

TOP MESSAGE	Materiality	2024–2026 Medium-term Business Plan	Stakeholder Engagement	Progress on Sustainability Goals	Environment	Society	Governance	External Assessment	Sustainability Bond Reporting	Sustainability Data
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→ Environmental Data Social Data Governance Data

Environmental Data

		Boundary	Unit	2017	2018	2019	2020	2021	2022	2023
Scope 1 greenhouse gas (GHG) ★	CO ₂ emissions	Consolidated	t-CO ₂	14,548	13,824	13,074	11,170	12,368	11,958	11,459
	HFC emissions	Consolidated	t-CO ₂	1,504	2,137	2,140	813	1,636	1,756	2,562
	Scope 1 emissions	Consolidated	t-CO ₂	16,052	15,961	15,214	11,983	14,004	13,714	14,021
Scope 2 greenhouse gas (GHG) ★	CO ₂ emissions (market based)	Consolidated	t-CO ₂	178,102	166,605	147,294	120,123	108,808	96,071	68,736
	(location based)	Consolidated	t-CO ₂	184,047	177,987	174,094	147,820	149,690	146,810	142,935
Scope 1+2 greenhouse gas (GHG) ★	Scope 1 and 2 emissions	Consolidated	t-CO ₂	194,154	182,566	162,508	132,106	122,812	109,785	82,757
	vs. SBT base year FY2017	Consolidated	%	-	-6.0	-16.3	-32.0	-36.7	-43.5	-57.4
Scope 3 greenhouse gas (GHG) ★	Scope 3 emissions	Consolidated	t-CO ₂	2,927,320	3,123,238	3,782,555	2,470,411	2,420,492	2,761,669	2,898,436
	vs. SBT base year FY2017	Consolidated	%	-	-	-	-	-17.3	-5.7	-1.0
Scope 1 and 2 greenhouse gas emissions intensity	Per consolidated sales	Consolidated	t-CO ₂ /Million	0.17	0.16	0.14	0.17	0.14	0.11	0.07
Energy	Electricity usage	Consolidated	MWh	333,514	328,900	327,851	288,691	305,752	305,287	297,828
	City gas usage	Consolidated	MWh	70,353	67,118	64,095	58,064	64,632	63,516	61,488
	Gasoline, light oil, heavy oil A, kerosene, natural gas usage	Consolidated	MWh	6,888	6,379	5,537	3,083	3,165	2,292	1,996
	Steam, cold water, hot water usage	Consolidated	MWh	64,758	65,969	68,730	54,133	54,500	59,344	60,848
	Total energy usage	Consolidated	MWh	475,513	468,366	466,214	403,973	428,049	430,439	422,160
	Usage (purchased/generated)	Consolidated	MWh	0	0	13,046	29,647	62,156	102,676	157,454
Renewable energy ★	Ratio of renewable energy to electricity usage	Consolidated	%	0.0	0.0	4.0	10.3	20.3	33.6	52.9
	YoY change	Consolidated	%	-	-	4.0	6.3	10.0	13.3	19.3
Water	Tap water usage	Consolidated* ²	m ³	-	1,317,230	1,260,594	1,407,531	1,719,788	1,796,295	1,880,316
	Groundwater usage	Consolidated* ²	m ³	-	480,731	452,702	459,054	570,760	613,303	625,066
	Gray water usage	Consolidated* ²	m ³	-	136,804	125,989	198,882	158,848	151,017	140,709
	Total usage	Consolidated* ²	m ³	-	1,934,765	1,839,285	2,065,467	2,449,396	2,560,615	2,646,091
	Emissions* ¹	Consolidated* ²	m ³	-	1,934,765	1,839,285	2,065,467	2,449,396	2,560,615	2,646,091
Waste* ³ (including food waste) ★	Amount generated	Consolidated* ²	t	18,532	17,202	17,597	21,694	26,637	29,855	29,814
	Amount recycled	Consolidated* ²	t	10,863	9,938	10,453	12,479	12,845	15,421	16,176
	Final disposal amount	Consolidated* ²	t	7,669	7,264	7,144	9,216	13,792	14,434	13,638
	Recycling rate	Consolidated* ²	%	-	-	-	57.5	48.2	51.7	54.3
Food waste ★	Amount generated	Consolidated* ⁴	t	4,497	4,312	4,379	2,886	4,394	4,753	4,943
	Amount recycled	Consolidated* ⁴	t	2,416	2,477	2,610	1,857	3,027	3,598	3,934
	Final disposal amount	Consolidated* ⁴	t	2,081	1,835	1,769	1,029	1,367	1,155	1,009
	Recycling rate	Consolidated* ⁴	%	-	-	-	-	68.9	75.7	79.6
Packaging material usage* ⁵	Usage	Daimaru Matsuzakaya Department Stores	t	2,370	2,236	2,030	1,075	1,129	1,200	1,221

★ Third-party assurance obtained: Third-party assurance obtained from LRQA Limited (water and waste from FY2020; energy, renewable energy, and food waste from FY2021)

*¹ Water emissions are equal to the amount of water used.

*⁴ Daimaru Matsuzakaya Department Stores until FY2020

*² Daimaru Matsuzakaya Department Stores until FY2019

*⁵ Weight of wrapping paper, shopping bags, paper bags, plastic food bags, etc.

*³ Waste: General waste, industrial waste, and food waste

TOP MESSAGE

Materiality

2024–2026 Medium-term
Business PlanStakeholder
EngagementProgress on
Sustainability Goals

Environment

Society

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External Assessment

Sustainability Bond
Reporting

Sustainability Data

Environmental Data → Social Data Governance Data

Social Data

	Boundary	Unit	2017	2018	2019	2020	2021	2022	2023
Number of employees	Consolidated	People	10,429	10,276	9,844	9,635	8,148	7,258	7,369
Share of female employees	Consolidated	%	57.2	56.8	57.0	56.3	55.6	52.9	53.5
Share of women in management positions ^{*1}	★ Consolidated	%	14.3	14.7	16.6	19.9	21.3	22.2	22.5
Number of new graduate hires	Consolidated	People	79	94	76	94	68	107	92
Men	Consolidated	People	36	44	38	41	33	38	34
Women	Consolidated	People	43	50	38	53	35	69	58
Share of female new graduate hires	Consolidated	%	54.4	53.2	50.0	56.4	51.5	64.5	63.0
Employment rate of people with a disability	★ Consolidated ^{*2}	%	—	2.21	2.21	2.21	2.66	2.93	2.89
Number of foreign employees	Consolidated	People	—	15	14	40	42	50	50
Share of foreign employees	Consolidated	%	—	0.1	0.1	0.4	0.5	0.7	0.7
Employee turnover rate ^{*3}	Consolidated	%	3.6	3.3	3.9	1.9	10.5	5.3	5.4
Involuntary turnover rate	Consolidated	%	0	0	0	0	0	0	0
Number of employees taking childcare leave	★ Consolidated ^{*4}	People	175	203	161	139	88	75	81
Return rate of women after childcare leave	★ Consolidated ^{*5}	%	93.0	97.4	89.5	94.4	95.3	93.4	94.0
Paternity leave usage rate	★ Consolidated	%	—	—	—	18.8	43.6	68.0	87.5
Number of employees working shorter hours for childcare	Daimaru Matsuzakaya Department Stores	People	137	166	157	209	304	298	276
Number of employees taking long-term caregiver leave	Daimaru Matsuzakaya Department Stores	People	2	10	3	2	5	8	8
Number of employees taking short-term caregiver leave	Daimaru Matsuzakaya Department Stores	People	31	42	30	30	4	40	52
Number of employees working shorter hours for caregiving	Daimaru Matsuzakaya Department Stores	People	0	1	0	0	1	4	18
Percentage of employees earning minimum wage by region ^{*6}	Daimaru Matsuzakaya Department Stores	%	0	0	0	0	0	0	0
Health examination participation rate	Daimaru Matsuzakaya Department Stores	%	99.7	99.9	99.6	100	99.8	100	100
Stress check response rate	Daimaru Matsuzakaya Department Stores	%	95.9	96.4	96.5	97.4	97.1	96.3	97.2
Number of labor accidents (work accidents)	Consolidated ^{*7}	Cases	40	38	68	81	51	40	50
Number of labor accidents (commutation accidents)	Consolidated ^{*7}	Cases	26	17	23	38	31	31	30
Number of fatalities at works	★ Consolidated	People	—	0	0	0	0	0	0
Number of harassment cases	Consolidated	Cases	14	22	50	40	37	47	41
Number of calls to JFR Group Compliance Hotline	Consolidated	Cases	28	24	36	24	46	49	61
Data security: Number of data breaches ^{*8}	Consolidated	Cases	0	0	0	0	0	1	0

★ Third-party assurance received from LRQA Limited. (Have received assurance for social data since 2021.)

*1. Manager level or above

*2. As of June each year, special exception scope for affiliates.

*3. Number of employees who retired during the fiscal year/Number of employees at the beginning of the fiscal year x 100(%).
(The number of retired employees excludes those who retired due to mandatory retirement age, transfer, or appointment as an officer.)

*4. Unit FY2020, Daimaru Matsuzakaya Department Stores. (Number of employees taking childcare leave continuously after the year of childbirth.)

*5. Daimaru Matsuzakaya Department Stores until FY2020.

*6. Grade 1 and 2 dedicated employees paid according to a wage table by region.

*7. Daimaru Matsuzakaya Department Stores until FY2018.

*8. Confidential information breaches and personal data breaches.

Environmental Data Social Data → **Governance Data**

Governance Data

	Unit	2017	2018	2019	2020	2021	2022	2023	2024
Directors	People	13	13	13	13	12	10	11	10
Men	People	12	11	11	12	9	7	8	7
Women	People	1	2	2	1	3	3	3	3
Independent Outside Directors	People	5	5	6	6	6	6	7	6
Men	People	4	3	4	5	4	4	5	4
Women	People	1	2	2	1	2	2	2	2
Share of Independent Outside Directors	%	38.5	38.5	46.2	46.2	50.0	60.0	63.6	60.0
Combined Directors and Executive Officers	People	5	5	4	4	4	2	2	2
Share of combined Directors and Executive Officers	%	38.5	38.5	30.8	30.8	33.3	20.0	18.2	20.0
Share of female Directors	%	7.7	15.4	15.4	7.7	25.0	30.0	27.3	30.0