



SKYLARK
HOLDINGS

Sustainability Report 2025



Contents

1.Sustainability Management	2
○Sustainability Policy	2
○Sustainability Promotion Structure	2
○Materiality	2
2.2025 Initiatives	2
○Decarbonization	3
–Solar Power Generation	3
–Third-Party Assurance	3
–SBT Certification	3
–Carbon Insetting	4
○Biodiversity	4
~Certified as an "Eco-First Company"~	4
○Employee Health Management	4
○Work-style reform	5
○Customer orientation	5
○Social contribution	5
–Oita Large-Scale Fire Support Project	5
–Playground Equipment Installation	5
3.ESG Evaluation	6
○Awards Ceremony	6
○External Recognition	6
4.ESG Data Book	7

Editorial Policy

Scope: Domestic group companies, unless specified as "Consolidated" (includes overseas and subsidiaries).

Period: Jan 1 – Dec 31, 2025 (FY2025).

Content: Highlights of 2025 sustainability activities. For further details, past data, and financial reports (Integrated/Securities Reports), please visit our website.

Sustainability: <https://corp.skylark.co.jp/en/sustainability/>

IR Information: See the Investor Relations section on our website.

Company Profile

Company Name: SKYLARK HOLDINGS CO., LTD.

Founded: #####

Head Office: 1-25-8 Nishikubo, Musashino-shi, Tokyo 180-8580, Japan (Mitaka No. 3 Office)

Fiscal Year: Jan 1 – Dec 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,
Createries Consultancy Sdn. Bhd., etc.

1. Sustainability Management

OSustainability Policy

Skylark Group aims to create a sustainable society and enhance corporate value through our food business, guided by our philosophy: "Creating Richness with Value to Society."

OSustainability Promotion Structure

- Establishment of a Group Sustainability Committee
Chaired by the President and vice-chaired by the Chief Sustainability Officer (CSuO), the Committee serves as the decision-making body for sustainability under the Board of Directors' supervision. It is responsible for formulating company-wide policies, setting targets, monitoring materiality, and maintaining systems for continuous implementation.



Figure 1: Sustainability Promotion Structure

OMateriality

In alignment with our Sustainability Policy, we have identified key materiality issues by analyzing their impact on both the Skylark Group and our stakeholders. Our goal is to drive the sustainable growth of society and our corporate value through "food."

Society	Environment
Food Safety & Security/Health & Nutrition/DX/Workstyle Reform/Responsible Procurement/Customer Orientation	Food Loss & Waste Reduction/Decarbonization/Plastic Countermeasures/Biodiversity/Water Resource Conservation

2.2025 Initiatives

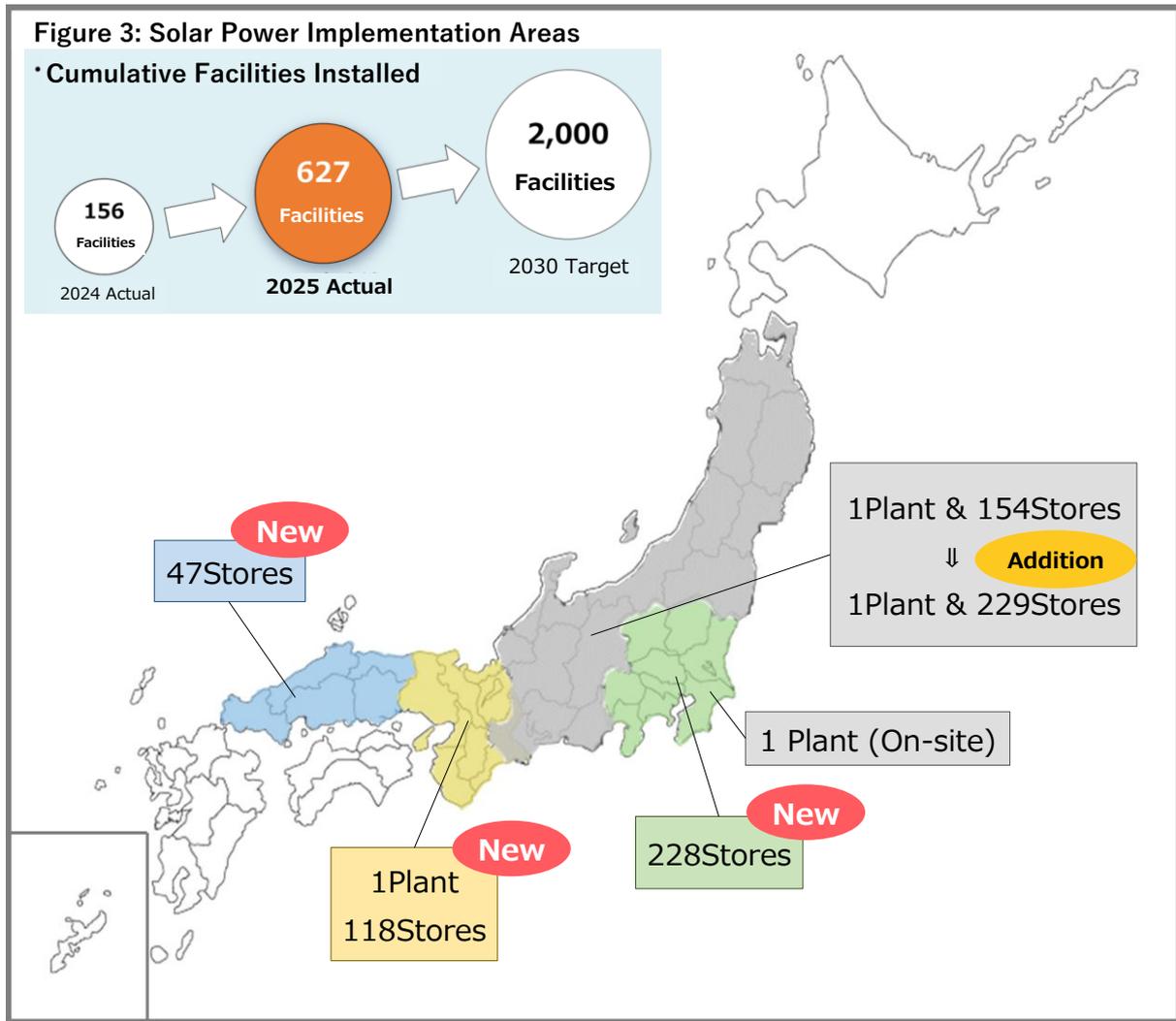
Following deliberations by the Sustainability Committee, we have summarized our 2025 initiatives for each materiality. For 2025 results and KPIs for 2026 onwards, please refer to [4. ESG Data Collection] or our [Sustainability Page]. Featured initiatives are highlighted with further details below.

Materiality	Main Activities
Decarbonization	Expanding Off-site Solar PPA to Nishinomiya Merchandising Center & 468 Stores (Total: 624)
	Implementation of On-site Self-Consumption Solar Power Services at 3 Stores in the Kanto Region
	Obtained Third-Party Assurance for GHG Emissions and Energy Consumption
	Obtained SBT FLAG Validation for Near-Term Targets Including Land-Use GHG Emissions
	Carbon Insetting: Procuring Rice with Mid-Season Drainage GHG Reductions
Reduction of Food Loss	FY2024 Consumer Affairs Agency Award for Co-created Food Loss Reduction
	Boosting Food Waste Reduction: Syabu-Yo's "Komamedori Challenge Months"
Plastic Countermeasures	Optimizing Single-Use Plastics (Size, Thickness & Eco-Materials)
Biodiversity	TNFD Report Published: Assessing Nature-Related Risks & Opportunities (Featured on TNFD Official Site)
Customer-orientation	Monthly Online Study Sessions for Crews to Enhance Store QSC, with Approximately 51,000 Annual Participants
DX	Paperless with "Electronic Receipts" via Skylark App (Approx. 2,750 Stores)
	Expanding Table-Top Order Terminals (Musashino Mori Coffee, chawan & More)
Work-style reform	Launched "Spot Crew" (Single-Day Gig Work at 2,600 Stores)
	New "Expert Certification System" for Full-time Employees (Up to ¥10M+ Pay)
	Established a Diversity Policy.
Responsible Procurement	Conducted CSR audits based on ISO 20400 and implemented human rights due diligence surveys.
Volunteer and Fundraising	2025 Ofunato Forest Fire Emergency Fundraising
	Myanmar Earthquake Emergency Relief Fundraising
	August 2025 Heavy Rain Emergency Relief Fundraising
	Oita City Fire Relief (Fundraising & Meal Assistance at Shelters)
	Donated to "Green Fund" (10% of Delivery/Takeout Cutlery Sales)
ESG Assessment	Selected as a constituent for all six ESG indices adopted by the Government Pension Investment Fund (GPIF).
	Named to CDP "A List" (Climate Change & Water Security) and "A-" for Forests
	Selected for the "SOMPO Sustainability Index" for three consecutive years.
	Won the Bronze Award in the Environmentally Sustainable Company category at the ESG Finance Awards Japan.
Other	Certified as an "Eco-First" company by the Ministry of the Environment.
	Issued Sustainability Bonds to strengthen company-wide reduction measures for food loss and decarbonization.
	Executive Pay ESG Metrics: Upgraded from DJSI Asia Pacific to World Index

ODecarbonizaion

Expanding Solar Power: Surpassing FY2025 Targets

In FY2025, we expanded installations from gray areas to yellow, blue, and green regions (Fig. 3). Adding 1 plant and 468 stores will cut annual GHG emissions by 9,600 tons, bringing the total to 627 facilities and surpassing our FY2025 target of 300. We continue to accelerate toward our 2030 goal.



Obtained third-party guarantee

To ensure reliability, we obtained third-party assurance for FY2024 data (Fig. 4), including Scope 1-3 (Cat 1-3), FLAG emissions, energy, and water usage.

We have also received comments from the Japan Management Association (JMA), our third-party verification body.

[Comments from the Verification Body]

Third-party verification of Scope 1, 2, and 3 emissions has been conducted since FY2022, with the scope expanding annually. For FY2024, verification included energy consumption and water usage. A key highlight for FY2025 was the inclusion of FLAG (Forest, Land, and Agriculture) emissions within Scope 3 Category 1, reflecting CO2 reduction efforts by brown rice farmers. Our responsibility is to perform limited assurance procedures and express a conclusion; accordingly, the verification report was issued on May 12, 2025. — Verifier, Japan Management Association (JMA)



Obtained SBT FLAG Validation for Near-term Targets

We became the first Japanese restaurant company to earn SBT FLAG validation, covering GHG emissions from land use and raw material production (e.g., agriculture and livestock).

Reduction Targets (Target: FY2030 / Base: FY2018):

Scope 1&2: 50.4% / Scope 3: 30.0% / Scope 3 FLAG: 36.4%

※FLAG: Stands for Forest, Land, and Agriculture. In this sector, companies are required to separately calculate and reduce greenhouse gas (GHG) emissions originating from land-based activities.

•Carbon Insetting Initiative

As part of our Sustainability Policy, we procure domestic rice bundled with environmental value from our suppliers: the Hanamaki My-Brand Study Group and the Kizuna Agricultural Cooperative ("the Producers"). By adopting carbon insetting—which reduces emissions directly within our supply chain—we achieve a more direct environmental impact than traditional offsetting. This initiative supports regional agriculture and accelerates the decarbonization of our raw materials on our path to carbon neutrality.

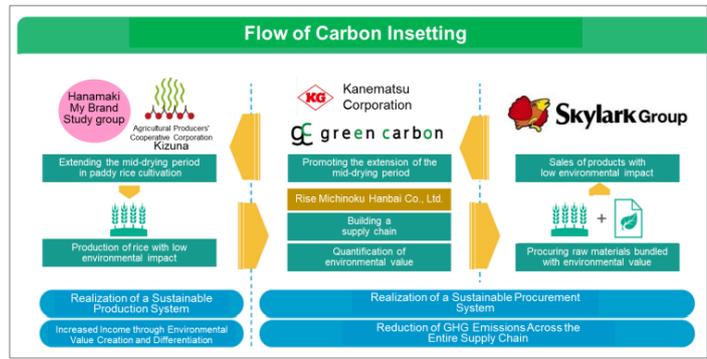


Figure 5: Carbon Insetting Mechanism

OBiodiversity

We became the first company in the domestic restaurant industry to publish a report based on the "TNFD Final Recommendations v1.0," the international framework recommended by the Task Force on Nature-related Financial Disclosures (TNFD). Our report has also been featured as a case study on the official TNFD website. As our business depends heavily on the benefits of natural capital—including plants, animals, air, water, and soil—we have identified climate change, water resource conservation, and biodiversity as key ESG material issues. In this report, we analyzed our relationship with natural capital following the recommended TNFD approach. Based on these insights, we will continue to promote appropriate actions and information disclosure regarding natural capital.

TNFD

Report:[https://corp.skylark.co.jp/Portals/0/images/sustainability/envir/01/TNFD/TNFD_report_251015.pdf]

Official TNFD website:[<https://tnfd.global/knowledge-hub/example-tnfd-reporting/>]

※TNFD (Task Force on Nature-related Financial Disclosures): An international initiative established in 2021. It provides a framework for companies to disclose nature-related risks and opportunities. Its goal is to shift global financial flows toward "Nature Positive"—halting and reversing biodiversity loss by 2030.

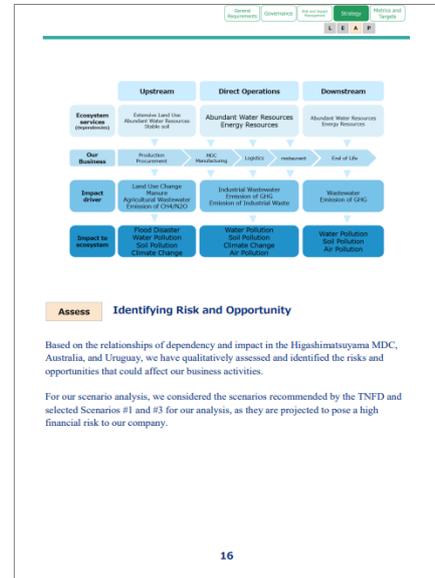


Figure 6: Excerpt from the TNFD Report (P.14, Strategy Section)

| Eco-First Company Certification |

Based on our efforts in decarbonization (see pp. 3-4) and food loss reduction, we have been certified as an "Eco-First Company" by the Ministry of the Environment. As an industry frontrunner, we will continue to lead environmental conservation for a sustainable future.

About the Eco-First Program

In this system, companies commit to advanced environmental initiatives for certification by the Minister of the Environment. This rigorous distinction is awarded to pioneering industry leaders, with 102 companies certified as of February 2026.

To obtain this certification, we submitted our "Eco-First Commitment" to the Minister of the Environment, outlining our dedicated environmental initiatives.

Summary of the "Eco-First Commitment"

- ① Promote renewable energy to cut CO2 emissions by 50.4% by 2030 and achieve Net Zero by 2050.
- ② Reduce food loss and single-use petroleum-based plastics by 50% by 2030.
- ③ Promote certified ingredients and advance TNFD-aligned disclosures.

⇒The full text of the "Eco-First Commitment" is available at the following URL.

https://www.env.go.jp/guide/info/eco-first/assets/pdf/c96_com.pdf



Photo 1: (Left) Mr. Hirotaka Ishihara, Minister of the Environment (Right) Mr. Minoru Kanaya, President and COO, Skylark Holdings Co., Ltd.

Employee Health Management

We believe vibrant employee health is essential to our management philosophy. To strengthen "Health and Productivity Management," department heads are appointed as "Health Promotion Leaders" under top leadership to ensure employee wellbeing. (Fig. 7)

We promote employee health through initiatives like 100% health check-up rates, severe illness prevention, smoking cessation, and health apps. Additionally, we leverage annual stress checks to enhance the workplace environment and proactively prevent mental health issues.



Figure 7: Employee Health Management Structure

Work-style reform

Spot Crew

Born from employee feedback, the "Spot Crew" system allows staff to work flexible "gig" shifts across different group brands. Since its internal launch in July 2025, registered users have reached approximately 15,000. Now open to external candidates, the system supports diverse lifestyles by enabling effective use of spare time. (Fig. 8)



Figure 8: Advertisement for "Spot Crew"

Customer orientation

QSC Improvement Workshop

To enhance store QSC, we hold "Store Excellence Workshops" for both employees and crew. In 2025, 51,000 members participated in sessions focused on self-maintenance and food safety. We also share positive customer feedback at meetings to reinforce a "customer-first" perspective. As a result, our Net Promoter Score (NPS) rose from 8.6 in 2024 to 14.1 in 2025. (Fig. 9)

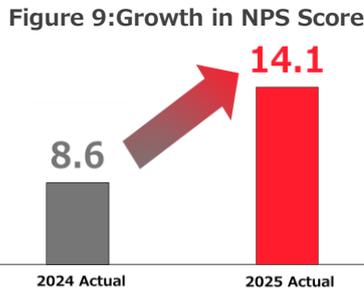


Figure 9: Growth in NPS Score

Introduction of Digital Receipts

Launched in February 2025, our digital receipt system allows customers to receive and save receipts as PDFs via our app by simply selecting the digital option at checkout. This initiative contributes to a significant CO2 reduction of 115.2 tons. (Fig. 10)



Figure 10: Promotion of Digital Receipts

Social contribution

Relief Efforts: Oita City Fire

To support the areas affected by the Oita City fire in November 2025, we held an emergency fundraising campaign at approximately 2,300 stores nationwide. We also organized a food relief program, providing meals from Gusto and Sukesan Udon. From December 2 to 25, a total of 581 bento boxes and menu items were distributed to those in need. (Photo 2)



Photo 2: Relief efforts providing food to the affected community.

Playground Support for Children

Since June 2021, we have partnered with the NPO "Playground of Hope" (POH) through the "Playground Support Fund." Using donations from customers and employees, we volunteer to install playground equipment for children.

In 2025, our fifth project took place at a children's home in Miyagi Prefecture, following previous initiatives in Chiba, Tokyo, and Osaka. Approximately 40 volunteers, including staff from POH and the Skylark Group, worked together to install equipment and host a BBQ. (Photo 3)



Photo 3: Volunteers Working Together on Playground Installation

3.ESG Evaluation

○Awards Ceremony

▶Bronze Award at the Ministry of the Environment's "ESG Finance Awards Japan"

・About the "ESG Finance Awards Japan"

This award recognizes organizations leading Japan in finance and management through their commitment to ESG principles.



[Selection Committee Comments]

Skylark was highly evaluated for addressing multiple critical issues-including CO2 reduction and resource circulation-with a strategic focus on food loss. The committee praised its TNFD report for detailing financial impacts and natural capital mitigation, and recognized its SBT certification (including FLAG emissions) as a pioneering achievement in the food service industry. Future expectations include deeper integration of environmental strategies with business management, particularly through sustainable procurement and robust climate change adaptation.



Figure 11: Bronze Award Certificate, ESG Finance Awards Japan

○External Recognition

- ・CDP 2025 (Climate Change & Water Security): Double "A" Score for 2nd consecutive year.
- ・CDP 2025 (Forests): Achieved "A-" Score.
- ・CDP 2024: Named "Supplier Engagement Leader" (A Score).
- ・DJSI Asia Pacific: Selected for the 2024 Index.
- ・SOMPO Sustainability Index: Selected for 3rd consecutive year.
- ・GPIF ESG Indices: Selected for all 6 indices for 2nd consecutive year.
- ・S&P Global: Included in "The Sustainability Yearbook 2026."
- ・Nikkei SDGs Management Survey 2025: Received 4-star
- ・ESG Finance Awards Japan: Awarded the Bronze Award.
- ・Eco-First Company: Certified by the Ministry of the Environment.



2025 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数
 2025 CONSTITUENT MSCI日本株 女性活躍指数 (WIN)

4.ESG Data Book

Sustainability KPIs

Materiality	Initiatives for 2030 KPIs	Main Indicators	2026年KPI	2030年KPI	2050年KPI
Decarbonization	Promote energy conservation and renewable energy transition	GHG reduction(Scope 1, 2) ※ 1	▲33.6% (vs 2018)	▲50.4% (vs 2018)	Net Zero ※2
		GHG reduction(Scope 3) ※ 1	▲20.0% (vs 2018)	▲30% (vs 2018)	Net Zero ※2
		GHG reduction(Scope 1,2,3) ※ 1	▲24.1% (vs 2018)	▲36.1% (vs 2018)	Net Zero ※2
Reduction of Food Loss	Reduce food loss and promote food waste recycling	Amount of Food Waste	▲26.3% (vs 2018)	▲50% (vs 2018)	▲75% (vs 2018)
		Recycling Rate	50.0%	50.0%	75.0%
Plastics Countermeasures	Reduce single-use plastics and transition to eco-friendly materials	Single-use Petroleum Plastic Usage ※3	▲30% (vs 2020)	▲50% (vs 2020)	Zero
Preservation of Water Resources	Reduce water withdrawal at factories and stores	Water withdrawal	▲30% (vs 2018)	▲10% (vs 2018)	▲20% (vs 2018)
Biodiversity	Expand procurement of certified ingredients and materials	JGAP-certified Vegetable Ratio	30%	50%	100%
		RSPO-certified Palm Oil Ratio	0%	100%	100%
		FSC/PEFC-certified Paper Ratio	50%	75%	100%
Food Safety and Security	Update QA systems and ensure appropriate labeling	Number of Major Food Accidents	Zero	Zero	Zero
		Number of online/retail product recalls	Zero	Zero	Zero
Health and Nutrition	Enhance healthy menus and expand nutrition facts labeling	Provision of menus that contribute to healthy eating habits	5 items	10 items	20 items
Customer-orientation	Improve QSC and integrate customer feedback into management	Customer feedback ※4	15	12	15
D X	Promote company-wide Digital Transformation	-	-	-	-
Work-style Reform	Promoting Diversity	Ratio of Women in Management	16%	30%	50%
	Promotion of Health Management	Smoking Rate	13%	10%	Zero
	Promotion of work-life balance	Number of Overtime Hours Per Month	24 hours	20 hours	Zero
		Paid Leave Acquisition Rate	68%	80%	100%
Responsible Procurement	Conduct partner surveys and ensure ESG-based supplier management	Conducting supplier CSR surveys	100%	100%	100%
		Supplier due diligence on human rights	60%	100%	100%

※ KPIs are on a consolidated basis.

※ Base years for comparisons are 2018 and 2020, respectively.

※ 1 KPI targets for Scope 1 & 2 were established in 2020; targets for Scope 3 and Scopes 1, 2 & 3 combined were established in 2022.

※ 2 Net Zero: 90.0% reduction compared to FY2018, with residual emissions addressed through carbon removal.

※ 3 Scope: Single-use cutlery, straws, containers and packaging for delivery/takeout, shopping bags, plastic bags, plastic wrap, wet towels, capsule toy cases, and packaging for wholesale products.

※ 4 Average Net Promoter Score (NPS) or 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/

Decarbonization

Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025	
GHG Emissions: Scope 1 [Consolidated]	Scope 1	t-CO ₂	114,751	112,532	117,030	117,020	
	Scope 1 intensity	t-CO ₂ /million yen	0.36	0.30	0.28	0.26	
GHG Emissions: Scope 2 [Consolidated]	Scope 2 (location-based)	t-CO ₂	237,461	233,314	236,683	237,547	
	Scope 2 (market criteria)	t-CO ₂	211,239	220,330	219,573	237,991	
	Scope 2 intensity (market basis)	t-CO ₂ /million yen	0.66	0.59	0.53	0.52	
GHG Emissions: Scope 3 [Consolidated]	Scope 3	t-CO ₂	838,661	889,600	991,503	1,074,993	
	Scope 3 intensity	t-CO ₂ /million yen	2.63	2.39	2.37	2.35	
	1. Purchased products and services	total FLAG Emissions	t-CO ₂	630,023	681,919	774,300	849,451
		non-FLAG emissions	t-CO ₂	395,493	413,843	454,353	516,865
	2. Capital goods	t-CO ₂	54,339	51,263	61,234	81,264	
	3. Fuel and energy activities not included in Scope 1 and 2	t-CO ₂	71,479	73,158	68,442	70,148	
	4. Transportation, delivery (upstream)	t-CO ₂	46,552	49,662	52,106	51,411	
	5. Waste from business operations	t-CO ₂	6,670	5,380	5,806	6,519	
	6. Business trip	t-CO ₂	678	790	809	854	
	7. Employer's commute	t-CO ₂	23,817	23,678	25,268	10,997	
	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	1,492	1,028	905	802	
	13. Leased assets (downstream)	t-CO ₂		Not applicable			
14. Franchise	t-CO ₂	3,284	3,256	3,686	3,546		
15. Investment	t-CO ₂		Not applicable				
GHG Emissions: Total [Consolidated]	Total of Scope 1 and 2 (Market basis)	t-CO ₂	325,990	332,862	336,603	355,011	
	Intensity of Scope 1 and 2 (Market basis)	t-CO ₂ /million yen	1.02	0.89	0.81	0.78	
	Total of Scope 1, 2 and 3 (Market basis)	t-CO ₂	1,164,651	1,222,462	1,328,106	1,430,003	
Intensity of Scope 1, 2 and 3 (Market basis)	t-CO ₂ /million yen	3.65	3.28	3.18	3.12		
Energy Consumption [Consolidated]	Amount used	MWh	882,674	1,082,858	1,089,881	1,115,236	
	Non-renewable energy use	MWh	879,825	1,080,095	1,084,054	1,097,906	
	Renewable Energy Usage	MWh	2,849	2,763	5,827	17,331	
	Renewable Energy Ratio	%	0.32	0.26	0.53	1.55	
	Amount used	crude oil equivalent kl	181,750	185,871	173,325	176,669	
Electricity Consumption [Consolidated]	Intensity	kl/million yen	0.57	0.50	0.41	0.39	
	Amount used	MWh	514,915	536,559	554,227	561,865	
	Intensity	MWh/million yen	1.62	1.44	1.33	1.23	

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

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

Preservation of water resources						
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025
Water Intake [Consolidated]	Total water intake	t	6,524,601	6,605,731	7,128,695	7,616,897
	Water intake	t	6,177,115	6,297,871	6,776,480	7,236,112
	Groundwater intake	t	347,485	307,859	352,215	380,785
	Intensity	t/million yen	21.23	18.50	17.07	16.00
Water Discharge [Connected]	Total volume of water discharged	t	6,407,958	6,479,207	7,033,050	7,521,284
	Sewer discharge	t	5,846,397	5,883,232	6,400,235	6,875,849
	River discharge	t	561,561	595,976	632,815	645,435
Water Consumption [Connected]	Total water consumption	t	116,643	126,523	95,645	95,614

Reduction of food loss/waste						
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025
Food Waste [Consolidated]	Food waste generated	t	30,195	29,194	32,567	35,830
	Food waste recycled	t	9,412	8,612	9,114	9,452
	Heat Recovery	t	1,176	800	1,033	1,035
	Food waste	t	19,607	19,670	22,609	26,260
	Per-unit food waste	kg/million yen	57.43	49.96	50.30	53.60
	Food waste recycling rate	%	43.0	48.8	50.0	47.3
Non-food Waste [Consolidated]	Non-food waste generated	t	15,226	19,031	20,337	21,555
	Non-food waste recycled	t	8,735	10,474	11,246	11,933
	Non-food waste	t	6,491	8,556	9,091	9,622
	Hazardous waste generated ※1	t	5.5	1.7	0.4	0.1
Total Waste [Consolidated]	Total waste generated	t	45,421	48,224	52,904	57,385
	Total waste recycled	t	18,147	19,086	20,360	21,385
	Heat recovery	t	1,176	800	1,033	1,035
	Total final disposal amount	t	26,098	28,227	31,700	35,882

※1 PCB (polychlorinated biphenyl) generation was measured.

Plastic Countermeasures						
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025
Whole Disposable Plastic	Petroleum-derived plastics weight	t	2,921	2,492	2,618	2,474
Packaging Material Usage	Total packaging materials ※1	t	4,128	3,087	3,093	2,791
	Paper Fiber Packaging Materials	t	1,060	877	649	589
	Plastic Packaging Materials	t	1,738	1,186	1,046	924
	Recyclable plastic packaging ※2	%	90.99	94.94	73.30	98.09
	Compostable plastic packaging ※3	%	0.00	0.00	0.00	0.00
	Recycled content in plastic packaging ※4	%	0.11	0.07	0.08	0.50
	Metal and glass packaging materials	t	0	0	0	0
	Eco-friendly packaging materials ※5	t	1,330	1,024	1,398	1,278
	Plastic packaging intensity	kg/million yen	5.53	3.22	2.53	2.46
	Recycled packaging materials	t	1,118	850	845	628

Biodiversity						
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025
Certified Product Rate	Domestic vegetables (JGAP/equivalent)	%	5.0	16.0	20.0	22.0
	Palm oil (RSPO certified)	%	0	0	0	0
	Paper products (FSC/PEFC certified)	%	28.0	36.0	44.0	72.0
Environmental Compliance	Environmental fines and penalties	yen	0	0	0	0

※1 Packaging data is in accordance with reporting for the Containers and Packaging Recycling Act.

※2 Recyclable packaging: Materials that can be reprocessed into new products, parts, or raw materials.

※3 Compostable packaging: 100% compostable materials that meet international standards.

※4 Recycled plastic packaging: Packaging made from recycled post-consumer plastic waste.

※5 Eco-friendly packaging: Materials incorporating talc, biomass, or other sustainable sources.

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
Our Pledge on Being Customer Oriented	https://corp.skylark.co.jp/en/sustainability/basic_policy/customer_oriented/
Employee Health Management	https://corp.skylark.co.jp/en/sustainability/basic_policy/health/

Employees						
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025
Total Number of Employees [Consolidated]	Female	persons	61,038	65,661	72,960	82,210
	Female ratio	%	62.5	61.5	63.0	63.8
	Male	persons	36,700	41,161	42,841	46,579
	Total	persons	97,738	106,822	115,801	128,889
[Domestic Group]	Female	persons	59,581	64,091	70,970	80,126
	Female ratio	%	62.6	61.6	63.2	64.2
	Male	persons	35,531	39,897	41,397	44,634
	Total	persons	95,112	103,988	112,367	124,864
Ratio of All Employees by Age [Consolidated]	Under 30	%	56.5	56.4	59.8	60.3
	30-50 years old	%	23.8	23.8	20.1	19.1
	Over 50 years old	%	17.1	17.1	16.5	16.8
	65 years old and over	%	2.7	2.7	3.5	3.8
	Average age	age	32.6	32.3	32.0	31.5
Ratio of All Employees by Race and Nationality [Consolidated]	Japan	%	94.9	94.5	93.9	93.0
	Taiwan	%	2.5	2.4	2.3	2.5
	Vietnam	%	0.5	0.6	0.8	0.8
	Nepal	%	0.1	0.2	0.6	0.9
	China	%	0.2	0.3	0.6	0.5
	Myanmar	%	0.1	0.2	0.3	0.6
	Sri Lanka	%	0.0	0.1	0.3	0.0
	Malaysia	%	0.2	0.2	0.2	0.3
	Other	%	1.5	1.5	1.0	1.3
	Employment of Non-Japanese [Domestic Group]	Number of non-Japanese employees in Japan	persons	2,216	3,092	4,440
	Ratio of non-Japanese employment in Japan	%	2.3	2.9	3.6	3.7
Number of Full-time Employees [Consolidated]	Female	persons	882	951	1,255	1,379
	Female ratio	%	14.6	15.8	20.4	21.0
	The Ratio of women in sales positions	%	12.8	13.2	13.1	17.2
	The Ratio of women in STEM fields ※1	%	0.9	1.1	1.3	1.6
[Domestic Group]	Male	persons	5,160	5,054	4,895	5,207
	Total	persons	6,042	6,005	6,150	6,582
	Female	persons	679	725	990	1,089
	Female ratio	%	12.1	13.0	17.5	18.3
Number of Part-time Employees[Consolidated]	Male	persons	4,949	4,835	4,657	4,857
	Total	persons	5,628	5,560	5,647	5,946
	Female	persons	60,156	64,710	71,705	80,831
	Female ratio	%	65.6	64.2	65.4	66.1
[Domestic Group]	Male	persons	31,540	36,107	37,946	41,372
	Total	persons	91,696	100,817	109,651	122,307
	Non-full-time employee ratio	%	93.8	94.4	95.0	94.9
	Female	persons	58,902	63,366	69,981	79,037
Number of Directors and Corporate Auditors [Consolidated]	Female ratio	%	65.8	64.4	65.6	66.5
	Male	persons	30,582	35,062	36,739	39,777
	Total	persons	89,484	98,428	106,720	118,918
	Non-full-time employee ratio	%	94.1	94.7	95.3	95.2
Number of Senior Management Positions ※2 (Director Positions) [Consolidated]	Female	persons	3	2	2	3
	Female ratio	%	30.0	25.0	25.0	25.0
	Male	persons	7	6	6	9
	Total	persons	10	8	8	12
Number of Management Positions ※2 (Leadership Positions) [Consolidated]	Female	persons	5	5	7	10
	Female ratio	%	5.2	5.1	6.7	8.3
	Male	persons	92	93	98	111
	Total	persons	97	98	105	121
Number of Managers ※2 (Managerial Positions) [Consolidated]	Female	persons	28	32	34	41
	Female ratio	%	6.9	8.1	8.0	10.0
	Male	persons	383	366	383	370
	Total	persons	411	399	417	411
Number of Managers ※2 (Managers and Above) [Consolidated]	Female	persons	461	441	471	501
	Female ratio	%	17.6	17.8	18.2	16.2
	Male	persons	2,617	2,470	2,594	2,583
	Total	persons	3,078	2,845	3,065	3,084
Employment of Persons with Disabilities	Female	persons	494	478	512	551
	Female ratio	%	13.8	14.3	14.3	15.2
	Male	persons	3,092	2,929	3,075	3,063
	Total	persons	3,586	3,342	3,587	3,614
Recruitment Costs [Domestic Group]	Number of employees	persons	559	629	684	674
	Employment rate	%	2.7	2.9	3.1	3.2
	Female	persons	93	115	93	99
	Female ratio	%	38.4	53.0	38.8	35.7
Average Years of Service	Male	persons	149	102	147	178
	Total	persons	242	217	240	277
	Number of senior management positions (Director positions) hires	persons	0	1	0	1
	Number of management positions (Leadership and Managerial positions) hires	persons	2	2	3	0
Senior Management Positions (Director Positions) Average Wage ※3	Number of non-managerial positions (Assistant Manager positions) hires	persons	240	214	237	276
	Number of mid-career hires	persons	95	49	94	133
	Number of internal hires	persons	121	71	94	130
	Average cost	yen/person	387,108	342,488	440,833	428,977
Management Positions (Leadership and Managerial Positions) Average Wage ※3	Female	years	7.7	7.6	7.9	8.0
	Male	years	18.3	18.9	19.1	19.2
	Total	years	16.9	17.2	17.3	17.4
	Female	yen	4,316,317	4,214,860	4,880,744	4,978,093
Non-managerial Positions (Assistant Manager Positions) Average Wage ※3	Male	yen	5,656,873	5,775,620	6,418,693	6,627,767
	Total	yen	5,479,952	5,555,652	6,194,667	6,357,763
	Female Base Salary (Monthly)	yen	479,600	505,300	531,800	542,833
	Base Salary + Other Cash Incentives	yen	7,494,668	8,074,933	8,578,668	8,878,092
Management Positions (Leadership and Managerial Positions) Average Wage ※3	Male Base Salary (Monthly)	yen	755,252	762,867	807,415	685,179
	Base Salary + Other Cash Incentives	yen	10,567,209	10,816,375	11,169,466	10,707,198
	Rate of female-to-male earnings (Base Salary)	%	63.5	66.2	65.9	79.2
	Rate of female-to-male earnings (Base Salary + Other Cash Incentives)	%	70.9	74.7	76.8	82.9
Non-managerial Positions (Assistant Manager Positions) Average Wage ※3	Female Base Salary (Monthly)	yen	299,242	314,122	336,630	341,902
	Base Salary + Other Cash Incentives	yen	4,535,964	4,870,028	5,389,008	5,980,755
	Male Base Salary (Monthly)	yen	354,871	370,057	388,091	397,177
	Base Salary + Other Cash Incentives	yen	5,436,558	5,781,119	6,188,781	7,035,846
Non-managerial Positions (Assistant Manager Positions) Average Wage ※3	Rate of female-to-male earnings (Base Salary)	%	84.3	84.9	86.7	86.1
	Rate of female-to-male earnings (Base Salary + Other Cash Incentives)	%	83.4	84.2	87.1	85.0
	Female Base Salary (Monthly)	yen	232,842	239,117	256,844	263,173
	Base Salary + Other Cash Incentives	yen	3,447,653	3,593,084	3,976,571	4,890,249
Non-managerial Positions (Assistant Manager Positions) Average Wage ※3	Male Base Salary (Monthly)	yen	236,319	247,473	264,172	278,742
	Base Salary + Other Cash Incentives	yen	3,598,203	3,799,271	4,109,942	5,299,343
	Rate of female-to-male earnings (Base Salary)	%	98.5	96.6	97.2	94.4
	Rate of female-to-male earnings (Base Salary + Other Cash Incentives)	%	95.8	94.6	96.8	92.3

Employees						
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025
Gender Wage Gap ※4 [Domestic Group]	Full-time employees	%	—	78.4	79.3	76.9
	Median gap ※5	%	—	21.5	20.2	22.0
	Bonus gap ※6	%	—	19.0	19.8	28.4
	Bonus Median Gap	%	—	20.0	20.5	31.0
	Part-time employees	%	—	98.4	99.3	103.5
	Median gap	%	—	2.3	2.7	(22.0)
Annual Training	Total	%	—	73.8	71.1	60.2
	Total training time	hours	201,952	297,214	354,922	339,730
	Training time for managers and leaders	hours	12,515	35,868	51,655	42,480
	Training time for non-managerial staff	hours	189,437	261,346	303,267	297,250
	Average training time	hours	45.1	55.8	62.6	68.8
	Training time for managers and leaders	hours	4.5	13.4	19.8	17.5
	Training time for non-managerial staff	hours	206.7	249.0	272.5	261.4
	Average number of training days	days/person	6.5	8.4	12.3	12.4
	Ratio of training participants	%	86.0	87.3	91.4	85.8
	Total training and education costs	yen	294,260,227	448,625,857	569,677,287	575,714,293
	Training and education costs for managers and leaders	yen	32,916,085	80,278,810	119,741,958	106,068,217
	Training and education costs for non-managerial staff	yen	261,344,142	368,347,047	449,935,329	469,646,076
	Average training/education costs	yen/person	67,637	98,801	122,972	122,906
	Number of qualifications	qualifications	3	3	3	17
	Qualification Support ※7	Target group	persons	157	267	308
Female		%	9.0	10.8	9.3	8.6
Employee Turnover Rate	Male	%	5.9	5.7	4.8	5.0
	Turnover rate	%	6.7	7.3	5.6	5.6
	Job turnover rate for senior management positions (Director positions)	%	0.02	0.00	0.04	0.02
	Job turnover rate for management positions (Leadership and Managerial positions)	%	2.4	2.6	1.9	2.6
	Job turnover rate for non-managerial positions (Assistant Manager positions)	%	3.3	4.0	3.1	3.6
	Job turnover rate for personal reasons ※8	%	6.0	6.8	5.3	4.6
	Rate of employees receiving health checkups	%	99.9	99.9	99.9	99.9
	Rate of employees with findings	%	46.0	51.3	54.2	Under calculation
Rate of Further Examinations	%	20.9	20.9	17.5	Under calculation	
Rate of Health Guidance Continuation	%	24.1	21.2	16.5	Under calculation	
Rate of Gynecological Screenings	%	45.6	46.6	46.9	Under calculation	
Number of Employees Eligible for Stress Check ※	persons	2,260	2,251	16,340	16,814	
Number of Employees who took the Stress Check	persons	2,209	2,191	6,818	8,553	
Rate of Participation in the Stress Check	%	97.7	97.3	41.7	50.9	
Rate of Employees with High Stress	%	16.2	16.3	20.8	19.2	
Rate of Smokers	%	25.0	20.9	19.4	17.4	
Rate of Long-term Leave Usage ※10	%	97.2	97.0	97.5	98.2	
Rate of Participation in the Walking Challenge	%	9.2	11.7	13.3	11	
Presenteeism ※11	%	—	82.0	80.1	80.8	
Absenteeism ※12	days	—	3.8	3.7	3.2	
Work Engagement ※13	point	—	3.2	3.4	3.2	
Annual Working Hours [Domestic Group]	Average prescribed working hours	hours/person	1,984	1,984	1,984	2,000
	Average overtime hours worked	hours/person	348	357	384	345
	Average monthly overtime hours	hours/person	29.0	29.7	32.0	30.7
Ratio of Taking Paid Leave [Domestic Group]	Total	%	62.0	64.0	63.0	65.4
Ratio of Taking Parental Leave [Consolidated]	Female	%	97.6	98.9	98.6	95.7
	Male	%	8.3	22.4	18.8	42.0
	Total	%	56.4	62.1	61.6	70.7
Workers' Compensation Related [Domestic Group]	Number of deaths	persons	0	0	0	0
	Number of industrial accidents	times	417	337	351	363
	Lost-time injury frequency rate (per million extended actual working hours) ※14	%	5.17	4.18	4.35	4.51
	Lost-time injury frequency rate (per 200,000 extended actual working hours) ※14	%	1.03	0.84	0.87	0.90
Workers' Compensation Related (Contractor ※15)	Number of deaths	persons	0	0	0	0
	Number of industrial accidents	times	0	0	0	0
	Lost-time injury frequency rate	%	0.00	0.00	0.00	0.00
Employee Engagement	Employee Survey Score	point	—	5.6	5.3	5.9
	Response rate	%	—	81.9	81.5	78.3
Labor Union Membership [Domestic Group]	Number of participants	persons	18,611	18,454	19,374	19,714
	Subscription ratio ※16	%	17.1	15.5	17.7	17.8
Number of Shareholding Association Members	SKYLARK HOLDINGS CO., LTD.	persons	199	198	225	251
	Subscription Ratio ※17	%	34.1	34.6	37.8	40.7
	Group Companies	persons	847	821	910	1,032
	Subscription Ratio ※17	%	16.2	17.4	19.2	20.3
External Evaluation	Obtained Kurumin certification ※18	—	○	○	○	○
	Obtained Tomonin Mark certification ※19	—	○	○	○	○

※ Unless otherwise stated, employee data covers full-time employees of Skylark Holdings Co., Ltd. and Skylark Restaurants Co., Ltd.

※ 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.

※2 Management Roles — Director: Senior management (up to two levels below the CEO); Leader: Middle management; Manager: 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: Difference between the average bonus paid to male and female employees (for those receiving three payments in March, July, and December).

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

※7 Certification Support: The company covers the full cost of examination fees for company-designated certifications upon successful completion.

※8 Turnover Rate (Personal Reasons): Excludes disciplinary dismissals, expiration of leave, and mandatory retirement.

※9 Stress Checks: Starting in 2024, includes business sites with 50 or fewer employees.

※10 Long-term Leave: Usage rate for 5 to 7 consecutive days of holiday.

※11 Presenteeism: Measured via SPQ (University of Tokyo single-item version). Evaluates work performance over the past 4 weeks, with 100% representing performance at full health.

※12 Absenteeism: Based on a survey question: "How many days of work did you miss in the past year due to your own illness?"

※13 Work Engagement: Measured using the Utrecht Work Engagement Scale (Ultra-short form).

※14 Lost Time Injury Frequency Rate (LTIFR): Number of casualties from lost time injuries per million actual working hours (excluding commuting accidents).

※15 Contractors: Individuals under direct contract with the company, excluding employees.

※16 Union Membership Ratio: Number of union members divided by the total number of consolidated employees (including part-time employees).

※17 Shareholding Association Membership Ratio: Number of association members divided by the number of full-time employees of each company.

※18 Kurumin: Certified by the Minister of Health, Labour and Welfare as a "childcare-supportive company" under the Act on Supporting Raising Next-Generation Children.

※19 Tomonin: MHLW certification for companies committed to promoting a workplace environment that supports a balance between work and nursing care.

Customers							
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025	
Online Sales	Revenue	million yen	41,522	37,481	43,025	43,960	
	Rate of Revenue from Online/E-commerce Sales ※1	%	13.7	10.6	10.7	9.6	
Sustainable Revenue ※2	Revenue	million yen	2,338	2,745	2,927	743	
Product recall	Number of recalls of retail sales and EC products	times	0	0	0	0	
Contributing to a healthy diet	Number of products contributing to a healthy diet ※3	items/brand	2.0	4.0	3.3	5.0	
Overall customer satisfaction	Satisfaction based on customer surveys ※4	%	81	85	87	-	
	Store Recommendation Score based on Customer Surveys ※5	point	-	-	8.6	14.1	

Suppliers							
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025	
Supplier monitoring and auditing	Total number of suppliers	suppliers	741	743	722	720	
	Number of primary suppliers	suppliers	277	280	283	277	
	Number of major primary suppliers ※6	suppliers	17	28	27	30	
	Number of suppliers implemented	suppliers	0	119	274	415	
	Rate of implementation	%	0.0	16.0	38.0	57.6	

※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 Average Store Recommendation Score from Visiting Customers

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

Governance

Policy	
Anti-Bribery and Anti-Corruption Policy	https://corp.skylark.co.jp/en/sustainability/governance/anti-bribery/
Tax Policy	https://corp.skylark.co.jp/en/sustainability/basic_policy/tax-policy.html

Corporate governance							
Category	Item	Unit	FY12/2022	FY12/2023	FY12/2024	FY12/2025	
Social Contribution Activities	Amount of money raised	yen	40,726,184	30,719,405	42,057,899	25,524,440	
	Cash fund-raising	yen	33,869,184	22,915,405	36,212,899	19,389,440	
	In-kind donations ※1	Yen (Monetary equivalent)	6,857,000	6,044,000	5,845,000	6,135,000	
	Cash donations	yen	-	2,022,531	20,903,671	2,157,223	
	Time spent by employees participating in social contribution activities during working hours	Yen (Monetary equivalent)	872,944	910,654	889,477	954,987	
	Administrative costs of social contribution activities	yen	103,474	128,225	413,001	407,346	
	whistleblower	Whistleblowing Reports	times	251	292	360	377
Consultations & Inquiries		times	86	122	94	123	
Total		times	337	414	454	500	
Number of violations of the Code of Conduct and Ethical Standards	Corruption/Bribery	times	0	0	0	0	
	Discrimination/Harassment	times	1	0	0	0	
	Customer privacy data 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	23	22	23	23	
	Number of Management Meetings "former Executive Officers' Meeting" held	times	48	49	48	49	
	Number of Audit Committee "former the Board of Corporate Auditors" held	times	13	13	13	15	
	Number of Risk Compliance Committee held	times	13	16	11	8	
	Number of Sustainability Committee held	times	8	8	10	8	
	Number of Nominated Committee held	times	6	6	7	6	
	Number of Remuneration Committee held	times	6	4	3	6	

※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