

● Shareholders Information

Business year:	April 1 to March 31 of next year
Ordinary General Meeting of Shareholders:	June of each year
Record date for exercising voting rights at the Ordinary General Meeting of Shareholders:	March 31
Term-end dividend record date:	March 31
Media for public notice:	The Company displays public notices by electronic means. Public notices are displayed online on the Company's website: https://www.kyokuyo.co.jp . However, if the Company is unable to issue public notices by electronic means due to accidents or any other unavoidable circumstances, public notices will be displayed in the Nihon Keizai Shimbun newspaper published within Tokyo Prefecture.
Shareholders list manager and special purpose bank accounts manager:	Mitsubishi UFJ Trust and Banking Corporation
Contact information:	Transfer Agency, Mitsubishi UFJ Trust and Banking Corporation 1-1 Nikko-cho, Fuchu-shi, Tokyo Phone: 0120-232-711 (toll-free in Japan) Mailing Address: Transfer Agency, Mitsubishi UFJ Trust and Banking Corporation 137-8081, New Tokyo Post Office P.O.B. No. 29

(Notes)

- 1.Procedures for shareholders' requests for changes of address and share purchases by stock companies shall, in principle, be performed by the account management agencies (securities firms etc.) for shareholders. Please ask the securities firm etc. where you have your account about the procedures. The shareholders list manager (Mitsubishi UFJ Trust and Banking Corporation) cannot handle the procedures.
- 2.For procedures concerning shares in your special purpose bank account, please ask Mitsubishi UFJ Trust and Banking Corporation, which is the special purpose bank accounts manager. Branches of Mitsubishi UFJ Trust and Banking Corporation nationwide are able to accept inquiries.
- 3.Dividends that you have not received will be paid at the head office or branches of Mitsubishi UFJ Trust and Banking Corporation.

Our website



Top page



SNS



YouTube



X (formerly Twitter)



Kyokuyo Co., Ltd.

3-3-5, Akasaka, Minato-ku, Tokyo, 107-0052, Japan



BUSINESS REPORT

102nd Business Report

April 1, 2024 ▶ March 31, 2025



Always nearby, always delicious. KYOKUYO

We are pleased to present
this business report
for the 102nd fiscal term
(term ended March 2025).

We would like to take
this opportunity
to thank our shareholders
for their support.

President and
Representative Director

Makoto Inoue



Corporate Philosophy

Aiming to grow together with
society, contributing to a healthy
and happy lifestyle and food
culture based on management of
human respect

During the current fiscal year, although the restaurant industry trended toward expansion driven by inbound demand, the food industry as a whole continued to face a difficult business environment as consumer sentiment seemed to stall due to price revisions that reflected rising costs, such as for labor and raw materials. Despite these conditions, the Kyokuyo Group was able to achieve record-high sales and profits, propelled by the Tuna Business in the Marine Products Business Segment and the Freshfoods Businesses Segment, thanks to strategic sales in anticipation of strong marine products market conditions.

Moreover, as the first year of “Gear Up Kyokuyo 2027,” our three-year medium-term business plan, we pushed forward to expand our business base, and strived to build out our production sites in the Overseas Business and the Processed Food Business.

Furthermore, based on our corporate purpose of “Contributing to people’s lives and the planet through foods with a focus on fish, for a more sustainable world,” we will be working to strengthen and expand the Kyokuyo Group, and to accelerate its growth.

We would like to ask our shareholders for their continued support.



Key Consolidated Performance Indicators

Points

- Both sales and profit **reached record highs**
- Sales were buoyed by the **Marine Products Business**, while profits were **led by the Marine Products and the Freshfoods Businesses**.

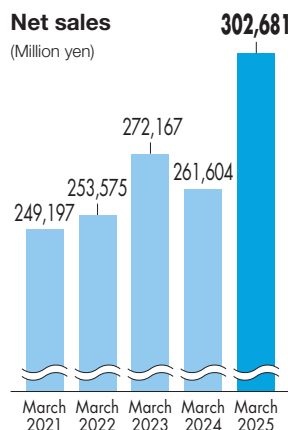
Key Consolidated Financial Indicators

Points

- Although **total assets boosted** due to M&A and plant completion, **ROA rose** due to a significant increase in ordinary profit.

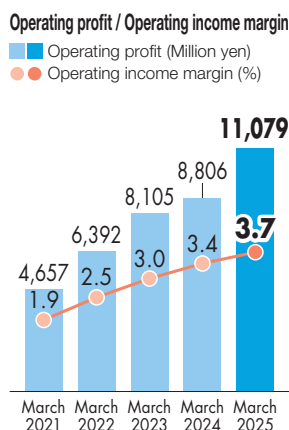
Net sales

(Million yen)



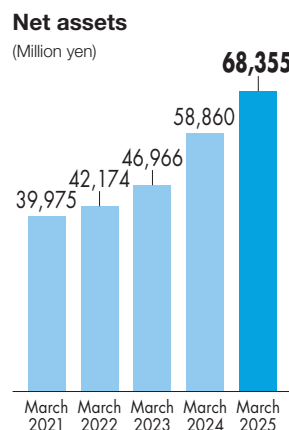
Operating profit / Operating income margin

■ Operating profit (Million yen)
● Operating income margin (%)



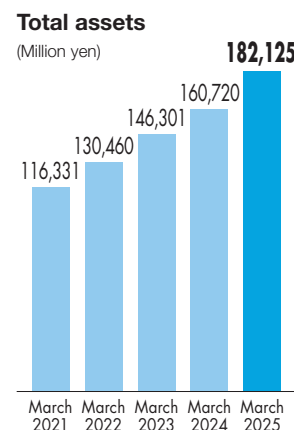
Net assets

(Million yen)



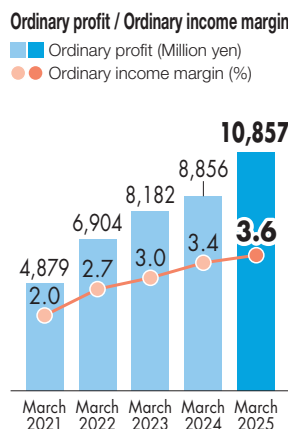
Total assets

(Million yen)



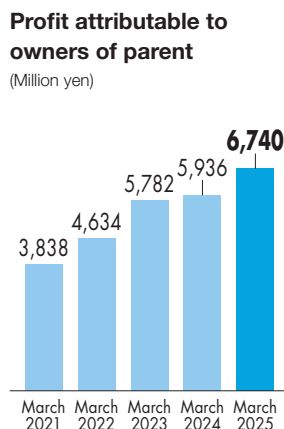
Ordinary profit / Ordinary income margin

■ Ordinary profit (Million yen)
● Ordinary income margin (%)



Profit attributable to owners of parent

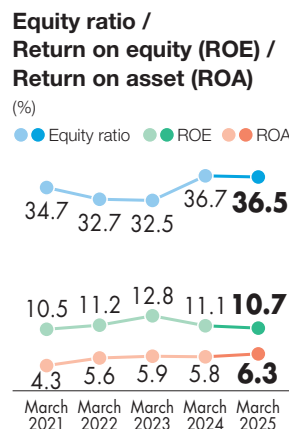
(Million yen)



Equity ratio / Return on equity (ROE) / Return on asset (ROA)

(%)

● Equity ratio ● ROE ● ROA

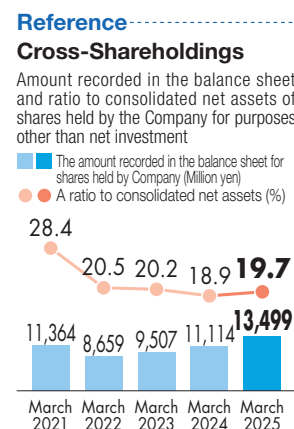


Reference

Cross-Shareholdings

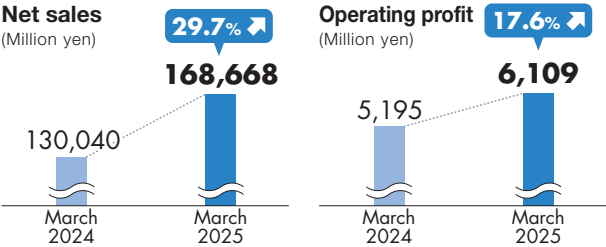
Amount recorded in the balance sheet and ratio to consolidated net assets of shares held by the Company for purposes other than net investment

■ The amount recorded in the balance sheet for shares held by Company (Million yen)
● A ratio to consolidated net assets (%)



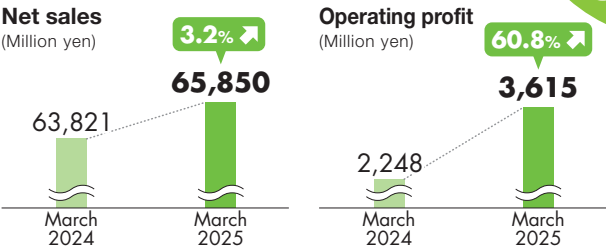
SEGMENT INFORMATION

Marine Products Business



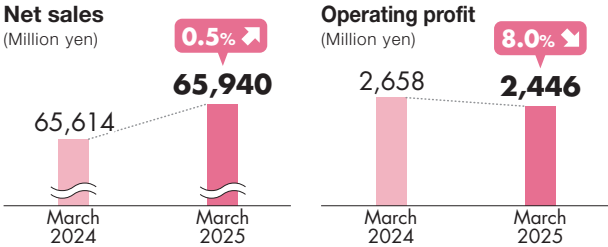
Utilizing our domestic and international procurement network constructed since we started out as a fishing company in 1937, we have stable sources of high-quality marine products from around the world and provide processed products such as fish fillets, crabs, and peeled shrimp. As for the Overseas Business, the linchpin of our efforts, we are working to develop the Group's own overseas production bases and strengthening global sales of processed products and foods, in addition to export sales of Japanese marine products.

Freshfoods Business



This segment consists of the sushi and sashimi business, led by sushi toppings, the tuna business, which handles everything from catching skipjack and purchasing tuna to processing and sales, and the aquaculture business. Sushi toppings are not only for Japan, but also promoted for sale to overseas franchises of conveyor-belt sushi restaurants. For skipjack, we have our own procurement capability with Group-owned vessels, and we farm tuna in Shikoku and ship it under our original brand name "Hon Maguro no Kiwami." Our subsidiary in Kochi Prefecture engages in aquaculture of red sea bream, and we are working to expand the variety of farmed fish and strengthen access to resources.

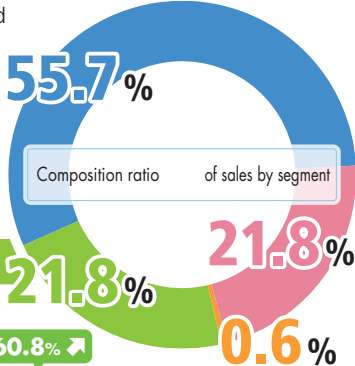
Processed Food Business



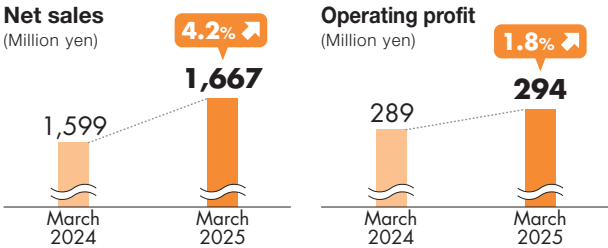
This segment is composed of frozen food products for industrial use, frozen and chilled food products for home use, and shelf-stable foods such as canned foods and seafood delicacies.

Frozen food products for industrial use include the simmered and grilled fish, fried marine products, imitation crab meat, and Dandori Jozu series, consisting of boneless fillets, and are sold to restaurants, deli departments of mass retailers, and medical and nursing care facilities.

For frozen food products for home use, we offer products such as simmered and grilled fish, and that can be used as dishes for dining tables or lunch boxes. Canned products include mackerel and other canned seafood, as well as canned meat and agricultural products. We also sell delicacies such as squid jerky and health products like DHA supplements.



Logistics Business



The Logistics Business provides logistics services such as distribution and delivery from warehouses, with a primary focus on the cold storage business in three sites in Ohi and Jonanjima in Tokyo, and Fukuoka.

Gear Up Kyokuyo

2027

(FY2024-FY2026)

Purpose “Contributing to people’s lives and the planet through foods with a focus on fish, for a more sustainable world”

Based on our corporate purpose, while expanding our business base and strengthening our financial base as well as our partnerships with stakeholders, we will work to achieve our missions, pursuing a strong Kyokuyo by implementing measures from the following three perspectives.

- Expanding business base (production sites, sales sites, etc.)
- Strengthening financial base (acquiring stable profits, diverse procurement of capital, etc.)
- Strengthening our partnerships with stakeholders (customers and business partners)

Three perspectives

01 Human resources and organization

Emphasize our engagement with each individual in each company within the Kyokuyo Group to create a work environment in which each employee can play an active role, and through the development of human resources that will be the driving force for growth, put in place an organization that can respond to changes in society.

02 Four businesses

Strengthen and expand Kyokuyo Group centering on four businesses, namely, Marine Products, Freshfoods, Processed Food, and Overseas, as an organization rich in human resources that can adapt flexibly to change.

03 Globalization

Expand our business wings overseas, where demand for marine products is growing, by establishing local production and sales structures for products that meet the food needs of different regions around the world through the development of four businesses, as responding to food diversity will lead to business opportunities.

For a strong Kyokuyo



Kyokuyo Group’s Missions

- Providing healthy, safe, and reliable foods
- Practicing responsible procurement in the global supply chain
- Realizing sustainable food in harmony with society and the global environment
- Creating a cheerful company where each and every individual can play an active role

In addition, the Company has set KPIs to achieve our goal of strengthening and expanding the Kyokuyo Group, and to accelerate growth.

Objective	Target value for the fiscal year ending March 2027
Expanding business scale	Net sales of ¥400.0 billion
Strengthening high-profit structure	Operating/ordinary profit of ¥13.5 billion
Promoting globalization	Overseas net sales ratio of 15% or more
Emphasizing asset efficiency	ROIC (return on invested capital) of 6% or more
Enhancing shareholder returns	DOE (dividend on equity ratio) of 3% or more

“Gear Up Kyokuyo 2027”

Looking back on the first year (FY2024)

Perspective

1

Globalization

Expanding our business base

Growing the Overseas Business

We newly established the “Overseas Business Division” as a department to promote overseas business, and the “Overseas Business Investment Department” as a unit specializing in promoting overseas M&A.

Based on the policy of “produce overseas, sell overseas,” we promoted the establishment of overseas production bases, and to also strengthen our export business, we established a domestic scallop processing and exporting company.

Overseas net sales ratio

2024/3

2025/3

8.3% (¥21.8 billion) ▶ **10.8%** (¥32.5 billion) ↗



Northseafood Holland B.V.

Major initiatives in FY2024

Developing overseas production bases

We commenced operations at Ocean's Kitchen Corporation's plant in the US for imitation crab meat, and for food products manufacturing, at Kyokuyo Vina Foods in Vietnam.

Production started at a plant for imitation crab meat in the US, where consumption is expected to increase due to growing health consciousness, and at a plant in Vietnam that manufactures sliced, boiled, and grilled fish for the Japanese market. Using this plant in Vietnam as a stepping stone, we are seeking to establish a second plant in the country to produce products for Southeast Asia.



Ocean's Kitchen Corporation



Kyokuyo Vina Foods

June 2024 Acquisition of Netherlands-based seafood processing and sales company

To strengthen our Processed Food Business in Europe, we made Northseafood Holland B.V. into a consolidated subsidiary as it manufactures processed and frozen foods, mainly marine products, and sells them to supermarkets throughout Europe.

Perspective

2

Four businesses

Expanding our business base

Growing the Processed Food Business



While strengthening our production and sales system centered on our own plants, we completed construction of a production base for frozen food products for home use, for which demand is expected to increase.

Major initiatives in FY2024

February 2025 New plant for frozen food products for home use goes into operation

Together with the existing Shiogama Plant (Miyagi Prefecture), the newly established Kurayoshi Plant (Tottori Prefecture) of Kyokuyo Shokuhin Co., Ltd., has expanded our production capacity and streamlined nationwide distribution of products precooked in oil for home use such as fried products, and works to grow our Processed Food Business and to heighten profits.



TOPICS

Sustainability Initiatives

We believe in the importance of conserving the marine environment, which is the foundation of our business, and the effective use of marine resources at each stage, namely, procurement, sales, fishing, aquaculture, and production, and we are tackling the following initiatives.

1. Procurement and sales

In the Procurement and Sales Division, which is at the heart of our business, we promote the handling of MSC/ASC and other certified marine products. In addition, we conduct marine resource surveys to confirm the resource status of procured marine products.

2. Fishing

Group companies that fish for skipjack focus their catches on mature fish, and return to the ocean endangered species such as turtles that have been unintentionally caught in their nets.

3. Aquaculture

In tuna farming, fishing nets and buoys are regularly checked, repaired, and disposed of to prevent them from being washed away.

4. Production

At the Company's plants, we are reducing the amount of plastic used in packaging materials and curbing the generation of marine plastic waste.

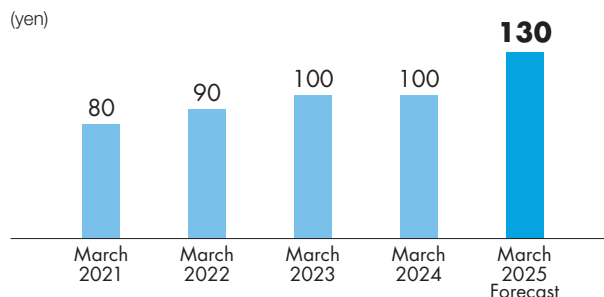
SHAREHOLDERS INFORMATION

Shareholder Returns

Dividends: **130** yen

We aim to enhance the Company's internal reserves to strengthen its corporate structure and prepare for future business development, while at the same time maintaining stable dividends and improving the level of dividends through medium- to long-term profit growth. We will propose a dividend of 130 yen per share for the fiscal year ended March 31, 2025 at the 102nd Ordinary General Meeting of Shareholders.

Dividends (dividends per share)



Introduction of Shareholder Special Benefit Plan

We have a shareholder special benefit plan, which we operate as a token of our appreciation for the support of our shareholders and to increase the number of shareholders by enhancing the appeal of shares in the Company.



See next page

SHAREHOLDERS INFORMATION

Details of Special Benefit Plan

Target Shareholders

Shareholders on the Company's register of shareholders who hold one unit of shares (100 shares) or more on March 31 of each year

Benefits

- Shareholders who hold a unit of shares (100 shares) or more and less than three units of shares (300 shares)
➔ Presented with the **Company's products valued at ¥2,500**
- Shareholders who hold three units of shares (300 shares) or more
➔ Presented with the **Company's products valued at ¥6,000**

Shipment:

Gifts will be shipped each year in July.

The Company's products presented

Examples of benefits (Previous Fiscal Year)

Assorted canned products valued at **¥2,500**

- Boiled scallops
- Seasoned mackerel
- Boiled Alaska salmon



Assorted canned products valued at **¥6,000**

- Seasoned mackerel x 2 cans
- Red snow crab leg meat
- Boiled Alaska salmon x 2 cans
- Boiled scallops

Stock Information (As of March 31, 2025)

Total number of shares the company is authorized to issue: 43,700,000

Total number of shares issued: 12,078,283

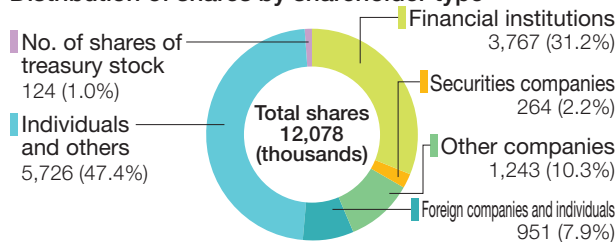
Number of shareholders: 30,501

Major shareholders

Shareholder's name	No. of shares held (thousands)	Equity position (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	1,629	13.63
Resona Bank, Limited	523	4.37
The Norinchukin Bank	445	3.72
Custody Bank of Japan, Ltd. (Trust account)	362	3.03
Toyo Seikan Group Holdings, Ltd.	315	2.63
Mitsui Sumitomo Insurance Co., Ltd.	250	2.09
Tokio Marine & Nichido Fire Insurance Co., Ltd.	179	1.50
Noriaki Nakamura	171	1.43
Kyokuyo Akitsukai	151	1.26
JP MORGAN CHASE BANK 385781	149	1.25

*Of the above-listed shares, all shares held by The Master Trust Bank of Japan, Ltd. and Custody Bank of Japan, Ltd. are related to the trust business.

Distribution of shares by shareholder type



Trends of Stock Prices and Trading Volume

