# Financial Results Briefing for The Fiscal Year Ended May 2023 Supplementary Material 

1 Balance Sheet<br>2 Income Statement<br>3 Cash Flow Statement<br>4 Changes in Monthly Sales, Number of Customers, and Average Sale Per Customer<br>5 Efficiency Indices<br>6 Number of Stores at Year End, Sales Floor Area, Number of Employees, Capital Investment and Depreciation<br>7 Trends in Sales by Area<br>8 Trends in Sales by Product Division<br>9 Breakdown of Selling, General and Administrative Expenses

* Starting from the full-year results for the fiscal year ended May 2021, each value of the financial results includes that of NALX, Co., Ltd. and Fukuya Co., Ltd.
*The Company has applied the"Accounting Standard for Revenue Recoginition" (ASBJ Statement No.29), etc., from the beginning of the first quarter of the fiscal year ending May 20, 2022.

|  | FY May 2019 At the end of 2 Q | FY May 2020 At the end of 2 Q | FY May 2021 At the end of 2Q | FY May 2022 At the end of 2 Q | FY May 2023 At the end of 2Q |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Assets |  |  |  |  |  |
| Cash and deposits | 9,406 | 9,826 | 13,708 | 20,516 | 31,307 |
| Merchandise | 30,521 | 37,126 | 40,008 | 41,231 | 43,039 |
| Total current assets | 49,304 | 59,840 | 67,970 | 78,287 | 97,960 |
| Tangible fixed assets | 63,257 | 65,038 | 90,127 | 113,642 | 132,581 |
| Intangible fixed assets | 884 | 1,053 | 1,167 | 3,835 | 4,199 |
| Non-current assets | 74,914 | 90,082 | 111,345 | 134,217 | 154,260 |
| Total assets | 124,218 | 149,923 | 179,316 | 212,505 | 252,220 |
| Liabilities |  |  |  |  |  |
| Accounts payable | 32,709 | 38,711 | 37,168 | 42,906 | 50,723 |
| Current portion of long-term loans payabl | 4,823 | 5,591 | 6,200 | 8,230 | 9,900 |
| Current portion of lease obligations | 862 | 1,013 | 1,183 | 1,689 | 2,242 |
| Total current liabilities | 50,651 | 60,797 | 64,560 | 70,135 | 83,898 |
| Long-term loans payable | 18,055 | 21,977 | 32,988 | 47,936 | 58,227 |
| Lease obligations | 2,577 | 3,512 | 4,051 | 5,297 | 6,992 |
| Total non-current liabilities | 24,328 | 29,998 | 42,221 | 60,102 | 73,855 |
| Total liabilities | 74,980 | 90,796 | 106,782 | 130,238 | 157,753 |
| Net assets | 49,238 | 59,126 | 72,533 | 82,266 | 94,467 |
| Total liabilities and net assets | 124,218 | 149,923 | 179,316 | 212,505 | 252,220 |


| As of May 20, 2019 As of May 20, 2020 As of May 20, 2021 As of May 20, 2022 As of May 20, 2023 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Assets |  |  |  |  |  |
| Cash and deposits | 8,133 | 19,310 | 15,734 | 26,348 | 42,870 |
| Merchandise | 32,123 | 38,203 | 40,275 | 39,673 | 45,498 |
| Total current assets | 52,257 | 72,230 | 71,994 | 86,547 | 113,740 |
| Tangible fixed assets | 71,587 | 83,017 | 104,294 | 126,404 | 136,648 |
| Intangible fixed assets | 925 | 1,128 | 3,658 | 4,075 | 4,896 |
| Non-current assets | 83,952 | 98,134 | 123,923 | 147,653 | 160,561 |
| Total assets | 136,210 | 170,364 | 195,917 | 234,201 | 274,301 |
| Liabilities |  |  |  |  |  |
| Accounts payable | 32,977 | 39,757 | 38,990 | 41,701 | 52,526 |
| Current portion of long-term loans payabl | 5,289 | 6,514 | 7,686 | 9,742 | 11,080 |
| Lease obligations | 913 | 1,143 | 1,378 | 2,029 | 2,328 |
| Total current liabilities | 53,714 | 66,082 | 66,320 | 72,781 | 90,669 |
| Long-term loans payable | 20,998 | 29,047 | 40,564 | 59,907 | 69,106 |
| Lease obligations | 3,003 | 4,040 | 4,765 | 6,447 | 6,982 |
| Total non-current liabilities | 28,051 | 38,056 | 51,927 | 74,489 | 85,086 |
| Total liabilities | 81,766 | 104,139 | 118,248 | 147,270 | 175,755 |
| Net assets | 54,443 | 66,224 | 77,669 | 86,930 | 98,546 |
| Total liabilities and net assets | 136,210 | 170,364 | 195,917 | 234,201 | 274,301 |


|  | FY May 2019 At the end of 2 Q | FY May 2020 <br> At the end of 2 Q | FY May 2021 <br> At the end of 2Q | FY May 2022 At the end of 2 Q | FY May 2023 At the end of 2 Q |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Sales | 122,217 | 146,435 | 150,716 | 161,192 | 184,281 |
| Cost of sales | 87,628 | 106,887 | 106,056 | 117,381 | 132,355 |
| Gross profit on sales | 34,589 | 39,547 | 44,660 | 43,810 | 51,925 |
| Selling, general and administrative expenses | 27,769 | 32,918 | 36,178 | 37,004 | 43,647 |
| Operating income | 6,819 | 6,629 | 8,481 | 6,805 | 8,278 |
| Non-operating income | 250 | 273 | 364 | 448 | 3,161 |
| Non-operating expenses | 58 | 79 | 97 | 116 | 184 |
| Ordinary income | 7,012 | 6,823 | 8,748 | 7,137 | 11,255 |
| Extraordinary income | 0 | 6 | 0 | 17 | 59 |
| Extraordinary losses | 62 | 17 | 5 | 159 | 320 |
| Net income before income taxes for the current quarter | 6,950 | 6,812 | 8,743 | 6,995 | 10,993 |
| Tax expenses | 1,800 | 1,923 | 2,307 | 2,300 | 3,069 |
| Net income for the current quarter | 5,150 | 4,889 | 6,435 | 4,694 | 7,924 |
| Gross profit margin | 28.3\% | 27.0\% | 29.6\% | 27.2\% | 28.2\% |
| SGA ratio | 22.7\% | 22.5\% | 24.0\% | 23.0\% | 23.7\% |
| Operating profit margin | 5.6\% | 4.5\% | 5.6\% | 4.2\% | 4.5\% |
| Recurring profit margin | 5.7\% | 4.7\% | 5.8\% | 4.4\% | 6.1\% |
| Quarterly net profit margin | 4.2\% | 3.3\% | 4.3\% | 2.9\% | 4.3\% |


|  | FY May 2019 Full-Year Results | FY May 2020 Full-Year Results | FY May 2021 Full-Year Results | FY May 2022 <br> Full-Year Results | FY May 2023 Full-Year Results |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Sales | 250,885 | 300,173 | 305,880 | 328,335 | 378,874 |
| Cost of sales | 179,015 | 216,059 | 215,766 | 238,572 | 272,767 |
| Gross profit on sales | 71,869 | 84,114 | 90,114 | 89,762 | 106,107 |
| Selling, general and administrative expenses | 57,722 | 67,755 | 73,495 | 75,692 | 90,810 |
| Operating income | 14,147 | 16,359 | 16,619 | 14,070 | 15,296 |
| Non-operating income | 610 | 637 | 986 | 2,071 | 4,252 |
| Non-operating expenses | 136 | 166 | 261 | 356 | 420 |
| Ordinary income | 14,620 | 16,829 | 17,344 | 15,785 | 19,129 |
| Extraordinary income | 10 | 380 | 68 | 390 | 74 |
| Extraordinary losses | 154 | 19 | 587 | 1,597 | 2,442 |
| Net income before income taxes for the current quarter | 14,476 | 17,190 | 16,825 | 14,579 | 16,760 |
| Tax expenses | 3,828 | 4,774 | 4,762 | 4,739 | 4,434 |
| Net income for the current quarter | 10,648 | 12,416 | 12,062 | 9,839 | 12,326 |
|  |  |  |  |  |  |
| Gross profit margin | 28.6\% | 28.0\% | 29.5\% | 27.3\% | 28.0\% |
| SGA ratio | 23.0\% | 22.6\% | 24.0\% | 23.1\% | 24.0\% |
| Operating profit margin | 5.6\% | 5.4\% | 5.4\% | 4.3\% | 4.0\% |
| Recurring profit margin | 5.8\% | 5.6\% | 5.7\% | 4.8\% | 5.0\% |
| Quarterly net profit margin | 4.2\% | 4.1\% | 3.9\% | 3.0\% | 3.3\% |


|  | FY May 2019 | FY May 2020 | FY May 2021 | FY May 2022 | FY May 2023 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Cash flows from operating activities |  |  |  |  |  |
| Profit before income taxes | 14,476 | 17,190 | 16,825 | 14,579 | 16,760 |
| Depreciation | 5,542 | 6,275 | 7,295 | 8,786 | 11,464 |
| Amortization of goodwill | - | - | 189 | 233 | 248 |
| Impairment losses | 145 | - | 463 | 1,344 | 2,064 |
| Increase (decrease) in provision for loss on store closings | - | - |  | - | 261 |
| Increase (decrease) in provision for bonuses | 6 | 212 | (457) | 230 | 908 |
| Increase (decrease) in allowance for doubtful accounts | 11 | 9 | 80 | (63) | 11 |
| Increase (decrease) in provision for retirement benefits for directors (and other officers) | 28 | 28 | (1) | (66) | (3) |
| contract asset | - | - | - | 2,348 | (252) |
| Increase (decrease) in provision for point card certificates | 239 | 761 | $(1,372)$ | $(2,719)$ | (19) |
| Gain on bargain purchase | - | - | - | (302) | - |
| Loss on retirement of non-current assets | 0 | 16 | 122 | 132 | 82 |
| Loss on sale of non-current assets | 0 | 2 | 1 | 58 | 20 |
| Gain on sale of non-current assets | (0) | (0) | (0) | (5) | (20) |
| Gain on reversal of share acquisition rights | (1) | (6) | (1) | (4) | (43) |
| Interest and dividend income | (50) | (52) | (103) | (108) | (102) |
| Interest expenses | 74 | 88 | 120 | 175 | 268 |
| Subsidy income | - | (263) | (67) | (67) | - |
| Decrease (increase) in trade receivables | (573) | (331) | $(1,125)$ | $(2,254)$ | $(3,342)$ |
| Decrease (increase) in inventories | $(5,599)$ | $(6,079)$ | $(1,819)$ | 662 | $(5,824)$ |
| Increase (decrease) in trade payables | 1,787 | 6,780 | $(1,548)$ | 2,350 | 10,824 |
| Other, net | (249) | 1,118 | 860 | (210) | 3,695 |
| Subtotal | 15,837 | 25,639 | 19,452 | 25,093 | 37,001 |
| Interest and dividends received | 14 | 14 | 57 | 57 | 57 |
| Interest paid | (73) | (89) | (118) | (178) | (269) |
| Income taxes paid | $(4,635)$ | $(4,233)$ | $(5,378)$ | $(4,686)$ | $(5,540)$ |
| Income taxes refund | - | 50 | 0 | 0 | 0 |
| Net cash provided by (used in) operating activities | 11,142 | 21,492 | 14,012 | 20,286 | 31,249 |

## Cash flows from investing activities

Purchase of investment securities
Purchase of property, plant and equipment
Proceeds from sale of property, plant and equipment
Purchase of intangible assets
Subsidies received
Payments of leasehold and guarantee deposits
Proceeds from refund of leasehold and guarantee deposits
Long-term loan advances
Proceeds from collection of long-term loans receivable
Payments of construction assistance fund receivables
Income from merger
Expenditure due to absorption-type split
Payments for acquisition of businesses
Other, net
Net cash provided by (used in) investing activities

| - | $(1,000)$ | - | $(0)$ | - |
| ---: | ---: | ---: | ---: | ---: |
| $(16,335)$ | $(15,415)$ | $(22,041)$ | $(26,542)$ | $(20,410)$ |
| 10 | 1 | 1 | 81 | 155 |
| $(194)$ | $(311)$ | $(699)$ | $(497)$ | $(1,073)$ |
| - | 263 | 69 | 67 | - |
| $(717)$ | $(755)$ | $(851)$ | $(503)$ | $(259)$ |
| 1 | 3 | 7 | 174 | 76 |
| - | - | $(816)$ | $(53)$ | $(51)$ |
| - | - | 827 | 8 | 39 |
| $(633)$ | $(783)$ | $(1,001)$ | $(365)$ | $(223)$ |
| - | - | - | 371 | - |
| - | - | - | $(422)$ | - |
| - | - | - | - | $(507)$ |
| 2 | $(82)$ | $(120)$ | $(89)$ | $(6)$ |
| $(17,867)$ | $(18,079)$ | $(23,889)$ | $(27,771)$ | $(22,260)$ |

## Cash flows from financing activities

| Net increase (decrease) in short-term borrowings | - | - | - | (342) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Proceeds from long-term borrowings | 8,000 | 15,000 | 19,800 | 30,188 | 20,975 |
| Repayments of long-term borrowings | $(4,998)$ | $(5,726)$ | $(1,676)$ | $(9,223)$ | $(10,438)$ |
| Repayments of lease liabilities | (920) | $(1,007)$ | $(1,158)$ | $(1,741)$ | $(2,127)$ |
| Purchase of treasury shares | (0) | (0) | (0) | (1) | (0) |
| Purchase of shares of subsidiaries not resulting in change in scope of consolidation |  |  |  |  | (8) |
| Dividends paid | (535) | (599) | (671) | (780) | (867) |
| Net cash provided by (used in) financing activities | 1,618 | 7,763 | 6,302 | 18,098 | 7,533 |
| et increase (decrease) in cash and cash equivalents | $(5,106)$ | 11,176 | $(3,575)$ | 10,613 | 16,521 |
| ash and cash equivalents at beginning of period | 13,240 | 8,133 | 19,310 | 15,734 | 26,348 |
| ash and cash equivalents at end of period | 8,133 | 19,310 | 15,734 | 26,348 | 42,870 |

4. Changes in Monthly Sales, Number of Customers, and Average Sale Per Customer

Year-on-year monthly results comparison for the fiscal year ended May 2023 (from May 21, 2022 to May 20, 2023)


|  |  | Dec. | Jan. | Feb. | Mar. | Apr. | May | 2nd Half | Full Year |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Sales <br> (\%) | All stores | 115.6\% | 119.8\% | 111.9\% | 116.7\% | 115.2\% | 119.0\% | 116.3\% | 115.9\% |
|  | Existing stores | 104.8\% | 108.9\% | 102.0\% | 107.6\% | 106.9\% | 109.3\% | 106.5\% | 105.2\% |
| Number of customers (\%) | All stores | 112.4\% | 117.0\% | 110.9\% | 115.0\% | 113.1\% | 115.3\% | 113.9\% | 113.6\% |
|  | Existing stores | 101.0\% | 105.5\% | 100.4\% | 105.2\% | 104.3\% | 105.6\% | 103.6\% | 102.2\% |
| Average sale per customer(\%) | All stores | 102.8\% | 102.4\% | 101.0\% | 101.5\% | 101.9\% | 103.3\% | 102.1\% | 102.0\% |
|  | Existing stores | 103.8\% | 103.2\% | 101.6\% | 102.2\% | 102.5\% | 103.5\% | 102.8\% | 102.9\% |

## Year-on-year monthly results comparison for the fiscal year ended May 2022 (from May 21, 2021 to May 20, 2022)

|  |  | June | July | Aug. | Sept. | Oct. | Nov. | 1st Half |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\begin{array}{\|l} \hline \text { Sales } \\ (\%) \\ \hline \end{array}$ | All stores | 104.7 | 105.2 | 108.1 | 112.1 | 118.9 | 111.5 | 109.9 |
|  | Existing stores | 93.2 | 93.9 | 95.1 | 97.9 | 103.0 | 96.7 | 96.5 |
| Number of customers\|(\%) | All stores | 104.9 | 106.3 | 106.4 | 110.7 | 117.6 | 112.7 | 109.6 |
|  | Existing stores | 92.6 | 93.8 | 93.0 | 96.1 | 100.9 | 96.4 | 95.4 |
| Average sale per customer <br> (\%) | All stores | 99.8 | 99.0 | 101.6 | 101.3 | 101.1 | 99.0 | 100.3 |
|  | Existing stores | 100.7 | 100.1 | 102.2 | 102.0 | 102.1 | 100.3 | 101.2 |


|  |  | Dec. | Jan. | Feb. | Mar. | Apr. | May | 2nd Half | Full Year |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Sales <br> (\%) | All stores | 111.8 | 111.3 | 123.0 | 118.0 | 119.1 | 106.7 | 114.8 | 112.4 |
|  | Existing stores | 98.6 | 97.2 | 106.0 | 101.0 | 103.0 | 93.9 | 99.8 | 98.2 |
| Number of customers(\%) | All stores | 111.8 | 112.8 | 120.5 | 117.0 | 118.4 | 110.3 | 115.1 | 112.3 |
|  | Existing stores | 97.1 | 97.6 | 102.9 | 99.2 | 101.4 | 96.2 | 99.0 | 97.2 |
| Average sale per customer (\%) | All stores | 100.0 | 98.7 | 102.1 | 100.9 | 100.6 | 96.8 | 99.8 | 100.1 |
|  | Existing stores | 101.6 | 99.5 | 103.0 | 101.9 | 101.5 | 97.6 | 100.8 | 101.0 |

## Year-on-year monthly results comparison for the fiscal year ended May 2021 (from May 21, 2020 to May 20, 2021)

|  |  | June | July | Aug. | Sept. | Oct. | Nov. | 1st Half |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & \text { Sales } \\ & (\%) \end{aligned}$ | All stores | 109.7 | 108.6 | 104.6 | 100.5 | 91.7 | 102.6 | 102.8 |
|  | Existing stores | 100.3 | 100.2 | 96.1 | 92.6 | 84.8 | 95.4 | 94.8 |
| Number of customers (\%) | All stores | 106.2 | 103.7 | 102.1 | 99.6 | 94.5 | 96.9 | 100.5 |
|  | Existing stores | 95.3 | 94.2 | 92.5 | 90.6 | 86.1 | 88.6 | 91.2 |
| Average sale per customer(\%) | All stores | 103.2 | 104.7 | 102.4 | 100.8 | 97.1 | 105.9 | 102.3 |
|  | Existing stores | 105.2 | 106.4 | 103.9 | 102.3 | 98.5 | 107.6 | 103.9 |


|  |  | Dec. | Jan. | Feb. | Mar. | Apr. | May | 2nd Half | Full Year |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & \text { Sales } \\ & (\%) \end{aligned}$ | All stores | 105.1 | 106.9 | 91.7 | 89.1 | 93.0 | 103.6 | 98.0 | 100.3 |
|  | Existing stores | 97.1 | 98.4 | 84.6 | 81.7 | 83.9 | 93.6 | 89.7 | 92.2 |
| Number of customers(\%) | All stores | 99.1 | 98.1 | 86.8 | 81.5 | 89.1 | 98.5 | 91.8 | 96.1 |
|  | Existing stores | 90.4 | 88.9 | 78.9 | 73.7 | 79.4 | 88.0 | 82.9 | 86.9 |
| Average sale per customer(\%) | All stores | 106.0 | 109.0 | 105.6 | 109.3 | 104.3 | 105.2 | 106.7 | 104.4 |
|  | Existing stores | 107.5 | 110.7 | 107.2 | 110.8 | 105.6 | 106.4 | 108.2 | 106.0 |

5. Efficiency Indices

Changes in the cumulative Q2 results

|  |  | FY May 2019 | FY May 2020 | FY May 2021 | FY May 2022 | FY May 2023 |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |  | 2Q | 2Q | 2Q | 2Q | 2Q |
| Capital | (million yen) | 1,123 | 1,162 | 1,167 | 1,167 | 1,167 |
| Total number of shares outstanding | (shares) | $31,523,460$ | $31,531,560$ | $31,532,560$ | $31,532,560$ | $31,532,560$ |
| Average number of shares oustanding during the period | (shares) | $31,507,912$ | $31,526,983$ | $31,531,569$ | $31,532,287$ | $31,532,098$ |
| Amount of net assets | (million yen) | 49,238 | 59,126 | 72,533 | 82,266 | 94,467 |
| Amount of total assets | (million yen) | 124,218 | 149,923 | 179,316 | 212,505 | 252,220 |


|  |  | FY May 2018 | FY May 2019 | FY May 2020 | FY May 2021 | FY May 2022 |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | 2Q | 2Q | 2Q | 2Q | 2Q |  |
| Dividend per share | (yen) | 9.00 | 10.00 | 11.25 | 13.00 | 14.50 |
| Quarterly net income per share | (yen) | 163.46 | 155.08 | 204.09 | 148.89 | 251.31 |
|  |  |  |  |  |  |  |
| Equity ratio | $(\%)$ | $39.6 \%$ | $39.4 \%$ | $40.4 \%$ | $38.7 \%$ | $37.4 \%$ |

Trends in full-year resulis

|  |  | FY May 2019 | FY May 2020 | FY May 2021 | FY May 2022 | FY May 2023 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Capital | (million yen) | 1,127 | 1,162 | 1,167 | 1,167 | 1,167 |
| Total number of shares outstanding | (shares) | 31,524,260 | 31,531,560 | 31,532,560 | 31,532,560 | 31,532,560 |
| Average number of shares outstanding during the period | (shares) | 31,515,823 | 31,529,164 | 31,531,938 | 31,532,218 | 31,532,066 |
| Amount of net assets | (million yen) | 54,443 | 66,224 | 77,669 | 86,930 | 99,546 |
| Amount of total assets | (million yen) | 136,210 | 170,364 | 195,917 | 234,201 | 274,301 |
|  |  |  |  |  |  |  |
|  |  | FY May 2019 | FY May 2020 | FY May 2021 | FY May 2022 | FY May 2023 |
| Net asset value per share | (thousand yen) | 1,725.51 | 2,097.26 | 2,459.98 | 2,753.84 | 3,123.60 |
| Dividend per share | (yen) | 18.00 | 20.00 | 23.00 | 26.00 | 29.00 |
| Earnings per share | (yen) | 337.86 | 393.82 | 382.56 | 312.05 | 390.92 |
| Dividend payout ratio | (\%) | 5.3\% | 5.1\% | 6.0\% | 8.3\% | 7.4\% |
|  |  |  |  |  |  |  |
| Equity ratio | (\%) | 39.9\% | 38.8\% | 39.6\% | 37.1\% | 35.9\% |
|  |  |  |  |  |  |  |
| ROA (Return on assets) | (\%) | 11.5\% | 11.0\% | 9.5\% | 7.3\% | 7.5\% |
| ROE (Return on equity) | (\%) | 21.6\% | 20.6\% | 16.8\% | 12.0\% | 13.3\% |


|  |  | As of May 20, 2019 |  | As of May 20, 2020 |  | As of May 20, 2021 |  | As of May 20, 2022 |  | As of May 20, 2023 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Number 1 Stores | mionemo | Number of Str |  | Number ol 1 Sto | monne | Number of Sto | Smpatonam | Numberal Stores |  |
| Ishikawa | Standalone drug stores | 12 |  | 13 |  | 24 |  | 25 |  | 25 |  |
|  | Drug stores with dispensaries | 56 |  | 60 |  | 62 |  | 67 |  | 71 |  |
|  | Dispensing pharmacies | 1 |  | 1 |  | 1 |  | 1 |  | 1. |  |
|  | Ishikawa total | 69 | 12.8\% | 74 | 11.7\% | 87 | 11.9\% | 93 | 11.3\% | 97 | 10.7\% |
| Toyama | Standalone drug stores | 26 |  | 26 |  | 27 |  | 29 |  | 31 |  |
|  | Drug stores with dispensaries | 38 |  | 42 |  | 44 |  | 51 |  | 55 |  |
|  | Dispensing pharmacies | 4 |  | 4 |  | 4 |  | 4 |  | 4 |  |
|  | Toyama total | 68 | 12.6\% | 72 | 11.4\% | 75 | 10.2\% | 84 | 10.2\% | 90 | 10.0\% |
| Fukui | Standalone drug stores | 24 |  | 25 |  | 24 |  | 22 |  | 24 |  |
|  | Drug stores with dispensaries | 22 |  | 23 |  | 26 |  | 32 |  | 33 |  |
|  | Dispensing pharmacies | 1 |  | 1 |  | 1 |  | 1 |  | 1. |  |
|  | Fukui total | 47 | 8.7\% | 49 | 7.8\% | 51 | 7.0\% | 55 | 6.7\% | 58 | 6.4\% |
| Nigata | Standalone drug stores | 32 |  | 31 |  | 29 |  | 30 |  | 27. |  |
|  | Drug stores with dispensaries | 25 |  | 28 |  | 36 |  | 42 |  | 50 |  |
|  | Niigata total | 57 | 10.5\% | 59 | 9.4\% | 65 | 8.9\% | 72 | 8.7\% | 77 | 8.5\% |
| Nagano | Standalone drug stores | 4 |  | 4 |  | 3 |  | 5 |  | 6 |  |
|  | Drug stores with dispensaries | 20 |  | 22 |  | 24 |  | 25 |  | 28 |  |
|  | Nagano total | 24 | 4.4\% | 26 | 4.1\% | 27 | 3.7\% | 30 | 3.6\% | 34 | 3.8\% |
| Gunma | Standalone drug stores | 38 |  | 43 |  | 48 |  | 40 |  | 37 |  |
|  | Drug stores with dispensaries | 16 |  | 20 |  | 26 |  | 40 |  | 46 |  |
|  | Gunma total | 54 | 10.0\% | 63 | 10.0\% | 74 | 10.1\% | 80 | 9.7\% | 83 | 9.2\% |
| Saitama | Standalone drug stores | 23 |  | 22 |  | 19 |  | 13 |  | 13 |  |
|  | Drug stores with dispensaries | 7 |  | 13 |  | 19 |  | 26 |  | 26 |  |
|  | Saitama total | 30 | 5.5\% | 35 | 5.6\% | 38 | 5.2\% | 39 | 4.7\% | 39 | 4.3\% |
| Tochigi | Standalone drug stores | 26 |  | 30 |  | 26 |  | 22 |  | 24 |  |
|  | Drug stores with dispensaries | 6 |  | 9 |  | 14 |  | 22 |  | 27 |  |
|  | Tochigi total | 32 | 5.9\% | 39 | 6.2\% | 40 | 5.5\% | 44 | 5.3\% | 51 | 5.6\% |
| Ibaraki | Standalone drug stores | 25 |  | 34 |  | 35 |  | 36 |  | 33 |  |
|  | Drug stores with dispensaries | 3 |  | 5 |  | 9 |  | 16 |  | 20 |  |
|  | Ibaraki total | 28 | 5.2\% | 39 | 6.2\% | 44 | 6.0\% | 52 | 6.3\% | 53 | 5.9\% |
| Chiba | Standalone drug stores | 3 |  | 6 |  | 5 |  | 5 |  | 5 |  |
|  | Drug stores with dispensaries | 2 |  | 5 |  | 11. |  | 15 |  | 18 |  |
|  | Chiba total | 5 | 0.9\% | 11 | 1.7\% | 16 | 2.2\% | 20 | 2.4\% | 23 | 2.5\% |
| Yamanastin | Standalone drug stores | 0 |  | 0 |  | 1 |  | 1 |  | 1 |  |
|  | Drug stores with dispensaries | 0 |  | 0 |  | 0 |  | 1 |  | 2 |  |
|  | Yamanashi total | 0 | 0.0\% | 0 | 0.0\% | 1 | 0.1\% | 2 | 0.2\% | 3 | 0.3\% |
| Gifu | Standalone drug stores | 38 |  | 44 |  | 44 |  | 35 |  | 32 |  |
|  | Drug stores with dispensaries | 15 |  | 18 |  | 22 |  | 31 |  | 34 |  |
|  | Gifu total | 53 | 9.8\% | 62 | 9.8\% | 66 | 9.0\% | 66 | 8.0\% | 66 | 7.3\% |
| Aichi | Standalone drug stores | 14 |  | 20 |  | 22. |  | 18. |  | 19 |  |
|  | Drug stores with dispensaries | 9 |  | 12 |  | 16 |  | 24 |  | 26 |  |
|  | Aichi total | 23 | 4.3\% | 32 | 5.1\% | 38 | 5.2\% | 42 | 5.1\% | 45 | 5.0\% |
| Mie | Standalone drug stores | 13 |  | 14 |  | 14 |  | 17 |  | 18 |  |
|  | Drug stores with dispensaries | 5 |  | 7 |  | 10 |  | 11 |  | 14 |  |
|  | Mie total | 18 | 3.3\% | 21 | 3.3\% | 24 | 3.3\% | 28 | 3.4\% | 32 | 3.5\% |
| Shizuoka | Standalone drug stores | 1 |  | 2 |  | 5 |  | 8 |  | 13 |  |
|  | Drug stores with dispensaries | 0 |  | 1 |  | 2 |  | 4 |  | 5 |  |
|  | Shizuoka total | 1. | 0.2\% | 3 | 0.5\% | 7 | 1.0\% | 12. | 1.5\% | 18 | 2.0\% |
| Shiga | Standalone drug stores | 10 |  | 9 |  | 9 |  | 14 |  | 15 |  |
|  | Drug stores with dispensaries | 9 |  | 13 |  | 16 |  | 18 |  | 21 |  |
|  | Shiga total | 19 | 3.5\% | 22 | 3.5\% | 25 | 3.4\% | 32 | 3.9\% | 36 | 4.0\% |
| Nara | Standalone drug stores | 3 |  | 3 |  | 3 |  | 4 |  | 6 |  |
|  | Drug stores with dispensaries | 3 |  | 3 |  | 5 |  | 7 |  | 8 |  |
|  | Nara total | 6 | 1.1\% | 6 | 1.0\% | 8 | 1.1\% | 11 | 1.3\% | 14 | 1.6\% |
| Kyoto | Standalone drug stores | 1 |  | 0 |  | 5 |  | 9 |  | 7 |  |
|  | Drug stores with dispensaries | 3 |  | 5 |  | 5 |  | 5 |  | 8 |  |
|  | Kyoto total | 4 | 0.7\% | 5 | 0.8\% | 10 | 1.4\% | 14 | 1.7\% | 15 | 1.7\% |
| Osaka | Standalone drug stores | 0 |  | 0 |  | 0 |  | 2 |  | , |  |
|  | Drug stores with dispensaries | 0 |  | 0 |  | 0 |  | 1 |  | 3 |  |
|  | Osaka total | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 3 | 0.4\% | 6 | 0.7\% |
| Fukshima | Standalone drug stores | 3 |  | 3 |  | 8 |  | 7 |  | 12 |  |
|  | Drug stores with dispensaries | 0 |  | 3 |  | 5 |  | 8 |  | 11 |  |
|  | Fukushima total | 3 | 0.6\% | 6 | 1.0\% | 13 | 1.8\% | 15 | 1.8\% | 23 | 2.5\% |
| Miyagi | Standalone drug stores | 0 |  | 3 |  | 4 |  | 5 |  | 2 |  |
|  | Drug stores with dispensaries | 0 |  | 0 |  | 4 |  | 6 |  | . |  |
|  | Miyagi total | 0 | 0.0\% | 3 | 0.5\% | 8 | 1.1\% | 11 | 1.3\% | 11 | 1.2\% |
| Iwate | Standalone drug stores | 0 |  | 3 |  | 10 |  | 11 |  | 16 |  |
|  | Drug stores with dispensaries | 0 |  | 0 |  | 3 |  | 5 |  | 6 |  |
|  | Iwate total | 0 | 0.0\% | 3 | 0.5\% | 13 | 1.8\% | 16 | 1.9\% | 22 | 2.4\% |
| Yamagata | Standalone drug stores | 0 |  | 0 |  | 2 |  | 2 |  | 2 |  |
|  | Drug stores with dispensaries | 0 |  | 0 |  | 1 |  | 3 |  | 5 |  |
|  | Yamagata total | 0 | 0.0\% | 0 | 0.0\% | 3 | 0.4\% | 5 | 0.6\% | 7 | 0.8\% |
| Total | Standalone drug stores | 296 | 54.7\% | 335 | 53.2\% | 362 | 49.4\% | 359 | 43.5\% | 370 | 41.0\% |
|  | Drug stores with dispensaries | 239 | 44.2\% | 289 | 45.9\% | 360 | 49.1\% | 460 | 55.7\% | 526 | 58.3\% |
|  | Dispensing pharmacies | 6 | 1.1\% | 6 | 1.0\% | 6 | 0.8\% | 6 | 0.7\% | 6 | 0.7\% |
|  | Supermarket stores |  |  |  |  | 5 | 0.7\% | 1 | 0.1\% | 1 | 0.1\% |
|  |  | 541 | 100\% | 630 | 100\% | 733 | 100\% | 826 | 100\% | 903 | 100\% |


|  | As of May 20, 2019 Results | As of May 20, 2020 Results | As of May 20, 2021 Results | As of May 20, 2022 Results | As of May 20, 2023 Results |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Ratio of stores with dispensaries (\%)* | 44.7\% | 46.3\% | 49.9\% | 56.2\% | 58.7\% |
| Ratio of stores with dispensaries = Stores with dispensaries/(Standalone drug stores + Drug stores with dispensaries) |  |  |  |  |  |
| Total sales floor area at year end ( $\mathrm{m}^{2}$ ) | 539,357 | 628,653 | 741,338 | 855,266 | 957,407 |
| Number of employees (persons) | 2,389 | 3,004 | 3,990 | 4,033 | 4,460 |
| Average number of temporary employees (persons) (converted to 8 -hour workday) | 5,270 | 6,613 | 5,634 | 5,474 | 5,843 |

Capital Investment and Depreciation


[^0]|  | FY May 2019 2Q |  | FY May 2020 2Q |  | FY May 2021 2Q |  | FY May 2022 2Q |  | FY May 2023 2Q |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio |
| Hokushinetsu | 75,898 | 62.1\% | 83,238 | 56.9\% | 80,592 | 53.5\% | 80,649 | 50.0\% | 87,722 | 47.6\% |
| Tohoku | 0 | 0.0\% | 755 | 0.5\% | 1,966 | 1.3\% | 6,361 | 4.0\% | 11,370 | 6.2\% |
| Kanto | 23,136 | 18.9\% | 33,207 | 22.7\% | 37,683 | 25.0\% | 39,958 | 24.8\% | 44,518 | 24.1\% |
| Tokai | 18,578 | 15.2\% | 22,606 | 15.4\% | 23,384 | 15.5\% | 25,186 | 15.6\% | 28,191 | 15.3\% |
| Kansai | 4,604 | 3.8\% | 6,626 | 4.5\% | 7,090 | 4.7\% | 9,036 | 5.6\% | 12,478 | 6.8\% |
| Total | 122,217 | 100.0\% | 146,435 | 100.0\% | 150,716 | 100.0\% | 161,192 | 100.0\% | 184,281 | 100.0\% |


|  | FY May 2019 |  | FY May 2020 |  | FY May 2021 |  | FY May 2022 |  | FY May 2023 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio |
| Hokushinetsu | 153,184 | 61.1\% | 166,923 | 55.5\% | 161,614 | 52.9\% | 161,993 | 49.3\% | 178,733 | 47.2\% |
| Tohoku | 93 | 0.0\% | 2,085 | 0.7\% | 5,639 | 1.8\% | 14,641 | 4.5\% | 24,436 | 6.4\% |
| Kanto | 49,841 | 19.9\% | 70,100 | 23.4\% | 75,311 | 24.6\% | 81,817 | 24.9\% | 90,838 | 24.0\% |
| Tokai | 37,820 | 15.1\% | 47,101 | 15.7\% | 46,441 | 15.2\% | 50,670 | 15.4\% | 58,764 | 15.5\% |
| Kansai | 9,945 | 4.0\% | 13,963 | 4.7\% | 16,875 | 5.5\% | 19,215 | 5.9\% | 26,103 | 6.9\% |
| Total | 250,885 | 100.0\% | 300,173 | 100.0\% | 305,880 | 100.0\% | 328,335 | 100.0\% | 378,874 | 100.0\% |


|  | FY May 2019 2Q |  | FY May 2020 2Q |  | FY May 2021 2Q |  | FY May 2022 2Q |  | FY May 2023 2Q |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio | Results | Composilion Ratio | Results | Composition Ratio |
| Health | 13,990 | 11.4\% | 15,790 | 10.8\% | 17,963 | 11.9\% | 17,751 | 11.0\% | 19,380 | 10.5\% |
| Beauty | 21,469 | 17.6\% | 24,677 | 16.9\% | 23,767 | 15.8\% | 23,769 | 14.7\% | 26,130 | 14.2\% |
| Daily commodities | 27,574 | 22.6\% | 32,657 | 22.3\% | 33,499 | 22.2\% | 35,242 | 21.9\% | 37,351 | 20.3\% |
| Food | 48,182 | 39.4\% | 60,164 | 41.1\% | 60,729 | 40.3\% | 67,331 | 41.8\% | 80,498 | 43.7\% |
| Dispensing | 11,000 | 9.0\% | 13,145 | 9.0\% | 14,757 | 9.8\% | 17,096 | 10.6\% | 20,921 | 11.3\% |
| Total | 122,217 | 100.0\% | 146,435 | 100.0\% | 150,716 | 100.0\% | 161,192 | 100.0\% | 184,281 | 100.0\% |


|  | FY May 2019 |  | FY May 2020 |  | FY May 2021 |  | FY May 2022 |  | FY May 2023 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio | Results | Composition Ratio |
| Health | 30,077 | 12.0\% | 34,433 | 11.5\% | 35,983 | 11.7\% | 36,409 | 11.1\% | 41,021 | 10.8\% |
| Beauty | 43,427 | 17.3\% | 48,285 | 16.1\% | 47,306 | 15.5\% | 48,241 | 14.7\% | 51,710 | 13.6\% |
| Daily commodities | 55,024 | 21.9\% | 64,801 | 21.6\% | 64,741 | 21.2\% | 69,091 | 21.0\% | 73,542 | 19.4\% |
| Food | 99,294 | 39.6\% | 125,331 | 41.8\% | 127,365 | 41.6\% | 139,059 | 42.4\% | 169,748 | 44.8\% |
| Dispensing | 23,061 | 9.2\% | 27,322 | 9.1\% | 30,485 | 10.0\% | 35,531 | 10.8\% | 42,851 | 11.3\% |
| Total | 250,885 | 100.0\% | 300,173 | 100.0\% | 305,880 | 100.0\% | 328,335 | 100.0\% | 378,874 | 100.0\% |


|  | FY May 2019 | FY May 2020 | FY May 2021 | FY May 2022 | FY May 2023 <br>  <br> 2Q | 12,189 |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |


|  | FY May 2019 <br> Results | FY May 2020 <br> Results | FY May 2021 <br> Results | FY May 2022 <br> Results | FY May 2023 <br> Results |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Labor cost | 24,793 | 28,579 | 32,565 | 33,212 | 37,263 |
| Sales promotion cost | 7,922 | 10,414 | 7,091 | 2,847 | 2,875 |
| Real estate costs | 15,308 | 17,866 | 21,228 | 24,860 | 28,969 |
| Other costs | 9,696 | 10,894 | 12,611 | 14,771 | 21,701 |
| Total SGA | 57,722 | 67,755 | 73,495 | 75,692 | 90,810 |


[^0]:    Depreciation indicates the amount actually depreciated induding those

