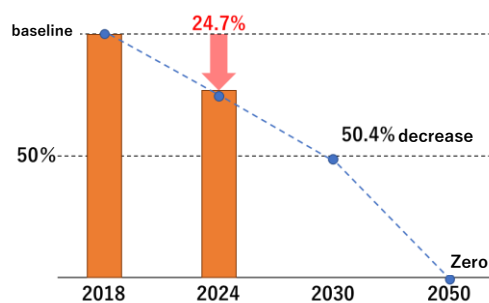
The company obtained guarantees for GHG emissions (Scope 1, Scope 2 and Scope 3 Category 1) and energy consumption in FY2023. (Figure 5)

※Third-party assurance = A system in which reports prepared by a company or organization are objectively verified by an outside professional organization to ensure the accuracy and transparency of information.

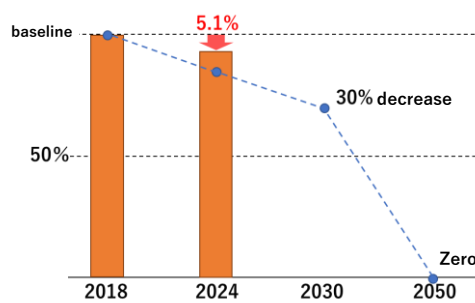


Figure 5: 2023 Verification Report

•Actual results and targets (orange bar graph: actual results, blue line graph: reduction targets compared to 2018)



Graph 1: Actual Reduction Rate and Target for Scope 1+2



Graph 2: Actual Reduction Rate and Target for Scope 3

○Food loss reduction

- Komamedori Project received the 2024 Consumer Affairs Agency Director-General's Award.

All-you-can-eat shabu-shabu "Shabu-you" restaurants are implementing the "Komamedori Project".

The "Komamedori Project" is an effort to reduce food loss together with customers by encouraging them to take a small portion of what they can eat and enjoy it without leaving any leftovers. Specifically, customers take a picture of their table with no leftovers at the end of the meal and present the picture at the checkout to receive a coupon.

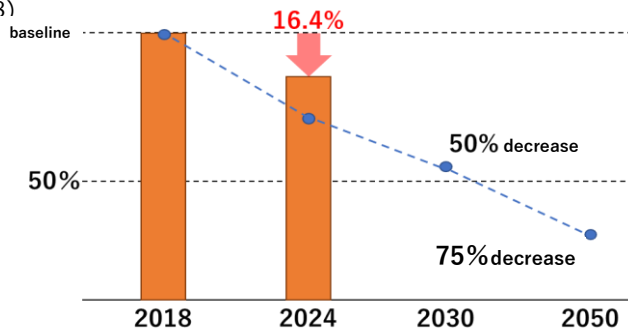
This initiative was commended as an excellent example of consumer-oriented management in 2024, and received the Secretary's Award. (Figure 6)

- its positive participation rather than a penalty
- its contribution to food education as well as food loss reduction
- its expected spread to the group and the industry as a



Figure 6: Award Ceremony

- Actual results and targets (orange bar graph: actual results, blue line graph: reduction targets compared to 2018)



Graph 3: Actual Food Loss Reduction Rate and Target

○Biodiversity

- Response to TNFD

We endorse TNFD and participate in the forum. We are currently making partial disclosure on our website and our disclosure status is as follows.

(○ indicates all disclosures have been made, △ indicates partial disclosures have been made)

The four pillars	Disclosure	Disclosure status
Governance	Organization to promote biodiversity, monitoring system by the Board of Directors, etc.	○
Risk and Impact Management	Management systems to control and assess risk, etc.	○
Strategy	Identification of key locations and risks/opportunities, scenario analysis and countermeasures, etc.	△
Indicators and Targets	Indicators used to assess risk and opportunity, dependence on and impact on nature	△

We are currently working on disclosing the areas that have not yet been disclosed.

For more information, please visit our website > Sustainability > Environment > Response to TNFD Recommendations (URL:<https://corp.skylark.co.jp/en/sustainability/environment/tnfd/>).

※TNFD (Task Force on Nature-related Financial Disclosures):An international initiative established in June 2021. It aims to shift the flow of funds to Nature Positive (the global goal of "halting the declining trend of biodiversity by 2030 and moving toward recovery") by encouraging financial institutions and companies to disclose information on natural capital and biodiversity, and promotes the establishment of a disclosure framework for nature-related risks. The company is promoting the development of a nature-related risk disclosure framework.

○Employee Health Management

We believe the vibrant physical and mental health of our group company employees is vital to achieving our management philosophy. To this end, we're strengthening our Health and Productivity Management initiatives. Under top management's leadership, department heads in each workplace are designated 'Health Promotion Leaders,' tasked with maintaining and improving employee health.(Fig. 7)

We support employee health through diverse initiatives, including 100% regular health check-up rates, severe illness prevention, a smoking cessation project, and health management apps. We also use annual stress check results to improve the workplace environment and create an employee-friendly workplace, primarily to proactively prevent mental health issues.



Figure 7: Employee Health Management Structure

○Customer orientation

•Training

In order to raise the QSC of our stores, we conduct store power improvement study sessions for not only employees but also crew members. The workshops are held monthly, and 55,000 people participated in 2024. The content of the workshops included "thinking from the customer's perspective," thorough vocalization of 'Welcome' and "Thank you," and the importance of health and safety.

※QSC=Acronym for Quality, Service and Cleanliness

•Policy (declaration) formulation

Customer Harassment Policy

The definition is based on the manual of the Ministry of Health, Labor and Welfare, and is intended to ensure that employees can work with peace of mind and that customers can enjoy a pleasant visit.

Declaration of Partnership Building

It is a declaration that a company aims to grow its entire supply chain and to strengthen cooperation with its suppliers and adhere to desirable business practices, such as pricing methods, cost sharing, and payment terms such as bills.

Consumer-Oriented Voluntary Declaration (Customer-Oriented Voluntary Declaration)

We have endorsed the "consumer-oriented management" promoted by the Consumer Affairs Agency. Our policy is as follows

1. management based on the "voice of the customer"
2. creation of a mechanism to utilize the voice of the customer
3. appropriate display of information that leads to customer reassurance
4. development and provision of products and services that contribute to solving social issues

○Social contribution

•Disaster relief for the Noto Peninsula

Starting from January 2nd, we implemented emergency support fundraising and distributed warm boxed meals to those affected by the disaster. (Fig. 8)
We distributed approximately 20,000 meals and had over 120 internal volunteers participate. At the evacuation centers, many elderly people were taking refuge, and we made daily changes to the meal contents based on their requests.



Figure 8: Disaster relief for the Noto Peninsula

•Disaster relief for Taiwan

To help those affected by the Eastern Taiwan earthquake that occurred in 2024, we conducted fundraising activities at approximately 2,700 stores nationwide. Additionally, for each serving of "Spicy Soup" and "Hot and Sour Noodle Soup" supervised by the Taiwanese company 'Chao Wei Jue', we donated 30 yen towards disaster relief. (Fig. 9)



Figure 9: Menu for Taiwan Relief Support

3.ESG Evaluation

CDP Climate Change Water Security 2024: A Score

CDP Forests 2024: B Score

CDP Supplier Engagement 2023: A- Score

Dow Jones Sustainability Asia/Pacific Index: Included

Listed in The Sustainability Yearbook 2025

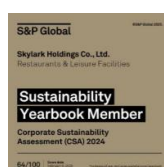
SOMPO Sustainability Index: Selected for two consecutive years

Selected for all stocks in the six ESG indices adopted by the Government Pension Investment Fund (GPIF)

MSCI ESG Rating: A Evaluation

Consumer Affairs Agency's Excellent Consumer-Oriented Management Award 2024: Director-General of the Consumer Affairs Agency Award

Nikkei SDGs Management Survey 2024: 4-Star Rating



S&P Dow Jones Indices
A Division of S&P Global



2024 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数

2024 CONSTITUENT MSCI日本株 女性活躍指数 (WIN)



FTSE Blossom Japan Sector Relative Index



4.ESG Data Book

Sustainability KPIs					
Materiality	Initiatives for 2030 KPIs	Main Indicators	2025 KPI	2030 KPI	2050 KPI
Decarbonizaion	Promoting energy conservation Promote transition to renewable energies	GHG reduction rate(Scope 1, 2)※1	29.4% less than 2018 levels	50.4% less than 2018 levels	net zero
		GHG reduction rate(Scope 3) ※1	17.5% less than 2018 levels	30% less than 2018 levels	net zero
		GHG reduction rate(Scope 1, 2,3)※1	22.9% less than 2018 levels	36.1% less than 2018 levels	net zero
Reduction of Food Loss	Reduction of food loss Promote recycling of waste food materials	Amount of Food Waste	23.1% less than 2018 levels	50% less than 2018 levels	75% less than 2018 levels
		Recycling Rate	50%	50%	75%
Plastics Countermeasures	Reduce use of disposable plastics Promote transition to environmentally friendly materials Promote recycling of waste plastics	Usage of single-use petroleum-based plastics※2	20% less than 2020 levels	50% less than 2020 levels	0
Preservation of Water Resources	Reduction of water withdrawal at factories and stores	Water withdrawal	23% less than 2018 levels	10% less than 2018 levels	20% less than 2018 levels
Biodiversity	Expanded handling of certified food ingredients and materials	Percentage of Domestically Produced Vegetables Used that are JGAP Certified (or certified by a similar organization)	25%	50%	100%
		Percentage of RSPO Certified Palm Oil Used	5%	100%	100%
		Percentage of FSC/PEFC Certified Paper Products	45%	75%	100%
Food Safety and Security	Continuous updating of quality assurance system Continuation of appropriate labeling	Number of Major Food Accidents	0	0	0
		Number of online/retail product recalls	0	0	0
Health and Nutrition	Evolution of product brushing and promotion Expansion of health- and nutrition-conscious menu items Expanded Nutrition Facts Labeling	Provision of menus that contribute to healthy eating habits	5 (per brand)	10 (per brand)	20 (per brand)
Customer-orientation	Thorough QSC (Quality, Service, Cleanliness)improvement Strengthening the system for utilizing the "voice of the customer" in management Promotion of products and services based on customer feedback	Customer feedback※3	9	12	15
DX	Promote DX throughout the company and in all brands	—	—	—	—
Work-style Reform	Promoting Diversity	Percentage of Women in Managerial Positions	15%	30%	50%
	Promotion of Health Management	Percentage of Smokers	14%	10%	0
	Promotion of work-life balance	Number of Overtime Hours Per Month	26hours	20hours	0
		Paid Leave Acquisition Rate	66%	80%	100%
Responsible Procurement	Conducting business partner surveys Thorough management of business partners on human rights, labor, environment, food safety, andethics	Conducting supplier CSR surveys	90%	100%	100%
		Supplier due diligence on human rights	50%	100%	100%

※KPIs target consolidated.

※Years compared to 2018 and 2020 are base years, respectively.

※1 (Scope 1 and Scope 2) set KPI targets in 2020, (Scope 3) and (Scope 1, Scope 2, and Scope 3) set KPI targets in 2022.

※2 The scope includes single-use cutlery, straws, delivery/takeout containers and packaging, shopping bags, plastic bags, plastic wrap, wet towels (oshibori), capsule toy cases, and packaging materials for external sales products.

※3 The average customer recommendation score from visiting customers.

Environment

Policy	
Environmental Policy	https://corp.skylark.co.jp/en/sustainability/environment/environmental_policy/
Decarbonization policy	https://corp.skylark.co.jp/en/sustainability/environment/de-carbonization/
Food Loss Reduction Policy	https://corp.skylark.co.jp/en/sustainability/environment/food_loss/
Plastic Countermeasures	https://corp.skylark.co.jp/en/sustainability/environment/waste_reduction/
Biodiversity Policy	https://corp.skylark.co.jp/en/sustainability/environment/biodiversity/

Decarbonizaion

Category	Item		Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
GHG Emissions: Scope 1 【Consolidated】	Scope 1		t-CO ₂	106,709	113,277	111,273	★115,783
	Scope 1 intensity		t-CO ₂ /million yen	0.39	0.36	0.30	0.28
GHG Emissions: Scope 2 【Consolidated】	Scope 2 (location-based)		t-CO ₂	224,338	234,411	230,703	234,161
	Scope 2 (market criteria)		t-CO ₂	207,464	208,525	217,864	★217,233
	Scope 2 intensity (market basis)		t-CO ₂ /million yen	0.76	0.66	0.59	0.53
GHG Emissions: Scope 3 【Consolidated】	Scope 3		t-CO ₂	760,378	827,888	879,645	980,936
	Scope 3 intensity		t-CO ₂ /million yen	2.78	2.63	2.39	2.37
	1. Purchased products and services	total	t-CO ₂	567,955	621,930	674,288	★766,049
		FLAG Emissions ※1	t-CO ₂	350,645	390,412	409,212	★449,512
		non-FLAG emissions	t-CO ₂	217,310	231,518	265,075	★316,537
	2. Capital goods		t-CO ₂	44,905	53,641	50,689	★60,581
	3. Fuel and energy activities not included in Scope 1 and 2		t-CO ₂	65,453	70,561	72,339	★67,713
	4. Transportation, delivery (upstream)		t-CO ₂	44,126	45,130	48,167	50,013
	5. Waste from business operations		t-CO ₂	6,497	6,880	5,480	6,058
	6. Business trip		t-CO ₂	801	670	769	800
	7. Employer's commute		t-CO ₂	24,602	23,511	23,413	24,999
	8. Leased assets (upstream)		t-CO ₂			Not applicable	
	9. Transportation, delivery (downstream)		t-CO ₂			Not applicable	
	10. Processing of sold products		t-CO ₂			Not applicable	
	11. Use of products sold		t-CO ₂			Not applicable	
	12. Disposal of sold products		t-CO ₂	2,700	2,281	1,244	1,038
	13. Leased assets (downstream)		t-CO ₂			Not applicable	
	14. Franchise		t-CO ₂	3,339	3,284	3,256	3,686
	15. Investment		t-CO ₂			Not applicable	
GHG Emissions: Total 【Consolidated】	Total of Scope 1 and 2 (Market basis)		t-CO ₂	314,173	321,802	329,137	★333,016
	Intensity of Scope 1 and 2 (Market basis)		t-CO ₂ /million yen	1.15	1.02	0.89	0.81
	Total of Scope 1, 2 and 3 (Market basis)		t-CO ₂	1,074,551	1,149,690	1,208,783	1,313,953
	Intensity of Scope 1, 2 and 3 (Market basis)		t-CO ₂ /million yen	3.93	3.65	3.28	3.18
Energy Consumption 【Consolidated】	Amount used		MWh	970,206	871,336	1,070,741	★1,078,267
	Non-renewable energy use		MWh	970,206	868,487	1,067,978	1,072,439
	Renewable energy usage		MWh	0	2,849	2,763	★5,827
	Renewable energy ratio		%	-	0.33	0.26	0.54
	Amount used		crude oil equivalent kl	167,807	179,415	183,791	★171,478
	Intensity		kl/million yen	0.61	0.57	0.50	0.41
Electricity Consumption 【Consolidated】	Amount used		MWh	472,747	508,301	530,555	★548,321
	Intensity		MWh/million yen	1.73	1.62	1.44	1.33

GHG emissions are calculated in accordance with the various standards of the GHG Protocol.

★ is a third-party verification item (verified for the relevant fiscal year by the Japan Management Association (JMA), an external third-party).

※1 GHG emissions from the Forest, Land and Agriculture (FLAG) sector.

Preservation of water resources

Category	Item		Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Water Intake 【Consolidated】	Total water intake		t	6,030,977	6,437,675	6,528,647	★7,052,727
	Water intake		t	5,702,109	6,094,819	6,224,380	★6,704,265
	Groundwater intake		t	328,869	342,857	304,267	★348,462
	Intensity		t/million yen	22.04	20.46	17.73	17.07
Water Discharge 【Connected】	Total volume of water discharged		t	5,900,887	6,322,586	6,403,600	★6,961,803
	Sewer discharge		t	5,368,011	5,768,507	5,814,579	★6,335,726
	River discharge		t	532,876	554,079	589,022	★626,077
Water Consumption 【Connected】	Total water consumption		t	130,090	115,089	125,047	90,924

★ is a third-party verification item (verified for the relevant fiscal year by the Japan Management Association (JMA), an external third-party).

Reduction of food loss/waste

Category	Item		Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Food Waste 【Consolidated】	Food waste generated		t	27,736	29,833	28,885	32,905
	Food waste recycled		t	8,240	9,299	8,521	9,017
	Heat Recovery		t	1,004	1,176	800	1,033
	Food waste		t	18,493	19,357	19,453	22,855
	Per-unit food waste		kg/million yen	69.90	57.39	49.93	51.36
	Percentage of food waste recycled		%	39.4	43.9	50.3	50.2
Non-food Waste 【Consolidated】	Amount of non-food waste generated		t	15,171	15,044	18,827	19,942
	Amount of non-food waste recycled		t	7,719	8,630	10,363	11,068
	Amount of non-food waste		t	7,451	6,413	8,464	8,874
	Amount of hazardous waste generated ※1		t	0.0	5.5	1.7	0.4
Total Amount of Waste 【Consolidated】	Amount of waste generated		t	42,907	44,876	47,712	52,847
	Total amount of waste recycled		t	15,959	17,929	18,884	20,085
	Heat recovery		t	1,004	1,176	800	1,033
	Total amount of waste disposed		t	25,944	25,771	27,916	31,729

※1 PCB (polychlorinated biphenyl) generation was measured.

Plastic Countermeasures						
Category	Item	Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Whole Disposable Plastic	Petroleum-derived plastics weight	t	3,288	2,921	2,492	2,618
	Total packaging materials ※1	t	4,497	4,128	3,087	3,093
Packaging Material Usage	Paper Fiber Packaging Materials	t	1,073	1,060	877	649
	Plastic Packaging Materials	t	1,971	1,738	1,186	1,046
	Recyclable plastic packaging ※2	%	—	90.99	94.94	73.30
	Compostable plastic packaging ※3	%	—	0.00	0.00	0.00
	Recycled content in plastic packaging ※4	%	—	0.11	0.07	0.08
	Metal and glass packaging materials	t	0	0	0	0
	Environmentally friendly packaging materials ※5	t	1,453	1,330	1,024	1,398
	Weight intensity of plastic packaging materials used	kg/million yen	7.20	5.53	3.22	2.53
	Weight of recycled packaging materials	t	1,255	1,118	850	845

Biodiversity						
Category	Item	Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Percentage of Certified Products used	JGAP or similar certification for domestically grown vegetables	%	5.0	5.0	16.0	20.0
	RSPO Certification for Palm Oil	%	0	0	0	0
	FSC/PEFC certified products in paper products	%	0	28.0	36.0	44.0
Compliance with Environmental Laws and Regulations	Environment-related fines and penalties	yen	0	0	0	0

※1 Packaging material values are in accordance with the Container Recycling Law reporting.

※2 Packaging material that can be reprocessed by a manufacturing process into new products, parts, or recycled raw materials after use.

※3 100% compostable packaging that meets international standards.

※4 Packaging made from post-consumer recycled plastic.

※5 Environmentally friendly packaging materials are those that use talc, biomass, etc. as part of the material.

Social

Policy	
Quality Charter	https://corp.skylark.co.jp/en/sustainability/basic_policy/quality_charter/
Human Rights Policy	https://corp.skylark.co.jp/en/sustainability/governance/human_rights/
Procurement Policy	https://corp.skylark.co.jp/en/sustainability/environment/supply/
Diversity Policy	https://corp.skylark.co.jp/en/sustainability/social/employee/diversity.html
Voluntary Declaration of Customer Orientation	https://corp.skylark.co.jp/en/sustainability/basic_policy/customer_oriented/
Health Management Declaration	https://corp.skylark.co.jp/en/sustainability/basic_policy/health/

Employees						
Category	Item	Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Total Number of Employees 【Consolidated】	Female	persons	61,403	61,038	65,661	72,960
	Female ratio	%	61.1	62.5	61.5	63.0
	Male	persons	39,016	36,700	41,161	42,841
	Total	persons	100,419	97,738	106,822	115,801
【Domestic Group】	Female	persons	60,088	59,581	64,091	70,970
	Female ratio	%	61.3	62.6	61.6	63.2
	Male	persons	37,982	35,531	39,897	41,397
	Total	persons	98,070	95,112	103,988	112,367
Percentage of All Employees by Age 【Consolidated】	Under 30	%	56.4	56.5	56.4	59.8
	30-50 years old	%	23.9	23.8	23.8	20.1
	Over 50 years old	%	17.0	17.1	17.1	16.5
	65 years old and over	%	2.7	2.7	2.7	3.5
	Average age	years old	32.5	32.6	32.3	32.0
Percentage of All Employees by Race and Nationality 【Consolidated】	Japan	%	94.9	94.9	94.5	93.9
	Taiwan	%	2.5	2.5	2.4	2.3
	Vietnam	%	0.5	0.5	0.6	0.8
	Nepal	%	0.1	0.1	0.2	0.6
	China	%	0.2	0.2	0.3	0.6
	Myanmar	%	0.1	0.1	0.2	0.3
	Sri Lanka	%	0.0	0.0	0.1	0.3
	Malaysia	%	0.1	0.2	0.2	0.2
	Other	%	1.6	1.5	1.5	1.0
Employment of Foreigners 【Domestic Group】	Number of non-Japanese employees in Japan	persons	2,167	2,216	3,092	4,440
	Percentage of non-Japanese employment in Japan	%	2.2	2.3	2.9	3.6
Number of Full-time Employees 【Consolidated】	Female	persons	865	882	951	1,255
	Female ratio	%	14.0	14.6	15.8	20.4
	The percentage of women in sales positions	%	13.6	12.8	13.2	13.1
	The percentage of women in STEM fields ※1	%	0.8	0.9	1.1	1.3
	Male	persons	5,310	5,160	5,054	4,895
	Total	persons	6,175	6,042	6,005	6,150
【Domestic Group】	Female	persons	666	679	725	990
	Female ratio	%	11.5	12.1	13.0	17.5
	Male	persons	5,132	4,949	4,835	4,657
	Total□	persons	5,798	5,628	5,560	5,647
Number of Part-time Employees 【Consolidated】	Female	persons	60,538	60,156	64,710	71,705
	Female ratio	%	64.2	65.6	64.2	65.4
	Male	persons	33,706	31,540	36,107	37,946
	Total	persons	94,244	91,696	100,817	109,651
	Non-permanent employee ratio	%	93.9	93.8	94.4	95.0
【Domestic Group】	Female	persons	59,422	58,902	63,366	69,981
	Female ratio	%	64.4	65.8	64.4	65.6
	Male	persons	32,850	30,582	35,062	36,739
	Total	persons	92,272	89,484	98,428	106,720
	Non-permanent employee ratio	%	94.1	94.1	94.7	95.3
Number of Directors and Corporate Auditors 【Consolidated】	Female	persons	2	3	2	2
	Female ratio	%	20.0	30.0	25.0	25.0
	Male	persons	8	7	6	6
	Total	persons	10	10	8	8

Employees						
Category	Item	Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Number of Senior Management Positions ※2 (Director Positions) 【Consolidated】	Female	persons	4	5	5	7
	Female ratio	%	4.5	5.2	5.1	6.7
	Male	persons	84	92	93	98
	Total	persons	88	97	98	105
Number of Management Positions ※2 (Leadership Positions) 【Consolidated】	Female	persons	24	28	32	34
	Female ratio	%	8.0	6.9	8.1	8.0
	Male	persons	273	383	366	383
	Total	persons	296	411	399	417
Number of Managers ※2 (Managerial Positions) 【Consolidated】	Female	persons	494	461	441	471
	Female ratio	%	18.0	17.6	17.8	18.2
	Male	persons	2,748	2,617	2,470	2,594
	Total	persons	3,243	3,078	2,845	3,065
Number of Managers ※2 (Managers and Above) 【Consolidated】	Female	persons	522	494	478	512
	Female ratio	%	14.4	13.8	14.3	14.3
	Female ratio of women working in sales	%	13.6	12.8	13.2	13.1
	Male	persons	3,105	3,092	2,929	3,075
Employment of Persons with Disabilities	Total	persons	3,627	3,586	3,342	3,587
	Number of employees	persons	491	559	629	684
	employment rate	%	2.6	2.7	2.9	3.1
	Female	persons	52	93	115	93
Number of New Employees	Female ratio	%	41.3	38.4	53.0	38.8
	Male	persons	74	149	102	147
	Total	persons	126	242	217	240
	Number of senior management positions(Director positions) hires	persons	0	0	1	0
	Number of management positions(Leadership and Managerial positions) hires	persons	2	2	2	3
	Number of non-managerial positions(Assistant Manager positions) hires	persons	124	240	214	237
	Number of mid-career hires	persons	8	95	49	94
	Number of internal hires	persons	62	121	71	94
	Average cost	yen/person	680,280	387,108	342,488	440,833
	Female	years	7.4	7.7	7.6	7.9
Average Years of Service	Male	years	17.9	18.3	18.9	19.1
	Total	years	16.5	16.9	17.2	17.3
	Female	yen	4,224,070	4,316,317	4,214,860	4,880,744
Average Wage ※3	Male	yen	5,550,838	5,656,873	5,775,620	6,418,693
	Total	yen	5,377,105	5,479,952	5,555,652	6,194,667
	Female Base Salary (Monthly)	yen	482,400	479,600	505,300	531,800
Senior Management Positions (Director Positions) Average Wage ※3	Base Salary + Other Cash Incentives	yen	7,713,732	7,494,668	8,074,933	8,578,668
	Male Base Salary (Monthly)	yen	814,521	755,252	762,867	807,415
	Base Salary + Other Cash Incentives	yen	11,157,982	10,567,209	10,816,375	11,169,466
	Rate of female-to-male earnings (Base Salary)	%	59.2	63.5	66.2	65.9
	Rate of female-to-male earnings (Base Salary + Other Cash Incentives)	%	69.1	70.9	74.7	76.8
	Female Base Salary (Monthly)	yen	300,204	299,242	314,122	336,630
	Base Salary + Other Cash Incentives	yen	4,679,445	4,535,964	4,870,028	5,389,008
Management Positions (Leadership and Managerial Positions) Average wage ※3	Male Base Salary (Monthly)	yen	356,797	354,871	370,057	388,091
	Base Salary + Other Cash Incentives	yen	5,584,131	5,436,558	5,781,119	6,188,781
	Rate of female-to-male earnings (Base Salary)	%	84.1	84.3	84.9	86.7
	Rate of female-to-male earnings (Base Salary + Other Cash Incentives)	%	83.8	83.4	84.2	87.1
	Female Base Salary (Monthly)	yen	230,049	232,842	239,117	256,844
Non-managerial Positions (Assistant Manager Positions) Average Wage ※3	Base Salary + Other Cash Incentives	yen	3,504,503	3,447,653	3,593,084	3,976,571
	Male Base Salary (Monthly)	yen	236,725	236,319	247,473	264,172
	Base Salary + Other Cash Incentives	yen	3,653,285	3,598,203	3,799,271	4,109,942
	Rate of female-to-male earnings (Base Salary)	%	97.2	98.5	96.6	97.2
	Rate of female-to-male earnings (Base Salary + Other Cash Incentives)	%	95.9	95.8	94.6	96.8
	Full-time employees	%	—	—	78.4	79.3
	Median gap ※5	%	—	—	78.5	79.8
Gender Wage Gap ※4	Bonus gap ※6	%	—	—	81.0	80.2
	Bonus Median Gap	%	—	—	80.0	79.5
	Part-time employees	%	—	—	98.4	99.3
	Median gap	%	—	—	97.7	97.3
	Total	%	—	—	73.8	71.1
	Female	%	—	—	78.4	79.3
Annual Training	Total training time	hours	117,486	201,952	297,214	354,922
	Training time for managers and leaders	hours	23,702	12,515	35,868	51,655
	Training time for non-managerial staff	hours	93,784	189,437	261,346	303,267
	Average training time	hours	22.1	45.1	55.8	62.6
	Training time for managers and leaders	hours	8.4	4.5	13.4	19.8
	Training time for non-managerial staff	hours	97.4	206.7	249.0	272.5
	Average number of training days	days/persons	7.2	6.1	12.0	12.8
	Percentage of training participants	%	87.8	87.5	87.2	86.3
	Total training and education costs	yen	185,659,853	294,260,227	448,625,857	569,677,287
	Training and education costs for managers and	yen	55,093,572	32,916,085	80,278,810	119,741,958
	Training and education costs for non-managerial staff	yen	130,566,281	261,344,142	368,347,047	449,935,329
	Average training/education costs	yen/persons	41,787	67,637	98,801	122,972
	Number of qualifications	qualifications	3	3	3	3
	Target group	persons	199	157	267	308
Employee Turnover Rate	Female	%	10.4	9.0	10.8	9.3
	Male	%	5.7	5.9	5.7	4.8
	Turnover rate	%	6.3	6.7	7.3	5.6
	Job turnover rate for senior management positions(Director positions)	%	0.02	0.02	0.00	0.04
	Job turnover rate for management positions(Leadership and Managerial positions)	%	1.9	2.4	2.6	1.9
	Job turnover rate for non-managerial positions(Assistant Manager positions)	%	3.5	3.3	4.0	3.1
	Job turnover rate for personal reasons ※8	%	5.8	6.0	6.8	5.3
	Rate of employees receiving health checkups	%	99.9	99.9	99.9	99.9
Employee Health	Rate of employees with findings	%	43.9	46.0	51.3	54.2
	Rate of Further Examinations	%	22.4	20.9	20.9	17.5
	Rate of Health Guidance Continuation	%	24.4	24.1	21.2	16.5
	Rate of Gynecological Screenings	%	44.4	45.6	46.6	46.9
	Number of Employees Eligible for Stress Check ※9	persons	2,185	2,260	2,251	16,340
	Number of Employees who took the Stress Check	persons	2,142	2,209	2,191	6,818
	Rate of Participation in the Stress Check	%	98.0	97.7	97.3	41.7
	Rate of Employees with High Stress	%	14.0	16.2	16.3	20.8
	Rate of Smokers	%	29.8	25.0	20.9	19.4
	Rate of Long-term Leave Usage ※10	%	98.0	97.2	97.0	97.5
	Rate of Participation in the Walking Challenge	%	4.9	9.2	11.7	13.3
	Presenteeism ※11	%	—	—	82.0	80.1
	Absenteeism ※12	days	—	—	3.8	3.7
	Work Engagement ※13	points	—	—	3.2	3.4

Category	Item	Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Annual Working Hours	Average prescribed working hours	hours/persons	1,984	1,984	1,984	1,984
	Average overtime hours worked	hours/persons	247	348	357	384
	Average monthly overtime hours	hours/persons	20.0	29.0	29.7	32.0
Percentage of Taking Paid Leave	Total	%	63.0	62.0	64.0	63.0
Percentage of Taking Parental Leave	Female	%	96.2	97.6	98.9	98.6
	Male	%	5.3	8.3	22.4	18.8
	Total	%	53.0	56.4	62.1	61.6
Workers' Compensation Related	Number of deaths	persons	—	0	0	0
	Number of industrial accidents	times	—	1,007	964	1,089
	Lost time injury frequency rate ※14	%	5.38	5.17	4.18	4.35
Employee Engagement	Employee Survey Score	point	—	—	5.6	5.3
	Response rate	%	—	—	81.9	81.5
Labor Union Membership Domestic Group	Number of participants	persons	18,907	18,611	18,454	19,374
	Subscription ratio ※15	%	16.7	17.1	15.5	17.7
Number of Shareholding Association Members	SKYLARK HOLDINGS CO., LTD.	persons	210	199	198	225
	Subscription Ratio ※16	%	35.7	34.1	34.6	37.8
	Group Companies	persons	904	847	821	910
External Evaluation	Subscription Ratio ※16	%	16.9	16.2	17.4	19.2
	Obtained Kurumin certification ※17	—	○	○	○	○
	Obtained Tomonin Mark certification ※18	—	○	○	○	○

※In employee-related data, items for which no scope is stated cover regular employees of both Skylark Holdings Co., Ltd. and

Figures are as of the end of December.

※1 STEM fields : The total number of full-time employees in the IT, Menu Development, Production Division, and Quality Control Group.

※2 Director positions: senior management up to two levels below the CEO; leader positions: middle management; manager positions: junior management

※3 Average Salary: Annual salary, excluding executives.

※4 Gender wage gap: Ratio of women's wages to men's wages

※5 Bonus gap: the difference between the average bonus salary paid to male employees and the average bonus salary paid to female employees in March, July, and December (for subjects with three payments).

※6 Median gap: Percentage difference between the median salary or bonus paid to male employees and the median salary or bonus paid to female employees.

※7 Support for qualification acquisition: If you pass a qualification examination designated by the company, the company will pay the full amount of the examination fee.

※8 Turnover rate for personal reasons: Excludes disciplinary dismissals, expiration of leaves of absence, and retirements at retirement age.

※9 Starting in 2024, stress checks will also be conducted at business sites with 50 or fewer employees.

※10 Rate of Long-term Leave Usage : Usage rate for 5-to-7-day consecutive holidays

※11 Presenteism : Uses the SPQ (University of Tokyo single-item version). It evaluates an individual's work performance over the past 4 weeks on a scale where 100% represents the performance achievable without any illness or injury.

※12 Absenteeism : Assessed via a survey method. It is evaluated based on the response to the question, "How many days of work did you miss in the past year due to your own illness?"

※13 Work Engagement : Uses the Utrecht Work Engagement Scale (short version).

※14 Frequency rate of lost time injuries: The frequency of occupational accidents expressed in terms of the number of casualties due to lost time injuries (excluding commuting accidents) per million total actual working hours during the period.

※15 Labor union membership ratio: the number of labor union members divided by the total number of consolidated employees (including part-time employees)

※16 Shareholding association member ratio: the number of shareholding association members divided by the number of regular employees for each company.

※17 Kurumin: Certification by the Minister of Health, Labor and Welfare as a "company that supports child rearing" based on the Law for Measures to Support the Development of the Next Generation.

※18 Tomonin mark: Certification by the Ministry of Health, Labour and Welfare to indicate that the company is committed to promoting a workplace environment that enables a balance between work and nursing care.

Customers						
Category	Item	Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Online Sales	Revenue	million yen	—	41,522	37,481	43,025
	Rate of Revenue from Online/E-commerce Sales ※1	%	—	13.7	10.6	10.7
Sustainable Revenue ※2	Revenue	million yen	—	2,338	2,745	2,927
Product recall	Number of recalls of retail sales and EC products	times	0	0	0	0
	Number of products contributing to a healthy diet ※3	items/brand	2.0	2.0	4.0	3.3
Overall customer satisfaction	Satisfaction based on customer surveys ※4	%	73	81	85	87

Suppliers						
Category	Item	Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Supplier monitoring and auditing	Total number of suppliers	suppliers	734	741	743	722
	Number of primary suppliers	suppliers	294	277	280	283
	Number of major primary suppliers ※5	suppliers	16	17	28	27
	Number of suppliers implemented	suppliers	0	0	119	274
	Rate of implementation	%	0.0	0.0	16.0	38.0

※1 Rate of off-premise sales (delivery, takeout, mail order) via website and app.

※2 Sales from Rainforest Alliance Certified products.

※3 Figures for four major brands (Gusto, Bamiyan, Jonathan, and Yumean) for products that contribute to healthy eating habits.

※4 Overall customer satisfaction: Performance of service quality and product quality as measured by customer surveys.

※5 Number of primary suppliers: Number of suppliers identified as having ESG impacts or high business relevance and risk.

Governance

Policy	
Anti-Bribery Policy	https://corp.skylark.co.jp/en/sustainability/governance/anti-bribery/

Corporate governance						
Category	Item	Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024
Social Contribution Activities	Amount of money raised	yen	13,880,475	40,726,184	30,719,405	42,057,899
	Cash fund-raising	yen	6,437,124	33,869,184	22,915,405	36,212,899
	In-kind donations ※1	yen (converted to monetary value)	4,525,000	6,857,000	6,044,000	5,845,000
	Cash donations	yen	—	—	2,022,531	20,903,671
	Time spent by employees participating in social contribution activities during working hours	yen (converted to monetary value)	863,656	872,944	910,654	889,477
whistleblower	Administrative costs of social contribution activities	yen	81,810	103,474	128,225	413,001
	Whistleblowing Reports	times	228	251	292	360
	Consultations & Inquiries	times	100	86	122	94
	Total	times	328	337	414	454
Number of violations of the Code of Conduct and Ethical Standards (Number of disciplinary actions) ※2	Corruption/Bribery	times	0	0	0	0
	Discrimination/Harassment	times	0	1	0	0
	Customer privacy data	times	0	0	0	0
	conflict of interest	times	0	0	0	0
	Money laundering/insider trading	times	0	0	0	0
Number of meetings held	Number of Board Meetings held	times	26	23	22	23
	Number of Management Meetings "former Executive Officers' Meeting" held	times	48	48	49	48
	Number of Audit Committee "former the Board of Corporate Auditors" held	times	13	13	13	13
	Number of Risk Compliance Committee held	times	9	13	16	11
	Number of Sustainability Committee held	times	4	8	8	10
	Number of Nominated Committee held	times	7	6	6	7
	Number of Remuneration Committee held	times	6	6	4	3

※1 In-kind donations: Amount of playground equipment donated to children's homes through the Children's Playground Support Fund

※2 Number of violations of the Code of Conduct and Ethical Standards: Number of disciplinary actions taken and publicized outside the company