



Kyokuyo Group

Sustainability Databook

2025

Environment

Environment

Performance Data (Environment)

Kyokuyo Group's Environmental Targets and Performance (FY 2024)

The Kyokuyo Group has established group targets and is promoting sustainability activities, especially at food plants, where environmental impacts are large, with the aim of realizing a sustainable society.

● Scope of environmental data aggregation

Site	Included in aggregation
Food plants	Shiogama Plant, Hachinohe Plant, and Hitachinaka Plant of Kyokuyo Shokuhin Co., Ltd.; Oigawa Plant and Souemon Plant of Kyokuyo Suisan Co., Ltd.; Kyokuyo Foods Co., Ltd.; Kyokuyo Fresh Co., Ltd.; Kaiyo Foods Co., Ltd.; Ibusuki Shokuhin Co., Ltd.; Apex Kyokuyo Co., Ltd.; and Jokki Co., Ltd.
Cold storage	Jonanjima cold storage, Tokyo cold storage, and Fukuoka cold storage of Kyokuyo Akitsu Reizo Co., Ltd.; and Cold Storage Section of Kyokuyo Suisan Co., Ltd.
Offices	Headquarters and branch offices of Kyokuyo Co., Ltd.; Kyokuyo Sougou Service Co., Ltd.; Kyokuyo Shoji Co., Ltd.; Integrate System Service Co., Ltd.
Laboratory	Research and Development Division Laboratory of Kyokuyo Co., Ltd.

* From FY2021, Ibusuki Shokuhin Co., Ltd. has been included.

* From FY2023, Apex Kyokuyo Co., Ltd. and Jokki Co., Ltd. have been included.

* From FY2024, the laboratory has been separated from the food plants.

● Kyokuyo Group's Environmental Targets and Performance (FY 2024)

Items	Objective	FY2024 target	FY2023 actual value	FY2024 actual value		Site
Saving energy	Reduce CO ₂ emission intensity (production volume) (kg-CO ₂ /t)	1% or more reduction from FY2023 actual value	394.2 ^{*1}	371.0	5.9% reduction year-on-year	Food plants
Saving resources	Reduce water consumption intensity (m ³ /t)	1% or more reduction from FY2023 actual value	13.1	12.8	2.4% reduction year-on-year	Food plants
	Reduce the amount of plastic usage intensity in packaging (production volume) (kg/t)	8.8% reduction from FY2019 actual value	50.0 ^{*2}	44.7	10.6% reduction compared to the reference year	Food plants
Biodiversity	Develop new products (products)	Develop 4 environmentally friendly products ^{*3} (in one department)	5	5	Performance compared to target 125.0%	Operation sites (Headquarters departments)
	Increase sales volume of MSC/ASC certified products (tons)	Environmentally friendly products 300 tons: 3 fish species (2 departments)	394.9	439	Performance compared to target 146.3%	

*1 The FY2023 actual value has been corrected due to a numerical error

*2 Actual value for FY2019 (base year)

*3 Environmentally friendly products refer to items developed from previously unused parts or products using MSC- or ASC-certified marine products

Environment

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Evaluation of Compliance with Environmental Legislation (FY 2024)

In FY2024, there were seven cases of fluorocarbon leakage accidents within the Group that had a significant environmental impact, but corrective measures were taken immediately.

There were no violations in terms of compliance with environmental legislation.

Environmental Accounting

The Kyokuyo Group monitors cost-effectiveness by quantitatively managing environmental conservation initiatives from the viewpoint of cost, in the belief that this helps in making more efficient and rational decisions. When disclosing environmental conservation costs, we take the needs of various stakeholders into consideration and report the information in accordance with the Environmental Guidelines issued by Japan's Ministry of the Environment so that it can be compared with other companies.

● **Kyokuyo Group's environmental conservation costs (FY 2024)** (Thousand yen)
Top figure: FY2024 data Bottom figure: FY2023 data

Category	Group total		Breakdown: Food plants		Breakdown: Cold storage		Breakdown: Offices		Breakdown: Laboratory	
	Investment	Expense	Investment	Expense	Investment	Expense	Investment	Expense	Investment	Expense
Costs in business areas	27,659 *69,487	375,686 *386,461	10,881 *29,925	313,230 *324,170	16,778 *39,562	55,448 *55,097	0 0	3,967 *5,491	0 0	3,041 1,703
Breakdown	Pollution prevention costs	1,176 *20,749	110,692 *100,909	1,176 *20,749	109,281 *100,181	0 0	0 0	0 0	0 0	1,411 728
	Global environmental conservation costs	26,483 *48,738	117,054 *140,588	9,705 9,176	61,885 *86,427	16,778 *39,562	53,939 *53,639	0 0	67 *99	1,163 423
	Resource recycling costs	0 *0	147,940 *144,964	0 *0	142,064 *137,562	0 0	1,509 *1,458	0 0	3,900 *5,392	467 552
	Upstream and downstream costs	0 0	3,494 *3,036	0 0	23 25	0 0	0 0	3,471 *3,011	0 0	0 0
	Management activity costs	0 *0	6,507 6,542	0 *0	4,919 *5,864	0 0	0 0	0 0	0 0	1,588 678
	R&D costs	0 0	4,359 4,770	0 0	0 *0	0 0	0 0	0 0	0 0	4,359 4,770
	Social activity costs	0 0	959 34	0 0	83 34	0 0	0 0	0 0	0 0	876 0
	Environmental damage remediation costs	214 0	24,327 18,425	214 0	9,060 8,923	0 0	15,254 9,489	0 0	13 13	0 0
	Total	27,873 *69,487	415,332 *419,268	11,095 *29,925	327,315 *339,016	16,778 *39,562	70,702 *64,586	0 0	7,451 *8,515	9,864 7,151
	Variance (FY2024 – FY2023)	(41,614)	(3,936)	(18,830)	(11,701)	(22,784)	6,116	0	(1,064)	2,713

[Costs in business areas]

Environmental conservation costs to reduce the environmental impact of our main business activities in our business areas are classified into the following three categories.

Pollution prevention costs: Costs of initiatives related to pollution prevention

Global environmental conservation costs: Costs for global warming prevention, ozone layer protection, and other global environmental conservation

Resource recycling costs: Includes the cost of reducing and recycling waste, as well as the appropriate disposal costs for industrial waste

* Corrected due to an error in FY2023

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Economic effects of environmental conservation measures – Food plants –

● Gain on sale of valuables

(Thousand yen)

FY2020	FY2021	FY2022	FY2023	FY2024
19,247	16,646	19,083	22,312	22,753

Some waste and crushed products generated in business activities are profitable as they can be sold as goods with recyclable value.

Sorting is an important activity that helps to reduce waste and improve recycling rates, and leads to reductions in expenses and product costs.

● Energy costs and business activities

(Thousand yen)

Energy costs	FY2023 performances	FY2024 performances	Variance (FY2024 – FY2023)
Electricity	613,140	666,251	53,111
Heavy oil	55,608	59,292	3,684
Gasoline	2,434	2,624	190
Diesel	795	865	70
Kerosene	1,816	1,692	(124)
LPG	96,517	93,111	(3,406)
City gas	50,598	50,944	346
Total	820,908	874,779	53,871

● Costs related to resources and business activities

(Thousand yen)

Cost of resource-saving activities	FY2023 performances	FY2024 performances	Variance (FY2024 – FY2023)
City water	114,419	117,378	2,959
OA paper	863	888	25
Waste disposal consignment	117,742	117,989	247
Wastewater treatment	76,673	81,453	4,780
Use of detergents and sanitizer	46,826	45,681	(1,145)
Total	356,523	363,389	6,866

Business activities and environmental impact (FY2024) – Group total –

● INPUT

* Raw materials are actual figures for food plants

Raw materials*	
Primary and secondary raw materials (t)	44,923
Energy	
Purchased electricity (Thousand kWh)	35,649
Heavy oil A (kl)	657
Gasoline (kl)	79
Diesel (kl)	7
Kerosene (kl)	16
LPG (Thousand m³)	180
City gas (Thousand m³)	600
Total energy (GJ)	430,611
Crude oil equivalent (kl)	11,110
Water resources	
Water supply (Thousand m³)	290
Industrial water (Thousand m³)	134
Groundwater (well water) (Thousand m³)	137
Total water resources (Thousand m³)	561

● OUTPUT

Emissions	
CO ₂ emissions (t-CO ₂)	19,607
Waste	
Food waste (t)	4,694
Other waste* (t)	3,830
Total waste (t)	8,524
Recycling	
Amount recycled (t)	8,127
Final disposal amount (t)	397

* Other waste includes general waste that can be measured at all sites

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● Electricity consumption – Group total –

Site	FY2020	FY2021	FY2022	FY2023	FY2024
Food plants (Thousand kWh)	19,228	20,408	20,711	27,887	27,417
Cold storage (Thousand kWh)	8,857	8,925	9,258	9,040	6,905
Offices (Thousand kWh)	1,359	1,314	1,302	1,266	1,154
Laboratory (Thousand kWh)	146	162	166	172	172
Group total (Thousand kWh)	29,590	30,809	31,437	38,365	35,648
Electricity consumption intensity* (Thousand kWh/t)	0.53	0.54	0.56	0.65	0.64

* The scope of electricity consumption intensity is only for food plants

● Electricity generated by solar power

(Thousand kWh)

Site	FY2022	FY2023	FY2024
Food plants	373	309	427.4

* Confirmation of electricity generated by solar power has been started since FY2022

● CO₂ emissions – Group total – (Scope 1, 2)

Site		FY2020	FY2021	FY2022	FY2023	FY2024
Food plants	Scope 1 (t-CO ₂)	2,997	3,244	3,155	4,290	4,369
	Scope 2 (t-CO ₂)	9,151	9,765	9,917	12,216	11,580
	Total (t-CO ₂)	12,148	13,009	13,072	16,506	15,949
Cold storage	Scope 1 (t-CO ₂)	1	1	1	1	1
	Scope 2 (t-CO ₂)	3,864	3,835	3,853	4,025	4,046
	Total (t-CO ₂)	3,865	3,836	3,854	4,026	4,047
Offices	Scope 1 (t-CO ₂)	146	125	146	166	150
	Scope 2 (t-CO ₂)	612	501	483	519	501
	Total (t-CO ₂)	758	626	629	685	651
Laboratory	Scope 1 (t-CO ₂)	17	10	11	13	13
	Scope 2 (t-CO ₂)	73	74	81	81	69
	Total (t-CO ₂)	90	84	92	94	82
Group total	Scope 1 (t-CO ₂)	3,161	3,380	3,313	4,470	4,533
	Scope 2 (t-CO ₂)	13,700	14,175	14,334	16,841	16,196
	Total (t-CO ₂)	16,861	17,555	17,647	21,311	20,729
CO ₂ emissions intensity* (t-CO ₂ /t)		0.33	0.34	0.35	0.39	0.37

Scope 1: Greenhouse gases emitted directly by the company itself (through the burning of fuel, and emissions from industrial processes)

Scope 2: Indirect emissions associated with electric power, heat, steam, etc. supplied by other companies (including electricity purchased from power companies, etc.)

* The scope of CO₂ emissions intensity is only for food plants

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● CO₂ Emissions (Scope 3)

Site		FY2020	FY2021	FY2022	FY2023	FY2024
Kyokuyo Co., Ltd. (Non-consolidated)	Category 1 (t-CO ₂ e)	-	-	-	662,896	750,465
	Category 4 (t-CO ₂)	8,130	7,310	6,747	56,338	51,257

Scope 3: Indirect emissions other than Scope 1 and 2 (emissions from other companies related to the business activities)

* From FY2023 onward, emissions related to imports from overseas have been included in addition to domestic transportation, and are calculated under Category 4. In the same year, calculation under Category 1 (purchased goods and services) was also initiated.

● Total energy input

(kl)

Site	FY2020	FY2021	FY2022	FY2023	FY2024
Food plants	6,955	6,653	6,680	9,030	8,929
Cold storage	2,279	2,296	2,382	2,325	1,777
Offices	405	396	399	402	355
Laboratory	44	45	47	49	49
Total	9,683	9,390	9,508	11,806	11,110

● Energy intensity

(MJ/t)

Site	FY2020	FY2021	FY2022	FY2023	FY2024
Food plants	7,275	6,848	7,055	8,169	8,050
Cold storage	156	167 ^{*1}	167 ^{*1}	163 ^{*1}	127

* Total production for food plants, and income tons for cold storage

*1 Corrected due to errors in the cold storage category for FY2021 to FY2023

● Fluorocarbon emissions (leakage)

(kg)

FY2020	FY2021	FY2022	FY2023	FY2024
116	370	281	289	227

● Water consumption – Food plants –

	FY2020	FY2021	FY2022	FY2023	FY2024
Water usage (m ³)	355,983	390,620	398,126	547,920	549,163
Water usage intensity (m ³ /t)	9.69	10.30	10.77	12.72	12.77

Environment

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● Water consumption (by water consumption source) – Food plants – (FY2024)

(m³)

	Kyokuyo Shokuhin (Shiogama Plant)	Kyokuyo Shokuhin (Hachinohe Plant)	Kyokuyo Shokuhin (Hitachinaka Plant)	Kyokuyo Fresh	Kaiyo Foods	Kyokuyo Foods	Kyokuyo Suisan (Oigawa Plant)	Kyokuyo Suisan (Souemon Plant)	Ibusuki Shokuhin	Apex Kyokuyo	Jokki	Total
Water supply	13,001	24,502	15,157	49,436	844	69,218	-	42	20,961	37,570	49,104	279,835
Industrial water	132,591	-	-	-	-	-	-	-	-	-	-	132,590
Well water	-	38,576	14,884	-	27,438	-	39,940	15,900	-	-	-	136,738
Total	145,592	63,078	30,041	49,436	28,282	69,218	39,940	15,942	20,961	37,570	49,104	549,163

● Drainage destinations (FY2024)

Kyokuyo Shokuhin (Shiogama Plant)	Kyokuyo Shokuhin (Hachinohe Plant)	Kyokuyo Shokuhin (Hitachinaka Plant)	Kyokuyo Fresh	Kaiyo Foods	Kyokuyo Foods	Kyokuyo Suisan (Oigawa Plant)	Kyokuyo Suisan (Souemon Plant)	Ibusuki Shokuhin	Apex Kyokuyo	Jokki
Sewer	River	River	Sewer	Sewer	River	River	River	Wastewater (facilities belonging to a cooperative)	Sewer	River Sewer

● Production volume, food waste output and intensity – Food plants –

	FY2020	FY2021	FY2022	FY2023	FY2024
Production volume (t)	36,726	37,909	36,962	43,077	42,993
Food waste output (t)	2,803	3,639	3,726	4,452	4,673
Food waste intensity (kg/t)	76	96	101	103	109
Food waste recycling rate (%)	-	-	-	100	100

*Calculation of the food waste recycling rate has been initiated from FY2023.

● Waste recycling rate – Food plants –

(%)

FY2020	FY2021	FY2022	FY2023	FY2024
92.5	93.2	92.3	94.4	95.3

* All wastes, including food waste

● Plastic usage intensity in packaging

(kg/t)

FY2020	FY2021	FY2022	FY2023	FY2024
49.6	49.1	49.4	45.9	44.7

Base year: FY2019

Reference: 50 kg/t

Target: 30% reduction by FY2030 compared to FY2019 (35.0 kg/t)

Social

Social

Employee Data

● Employees

	FY	Total	Men	Women
Number of employees	2020	682	510	172
	2021	695	513	182
	2022	704	510	194
	2023	711	506	205
	2024	734	518	216
Average age	2020	40.4	42.3	36.1
	2021	40.6	42.4	36.4
	2022	40.8	42.9	36.3
	2023	41.3	43.4	35.8
	2024	41.6	43.8	36.1
Length of service (Years)	2020	16.1	17.8	10.9
	2021	16.3	18.2	11.2
	2022	16.4	18.6	10.7
	2023	16.6	19.0	10.6
	2024	16.6	19.0	10.7
Average annual salary (Yen)	2020	6,974,126	-	-
	2021	7,134,548	-	-
	2022	7,252,138	-	-
	2023	8,460,725	-	-
	2024	8,911,995	-	-
Average number of temporary employees	2020	85	-	-
	2021	84	-	-
	2022	80	-	-
	2023	75	-	-
	2024	74	-	-
Number of consolidated employees	2020	2,313	-	-
	2021	2,208	-	-
	2022	2,112	-	-
	2023	2,089	-	-
	2024	2,476	-	-

* From FY2023 the average annual salary increased due to the introduction of a new personnel system

● Recruitment of new graduates

(Persons)

	Total	Men	Women
Joined in April 2021	31	19	12
Joined in April 2022	33	16	17
Joined in April 2023	34	18	16
Joined in April 2024	36	19	17
Joined in April 2025	51	32	19

● Mid-career recruitment

(Persons)

	Total	Men	Women
FY2020	2	1	1
FY2021	1	0	1
FY2022	11	4	7
FY2023	8	2	6
FY2024	18	14	4

● Employee age distribution (as of March 31, 2025) (Persons)

	Total	Men	Women
Under 30 y.o.	175	99	76
30 – 39 y.o.	173	112	61
40 – 49 y.o.	145	87	58
50 – 59 y.o.	207	190	17
60 y.o. or over	34	30	4
Total	734	518	216

* Number of employees hired (not including contract employees)

● Status of promotion to managerial positions (as of March 31, 2025)

(Persons)

	Total	Men	Women	Non-Japanese
Managers	158	152	6 (3.8%)	0
Of which, general managers and higher	36	35	1 (2.8%)	0
Directors	18	15	3 (16.7%)	0

* "Managers" means managers and higher ranks

* "General managers and higher" means branch managers, laboratory directors, chiefs of divisions, and general managers

* "Directors" means the number of Directors of the Board and Supervisory Board Members

* Figure in parentheses is percentage of women

Social

Social

● Number of employees who left the company (from April 1, 2024 to March 31, 2025) (Persons)

	Total	Early	Voluntary	Involuntary	Transfer	Other
Men	21	0	18	0	0	3
Women	9	0	9	0	0	0
Total	30	0	27	0	0	3

● Employees who left the company within three years after having joined as new graduates (entered in FY2020–FY2024)

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees joining the company	30	31	33	34	36
Number of employees leaving the company	2	8	3	0	2
Employee turnover rate (%)	6.7	25.8	9.1	0	5.6

* Figures for FY2021 and FY2023 have been corrected

● Number of re-employed employees (Persons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of re-employed employees	0	1	5	1	1
Of which, employees who were re-employed after retirement	-	1	3	0	1
Of which, employees who were re-employed using the Career Return system	-	-	2	1	0

● Employment rate of persons with disabilities

	FY2020	FY2021	FY2022	FY2023	FY2024
Actual number of people	10	11	9	9	11
Employment rate of persons with disabilities (%)	1.99	2.13	1.72	1.42	1.71

* Statutory employment rate: 2.3% until FY2023; 2.5% from FY2024

● Paid leave

	FY2020	FY2021	FY2022	FY2023	FY2024
Days granted	12,976	13,100	13,316	13,509	13,633
Days taken	5,995	6,401	7,950	8,672	8,801
Utilization rate (%)	46.2	48.9	59.7	64.2	64.6

● Childbirth and parental leave

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees taking maternity leave	11	8	7	5	6
Number of employees taking parental leave	11	14	11	6	14
Of which, number of men	2	4	2	2	4
(Number of employees taking leave of up to one week)	2	3	1	0	0
Rate of employees returning to work from parental leave (%)	100	100	100	100	100

* Employees taking maternity and parental leave are counted in the fiscal year in which the leave begins

● Rate of male employees taking parental leave (from April 1, 2024 to March 31, 2025)

	*1	*2
Percentage of male employees taking parental leave	13	12
Percentage taking parental leave (%)	92.3	

*1 Number of male employees whose spouse was giving birth

*2 Number of male employees who took parental leave or otherwise made use of the leave system for childcare purposes

● Shorter Working Hours for Childcare System (Persons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees using the Shorter Working Hours for Childcare System	23	33	35	40	36

● Labor union enrollment rate (%)

FY2020	FY2021	FY2022	FY2023	FY2024
46.57	45.97	47.59	66.93	67.10

* Number of labor union members ÷ (number of full-time employees + number of part-time and contract employees)

* From FY2023, role grades have changed due to the introduction of the new personnel system

● Number of occupational accidents

FY2020	FY2021	FY2022	FY2023	FY2024
4	2	4	7	7

● Stress check participation rate (%)

FY2020	FY2021	FY2022	FY2023	FY2024
92.1	93.0	93.4	95.7	95.3

● Number of employees taking mental health leave (Persons)

FY2020	FY2021	FY2022	FY2023	FY2024
1	0	1	3	1

● Number of distance learning seminars held, and cost of holding them

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of seminars held	121	135	201	280	316
Amount (Thousand yen)	2,800	2,870	3,672	5,256	5,471

* As a requirement for promotion under the new personnel system introduced in FY2023, enrollment in correspondence courses has been recommended since FY2022.

Governance

Governance

● Board of Directors, Board of Auditors

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of directors	11	12	11	12	14
Of which, number of outside directors	2	4	4	4	5
Of which, number of female directors	2	2	2	2	3
Proportion of independent directors (%)	18.2	33.3	36.4	33.3	35.7
Proportion of female directors (%)	18.2	16.7	18.2	16.7	21.4
Number of Auditors	4	4	4	4	4
Number of Board of Directors meetings	16	17	16	17	16
Number of Board of Auditors meetings	14	13	13	14	13
Attendance rate at Board of Directors meetings (%)	98.8	99.6	99.2	99.5	98.9
Attendance rate at Board of Auditors meetings (%)	100	100	98.1	100	98

● Nomination and Remuneration Committee

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of company personnel	-	1	1	1	1
Number of external personnel	-	2	2	2	2
Total	-	3	3	3	3
Number of meetings	-	2	2	3	3
Attendance rate (%)	-	100	100	100	100

* The Nomination and Remuneration Committee has been established since FY2021

● Number of IR briefing meetings

FY2020	FY2021	FY2022	FY2023	FY2024
2	2	2	2	2

● Number of meetings of various committees

	FY2020	FY2021	FY2022	FY2023	FY2024
Sustainability Committee (*)	2	2	2	2	2
Internal Audit Committee	5	6	9	11	16

* Environmental Conservation Committee changed its name to Sustainability Committee in FY2022