Kyokuyo Group

Sustainability Databook

2026



Performance Data (Environment)

Kyokuyo Group's Environmental Targets and Performance (FY2025)

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.; Jokki Co., Ltd.; and Pacific Scallop 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.; and Integrate System Service Co., Ltd.
Laboratory	Supply Chain Management 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.
* From FY2025, Pacific Scallop Co., Ltd. has been included.

Kyokuyo Group's Environmental Targets and Performance (FY2025)

Items	Objective	FY2025 target	FY2024 actual value	FY2025 actual value		Site
Saving energy	Reduce CO_2 emission intensity (production volume) (kg-CO_2/t)	2% or more reduction from FY2024 actual value	371.0	392.4	5.8% increase year-on-year	Food plants
Saving resources	Reduce water consumption intensity (m^3/t)	2% or more reduction from FY2024 actual value	12.77	13.72	7.4% increase year-on-year	Food plants
	Reduce the amount of plastic usage intensity in packaging (production volume) (kg/t)	14.1% reduction from FY2019 actual value	50.0*1	42.8	14.4% reduction compared to the base year	Food plants
Biodiversity	Develop new products (products)	Develop 4 environmentally friendly products*2 (in one department)	5	5	Performance compared to target 125.0%	Offices (Headquarters departments)
	Increase sales volume of MSC/ASC certified products (tons)	Environmentally friendly products 108.3 tons: 2 fish species (1 department)	420.4	304.5	Performance compared to target 281.2%	

*1 Actual value for FY2019 (base year)
*2 Environmentally friendly products refer to items developed from previously unused parts or products using MSC- or ASC-certified marine products

Environment

Evaluation of Compliance with Environmental Legislation (FY2025)

In FY2025, there were no fluorocarbon leakage accidents or violations of environmental legislation within the Group.

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 (FY2025)

(Thousand yen)
Top figure: FY2025 data Bottom figure: FY2024 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		211,879 27,659	461,091 375,686	200,379 10,881	346,437 313,230	11,500 16,778	54,483 55,448	0 0	50,966 3,967	0 0	9,205 3,041
Breakdown	Pollution prevention costs	1,979 1,176	160,767 110,692	1,979 1,176	152,352 109,281	0 0	0 0	0 0	0 0	0 0	8,415 1,411
	Global environmental conservation costs	11,500 26,483	106,411 117,054	0 9,705	52,800 61,885	11,500 16,778	53,387 53,939	0 0	0 67	0 0	224 1,163
	Resource recycling costs	198,400 0	193,913 147,940	*198,400 0	141,285 142,064	0 0	1,096 1,509	0 0	50,966 3,900	0 0	566 467
Upstream and downstream costs		0 0	9,071 3,494	0 0	4,811 23	0 0	0 0	0 0	4,260 3,471	0 0	0 0
Management activity costs		0 0	9,638 6,507	0 0	6,940 4,919	0 0	0 0	0 0	0 0	0 0	2,698 1,588
R&D costs		0 0	5,251 4,359	0 0	0 0	0 0	0 0	0 0	0 0	0 0	5,251 4,359
Social activity costs		0 0	800 959	0 0	0 83	0 0	0 0	0 0	0 0	0 0	800 876
Environmental damage remediation costs		0 214	20,341 24,327	0 214	11,628 9,060	0 0	8,710 15,254	0 0	3 13	0 0	0 0
Total		211,879 27,873	506,192 415,332	200,379 11,095	369,816 327,315	11,500 16,778	63,193 70,702	0 0	55,229 7,451	0 0	17,954 9,864
Variance (FY2025 – FY2024)		184,006	90,860	189,284	42,501	(5,278)	(7,509)	0	47,778	0	8,090

* At Ibusuki Shokuhin Co., Ltd., trimmings generated during the production of seared skipjack are effectively utilized to produce neribushi, which is used as an ingredient in dashi stock. We have now completed construction of our own neribushi processing facility and therefore recorded the investment under resource recycling costs.

[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

Environment

Economic effects of environmental conservation measures – Food plants –

Gain on sale of valuables

(Thousand yen)

FY2021	FY2022	FY2023	FY2024	FY2025
16,646	19,083	22,312	22,753	21,086

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	FY2024 performances	FY2025 performances	Variance (FY2025 – FY2024)
Electricity	666,251	712,388	46,137
Heavy oil	59,292	92,480	33,188
Gasoline	2,624	2,612	(12)
Diesel	865	768	(97)
Kerosene	1,692	2,051	359
LPG	93,111	97,153	4,042
City gas	50,944	55,061	4,117
Total	874,779	962,513	87,734

Costs related to resources and business activities

(Thousand yen)

Cost of resource-saving activities	FY2024 performances	FY2025 performances	Variance (FY2025 – FY2024)
City water	117,378	128,696	11,318
OA paper	888	1,475	587
Waste disposal consignment	117,989	117,124	(865)
Wastewater treatment	81,453	135,165	53,712
Use of detergents and sanitizer	45,681	41,120	(4,561)
Total	363,389	423,580	60,191

Business activities and environmental impact (FY2025) – Group total –

INPUT

* Raw materials are actual figures for food plants

Raw materials*	
Primary and secondary raw materials (t)	46,990

Energy	
Purchased electricity (Thousand kWh)	39,122
Heavy oil A (kl)	673
Gasoline (kl)	72
Diesel (kl)	6
Kerosene (kl)	17
LPG (Thousand m³)	303
City gas (Thousand m³)	615
Total energy (GJ)	479,267
Crude oil equivalent (kl)	12,365

Water resources	
Water supply (Thousand m³)	323
Industrial water (Thousand m³)	133
Groundwater (well water) (Thousand m³)	142
Total water resources (Thousand m³)	598

OUTPUT

Emissions	
CO_2 emissions (t-CO_2)	21,756

Waste	
Food waste (t)	4,791
Other waste* (t)	4,018
Total waste (t)	8,809

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

Recycling	
Amount recycled (t)	8,327
Final disposal amount (t)	482

Environment

Electricity consumption – Group total –

(Thousand kWh)

Site	FY2021	FY2022	FY2023	FY2024	FY2025
Food plants	20,408	20,711	27,887	27,417	28,486
Cold storage	8,925	9,258	9,040	8,728*2	9,472
Offices	1,314	1,302	1,266	1,154	1,003
Laboratory	162	166	172	172	161
Group total	30,809	31,437	38,365	37,471	39,122
Electricity consumption intensity*1 (Thousand kWh/t)	0.54	0.56	0.65	0.64	0.65

*1 The scope of electricity consumption intensity is only for food plants
*2 Corrected due to an error in the FY2024 data for cold storage.

Electricity generated by solar power

(Thousand kWh)

Site	FY2022	FY2023	FY2024	FY2025
Food plants	373	309	427	428

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

Total energy input

(kl)

Site	FY2021	FY2022	FY2023	FY2024	FY2025
Food plants	6,653	6,680	9,030	8,929	9,572
Cold storage	2,296	2,382	2,325	1,777	2,437
Offices	396	399	402	355	311
Laboratory	45	47	49	49	46
Total	9,390	9,508	11,806	11,110	12,365

* Figures have been rounded, so the sum of the individual figures may not equal the total shown.

Energy intensity

(MJ/t)

Site	FY2021	FY2022	FY2023	FY2024	FY2025
Food plants	6,848	7,055	8,169	8,050	8,529
Cold storage	167	167	163	127	179

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

Environment

CO_2 emissions – Group total – Scope 1, 2 (Scope 2: market-based)

Site		FY2021	FY2022	FY2023	FY2024	FY2025
Food plants	Scope 1 (t-CO_2)	3,244	3,155	4,290	4,369	5,272
	Scope 2 (t-CO_2)	9,765	9,917	12,216	11,580	11,799
	Total (t-CO_2)	13,009	13,072	16,506	15,949	17,071
Cold storage	Scope 1 (t-CO_2)	1	1	1	1	1
	Scope 2 (t-CO_2)	3,835	3,853	4,025	4,046	4,025
	Total (t-CO_2)	3,836	3,854	4,026	4,047	4,026
Offices	Scope 1 (t-CO_2)	125	146	166	150	138
	Scope 2 (t-CO_2)	501	483	519	501	431
	Total (t-CO_2)	626	629	685	651	569
Laboratory	Scope 1 (t-CO_2)	10	11	13	13	11
	Scope 2 (t-CO_2)	74	81	81	69	80
	Total (t-CO_2)	84	92	94	82	91
Group total	Scope 1 (t-CO_2)	3,380	3,313	4,470	4,533	5,422
	Scope 2 (t-CO_2)	14,175	14,334	16,841	16,196	16,334
	Total (t-CO_2)	17,555	17,647	21,311	20,729	21,756
CO_2 emissions intensity* (t-CO_2/t)		0.34	0.35	0.39	0.37	0.39

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 CO_2 emissions intensity is only for food plants
* Figures have been rounded, so the sum of the individual figures may not equal the total shown.

CO_2 emissions – Group total – Scope 2 (location-based)

Site		FY2021	FY2022	FY2023	FY2024	FY2025
Food plants	Scope 2 (t-CO_2)	10,645	10,983	12,215	11,597	12,049
Cold storage	Scope 2 (t-CO_2)	3,865	4,018	3,960	3,692	4,007
Offices	Scope 2 (t-CO_2)	569	565	555	488	424
Laboratory	Scope 2 (t-CO_2)	70	72	75	73	68
Group total	Scope 2 (t-CO_2)	15,149	15,638	16,805	15,850	16,548
National average emission factor (t-CO_2/Thousand kWh)		0.433	0.434	0.438	0.423	0.423

CO_2 emissions Scope 3

Site		FY2021	FY2022	FY2023	FY2024	FY2025
Kyokuyo Co., Ltd. (non-consolidated)	Category 1 (t-CO_2e)	-	-	662,896	750,465	930,027
	Category 2 (t-CO_2e)	-	-	-	5,650	1,883
	Category 4 (t-CO_2)	7,310	6,747	56,338	51,258	45,473
	Category 6 (t-CO_2)	-	-	-	1,453	1,415
	Category 7 (t-CO_2)	-	-	-	398	435

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.
* Calculation of Category 2 (capital goods), Category 6 (business travel), and Category 7 (employee commuting) emissions began in FY2024.

Environment

Fluorocarbon emissions (leakage)

(kg)

FY2021	FY2022	FY2023	FY2024	FY2025
370	281	289	227	0

Water consumption – Food plants –

	FY2021	FY2022	FY2023	FY2024	FY2025
Water usage (m³)	390,620	398,126	547,920	549,163	596,941
Water usage intensity (m³/t)	10.30	10.77	12.72	12.77	13.72

Water consumption (by water consumption source) – Food plants – (FY2025)

(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 (including Pacific Scallop)	Total
Water supply	14,044	25,812	14,788	53,175	605	71,288	-	51	26,487	47,634	68,845	322,729
Industrial water	132,021	-	-	-	-	-	-	-	-	-	-	132,021
Well water	-	38,964	15,422	-	29,566	-	42,257	15,982	-	-	-	142,191
Total	146,065	64,776	30,210	53,175	30,171	71,288	42,257	16,033	26,487	47,634	68,845	596,941

Drainage destinations (FY2025)

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 (including Pacific Scallop)
Sewer	River	River	Sewer	Sewer	River	River	River	Wastewater (facilities belonging to a cooperative)	Sewer	Sewer River

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

	FY2021	FY2022	FY2023	FY2024	FY2025
Production volume (t)	37,909	36,962	43,077	42,993	43,500
Food waste output (t)	3,639	3,726	4,452	4,673	4,788
Food waste intensity (kg/t)	96	101	103	109	110
Food waste recycling rate (%)	-	-	100	100	100

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

Waste recycling rate – Food plants –

(%)

FY2021	FY2022	FY2023	FY2024	FY2025
93.2	92.3	94.4	95.3	95.6

* All wastes, including food waste

Plastic usage intensity in packaging

(kg/t)

FY2021	FY2022	FY2023	FY2024	FY2025
49.1	49.4	45.9	44.7	42.8

Base year: FY2019
Reference: 50 kg/t
Target: 30% reduction by FY2030 compared to FY2019 (35.0 kg/t)

Social

Employee Data

Employees

	FY	Total	Men	Women
Number of employees	2021	695	513	182 (26.2%)
	2022	704	510	194 (27.6%)
	2023	711	506	205 (28.8%)
	2024	734	518	216 (29.4%)
	2025	769	538	231 (30.0%)
Average age	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
	2025	41.6	43.9	36.1
Length of service (Years)	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
	2025	16.5	19.0	10.8
Average annual salary (Yen)	2021	7,134,548	-	-
	2022	7,252,138	-	-
	2023	8,460,725	-	-
	2024	8,911,995	-	-
	2025	9,268,717	-	-
Average number of temporary employees	2021	84	-	-
	2022	80	-	-
	2023	75	-	-
	2024	74	-	-
	2025	71	-	-
Number of consolidated employees	2021	2,208	-	-
	2022	2,112	-	-
	2023	2,089	-	-
	2024	2,476	-	-
	2025	2,542	-	-

* From FY2023 the average annual salary increased due to the introduction of a new personnel system
* Figures as of March 31 of the relevant fiscal year
* Figure in parentheses is percentage of women

Recruitment of new graduates

(Persons)

	Total	Men	Women
Joined in April 2022	33	16	17 (51.5%)
Joined in April 2023	34	18	16 (47.1%)
Joined in April 2024	36	19	17 (47.2%)
Joined in April 2025	51	32	19 (37.3%)
Joined in April 2026	35	26	9 (25.7%)

* Figure in parentheses is percentage of women

Mid-career recruitment

(Persons)

	Total	Men	Women
FY2021	1	0	1 (100%)
FY2022	11	4	7 (63.6%)
FY2023	8	2	6 (75.0%)
FY2024	18	14	4 (22.2%)
FY2025	9	7	2 (22.2%)

* Figure in parentheses is percentage of women

Employee turnover rate within three years of joining as new graduates

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees joining the company	31	33	34	36	51
Number of employees leaving the company	8	3	1	7	1
Employee turnover rate (%)	25.8	9.1	2.9	19.4	2.0

* The latest figures available at the time of compilation are shown for the number of employees leaving the company and the employee turnover rate.

Social

Number of employees who left the company

(Persons)

	FY2021			FY2022			FY2023			FY2024			FY2025		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Voluntary	11	7	4	26	17	9	36	24	12	27	18	9	28	17	11
Involuntary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer	3	3	0	2	2	0	0	0	0	0	0	0	0	0	0
Mandatory retirement	2	2	0	4	2	2	0	0	0	2	2	0	1	1	0
Other	2	2	0	2	2	0	2	2	0	1	1	0	2	1	1
Total	18	14	4	34	23	11	38	26	12	30	21	9	31	19	12

Employee age distribution

(Persons)

	FY2021			FY2022			FY2023			FY2024			FY2025		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Under 30 y.o.	185	123	62	185	114	71	183	108	75	175	99	76	181	99	82
30–39 y.o.	167	96	71	167	100	67	157	98	59	173	112	61	193	126	67
40–49 y.o.	140	104	36	141	98	43	148	92	56	145	87	58	136	81	55
50–59 y.o.	198	185	13	204	191	13	205	191	14	207	190	17	213	191	22
60 y.o. or over	5	5	0	7	7	0	18	17	1	34	30	4	46	41	5
Total	695	513	182	704	510	194	711	506	205	734	518	216	769	538	231

* Number of employees hired (not including contract employees)
* Figures as of March 31 of the relevant fiscal year

Status of promotion to managerial positions

(Persons)

		FY2021	FY2022	FY2023	FY2024	FY2025
Managers	Total	344	341	153	158	160
	Men	313	309	148	152	154
	Women	31 (9.0%)	32 (9.4%)	5 (3.3%)	6 (3.8%)	6 (3.8%)
	Non-Japanese	0	0	0	0	0
Of which, general managers and higher	Total	25	25	34	36	36
	Men	25	25	33	35	35
	Women	0 (0%)	0 (0%)	1 (2.9%)	1 (2.8%)	1 (2.8%)
	Non-Japanese	0	0	0	0	0
Directors	Total	16	15	15	18	18
	Men	14	13	13	15	15
	Women	2 (12.5%)	2 (13.3%)	2 (13.3%)	3 (16.7%)	3 (16.7%)
	Non-Japanese	0	0	0	0	0

* Through FY2022, the "Managers" category also included employees at or below section manager level.
* From FY2023, the "Managers" category covers section 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
* Figures as of March 31 of the relevant fiscal year
* Figure in parentheses is percentage of women

Social

Re-employed employees

(Persons)

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of re-employed employees	1	5	1	1	0
Of which, employees who were re-employed after retirement	1	3	0	1	0
Of which, employees who were re-employed using the Career Return system	-	2	1	0	0

Employment rate of persons with disabilities

	FY2021	FY2022	FY2023	FY2024	FY2025
Actual number of people	11	9	9	11	14
Employment rate of persons with disabilities (%)	2.13	1.72	1.42	1.71	2.16

* Statutory employment rate: 2.3% until March 2024; 2.5% from April 2024; 2.7% from July 2026.

Paid leave and overtime hours

	FY2021	FY2022	FY2023	FY2024	FY2025
Days granted	13,100	13,316	13,509	13,633	14,074
Days taken	6,401	7,950	8,672	8,801	9,582
Utilization rate (%)	48.9	59.7	64.2	64.6	68.1
Average monthly overtime hours	13.3	12.8	14.1	13.9	13.3

Childbirth and parental leave

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees taking maternity leave	8	7	5	6	9
Number of employees taking parental leave	14	11	6	14	10
Of which, number of men	4	2	2	4	6
Of which, number of employees taking leave of up to one week	3	1	0	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

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of male employees whose spouse was giving birth	14	19	15	13	14
Number of male employees who took parental leave or otherwise made use of the leave system for childcare purposes	7	9	13	12	12
Utilization rate (%)	50.0	47.4	86.7	92.3	85.7

Shorter working hours for childcare system

(Persons)

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees using the shorter working hours for childcare system	33	35	40	36	36

Labor union enrollment rate

(%)

FY2021	FY2022	FY2023	FY2024	FY2025
45.97	47.59	66.93	67.10	67.87

* 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

FY2021	FY2022	FY2023	FY2024	FY2025
2	4	7	7	6

Stress check participation rate

(%)

FY2021	FY2022	FY2023	FY2024	FY2025
93.0	93.4	95.7	95.3	93.6

Number of employees taking mental health leave

(Persons)

FY2021	FY2022	FY2023	FY2024	FY2025
0	1	3	4*	5

* Figures for FY2024 have been corrected

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

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of seminars held	135	201	280	316	292
Amount (Thousand yen)	2,870	3,672	5,256	5,471	4,675

Governance

Board of Directors, Board of Auditors

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of directors	12	11	12	14	14
Of which, number of outside directors	4	4	4	5	5
Of which, number of female directors	2	2	2	3	3
Proportion of independent directors (%)	33.3	36.4	33.3	35.7	35.7
Proportion of female directors (%)	16.7	18.2	16.7	21.4	21.4
Number of Auditors	4	4	4	4	4
Number of Board of Directors meetings	17	16	17	16	16
Number of Board of Auditors meetings	13	13	14	13	16
Attendance rate at Board of Directors meetings (%)	99.6	99.2	99.5	98.9	98.2
Attendance rate at Board of Auditors meetings (%)	100	98.1	100	98.0	100

Nomination and Remuneration Committee

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of company personnel	1	1	1	1	1
Number of external personnel	2	2	2	2	2
Total	3	3	3	3	3
Number of meetings	2	2	3	3	2
Attendance rate (%)	100	100	100	100	100

* The Nomination and Remuneration Committee has been established since FY2021

Number of IR briefing meetings

FY2021	FY2022	FY2023	FY2024	FY2025
2	2	2	2	2

Number of meetings of various committees

	FY2021	FY2022	FY2023	FY2024	FY2025
Sustainability Committee	2	2	2	2	1
Internal Audit Committee	6	9	11	16	14

* Rules revised in FY2025: Sustainability Committee to meet at least once a year.