

Sustainability Data

Environmental

Scope: Akindo Sushiro Co., Ltd. on a non-consolidated basis / Period: April of each year to March of the following year

	Scope	Unit	2022	2023	2024
CO ₂ emissions	Scope 1	(t-CO ₂)	—	—	11,493
	Scope 2	(t-CO ₂)	—	—	40,565
	Total Scope 1 and 2 emissions	(t-CO ₂)	78,574	69,659	52,058
	Scope 1 & 2 emission intensity (Market standard)	(t-CO ₂ per million yen)	—	0.31	0.21
Energy usage	Amount used	(Crude oil equivalent (kl))	42,865	31,745	36,103
	Amount used	(Thousand kWh)	115,341	132,244	136,149
Electricity usage	Non-renewable energy used	(Thousand kWh)	—	91,927	70,749
	Renewable energy used	(Thousand kWh)	—	40,317	65,400
	Renewable energy used (solar)	(Thousand kWh)	238	3,692	5,332
	Renewable energy ratio	(%)	0.2	33.3	52.0
Water intake	Total water intake	(t)	—	2,486,654	2,718,621
	Basic unit	(t per million yen)	—	10.99	10.95
Waste (total)	Amount generated	(t)	31,523.84	25,126.28	27,050.20
	Total amount of waste	(t)	30,802.84	24,145.58	25,940.50
Food waste	Amount generated	(t)	19,447.10	15,093.60	17,565.00
	Recycled amount	(t)	721	981	1,110
	Recycling ratio	(%)	3.7	6.5	6.3
Non-food waste	Amount of waste	(t)	18,726.10	14,112.90	16,455.70
	Amount generated	(t)	12,076.74	10,032.68	9,484.80
Environmental compliance	Amount of waste	(t)	12,076.74	10,032.68	9,484.80
	Number of environmental violations	(cases)	—	0	0
	Total environmental fines	(JPY)	—	—	0

Social

Scope: F&LC Group excluding overseas subsidiaries

	Scope	Unit	Fiscal Year Ended September 2023	Fiscal Year Ended September 2024	Fiscal Year Ended September 2025
Total number of employees	Female	(Persons)	—	—	39,944
	Ratio of female	(%)	60.5	60.0	59.7
	Ratio of male	(%)	39.5	40.0	40.3
	Total	(Persons)	—	61,420	66,948
Breakdown of workforce by age	Up to 20s	(%)	58.0	58.5	60.8
	30s	(%)	8.8	9.2	8.9
	40s	(%)	11.3	10.9	10.0
	50s or older	(%)	21.9	21.4	20.3
	Average age	(Age in years)	32.8	32.5	32.0
Permanent employee	Female	(Persons)	—	467	555
	Ratio of female	(%)	15.3	16.2	18.1
	Ratio of male	(%)	84.7	83.8	81.9
	Total	(Persons)	2,659	2,881	3,058

Social

Scope: F&LC Group excluding overseas subsidiaries

	Scope	Unit	Fiscal Year Ended September 2023	Fiscal Year Ended September 2024	Fiscal Year Ended September 2025
Part-time employees	Female	(Persons)	—	36,397	39,389
	Ratio of female	(%)	58.5	62.2	61.7
	Ratio of male	(%)	38.8	37.8	38.3
	Total	(Persons)	—	58,539	63,890
	Ratio of non-full-time employees	(%)	—	95.3	95.4
Employees by nationality	Japan	(Persons)	—	54,823	57,003
	Vietnam	(Persons)	—	1,371	1,683
	Nepal	(Persons)	—	2,072	3,607
	China	(Persons)	—	606	672
	Number of nationalities	(Country/ Region)	66	62	58
	Ratio of foreign employees	(%)	—	10.7	14.9
	Number of foreign employees	(Persons)	4,812	6,597	9,945
Employment of people with disabilities	Employment rate	(%)	2.34	2.96	3.29 ¹
Average years of service ²	Female	(Years)	—	5.3	5.0
	Male	(Years)	—	9.7	9.4
	Total	(Years)	9.0	9.0	8.6
Female in management positions	Ratio of female	(%)	6.7	7.1	7.4
	Female	(Persons)	—	118	164 ¹
New employee	Ratio of female	(%)	—	23.2	32.5 ¹
	Male	(Persons)	—	390	340 ¹
	Total	(Persons)	—	508	504 ¹
	Internal hiring rate	(%)	38.0	28.0	17.1 ¹
Average salary (Average annual salary)	Female	(JPY 1,000)	—	4,949	5,748
	Male	(JPY 1,000)	—	5,790	6,343
	Total	(JPY 1,000)	—	5,669	6,253
Gender wage gap (Ratio of female's wages to male's wages)	Full-time employee	(%)	82.3	83.3	82.2
	Part-time employees	(%)	100.0	100.2	100.1
	Total workforce	(%)	78.7	81.4	78.2
Annual training	Total training time	(Hours)	—	3,041	8,108 ¹
	Average training hours	(Training hours per employee)	—	10.2	22.8 ¹
	Average number of training days	(Days per employee)	—	1.3	2.8 ¹
	Percentage of training participants	(%)	—	49.7	93.0 ¹
	Total training and education costs	(JPY 1,000)	—	20,585	30,201 ¹
Employee health	Average training/training costs	(Thousand JPY per employee)	—	69	84 ¹
	Employees health checkups attendance rate	(%)	100	100	100
Paid leave utilization rate	Total	(%)	68.9 ²	65.8 ²	66.9 ²
	Female	(%)	100	93.3	100
Parental leave utilization rate	Male	(%)	65.3	64.9	70.9
	Total	(%)	68.3	69.6	76.8
	Employee turnover rate	Turnover rate	(%)	—	—
Supplier questionnaire survey	Number of surveys conducted	(companies)	—	359	380

*1 Scope: F&LC Group (including overseas subsidiaries)

*2 Full-time employees only

Governance

Scope: F&LC

	Scope	Unit	Fiscal Year Ended September 2023	Fiscal Year Ended September 2024	Fiscal Year Ended September 2025
Types of company institutional forms	(—)		Company with Audit and Supervisory Committee	Company with Audit and Supervisory Committee	Company with Audit and Supervisory Committee
Composition of Board of Directors	Female outside directors	(Persons)	3	3	3
	Male outside directors	(Persons)	4	3	3
	Female inside directors	(Persons)	0	0	0
	Male inside directors	(Persons)	1	2	2
	Ratio of outside directors	(%)	87.5	75.0	75.0
	Ratio of female directors	(%)	37.5	37.5	37.5
Number of meetings held	Total	(Persons)	8	8	8
	Board of Directors	(Times)	16	15	17
	Audit & Supervisory Committee	(Times)	19	24	23
	Nomination and Compensation Committee	(Times)	6	7	13
	Sustainability Promotion Committee	(Times)	3	4	4
Political contributions	Internal Control Committee	(Times)	4	4	4
	Political contributions	(JPY)	—	—	0

Executive Position	Name	Attendance Status for the Fiscal Year Ended September 2025		
		Board of Directors	Audit & Supervisory Committee	Nomination and Compensation Committee
President & CEO	Masahiro Yamamoto	14/14 ^{*1} (100%)	—	11/11 ^{*1} (100%)
Director	Hiroshi Ogawa	3/3 ^{*2} (100%)	—	—
Director	Koichi Mizutome	17/17 (100%)	—	2/2 ^{*3} (100%)
Outside Director	Akira Kondo	17/17 (100%)	—	—
Outside Director	Minesaburo Miyake	17/17 (100%)	—	13/13 (100%)
Outside Director	Reiko Kanise	17/17 (100%)	—	13/13 (100%)
Outside Director (Audit & Supervisory Committee Member)	Teiichi Takatsuki	14/14 ^{*1} (100%)	17/17 ^{*1} (100%)	—
Outside Director (Audit & Supervisory Committee Member)	Mami Taira	16/17 (94%)	23/23 (100%)	11/11 ^{*4} (100%)
Outside Director (Audit & Supervisory Committee Member)	Emi Omura	17/17 (100%)	23/23 (100%)	—
Outside Director (Audit & Supervisory Committee Member)	Yoshihiro Noutsuka	3/3 ^{*2} (100%)	6/6 ^{*2} (100%)	—

*1 Attended all meetings since assuming office *2 Retired upon expiration of term on December 26, 2024

*3 Resigned from the committee on November 28, 2024 *4 Attended all meetings since appointment to the committee

Stock Information (as of September 30, 2025)

Listed stock exchange	Prime Market of the Tokyo Stock Exchange	
Securities code	3563	
Number of shares and shareholders	Total number of authorized shares	436,000,000
	Total number of issued shares	116,069,184 (Including 2,814,631 shares of treasury stock)
	Number of shareholders	69,611
Rating	A-(Japan Credit Rating Agency, Ltd.)	

Major Shareholders (Top 10)

Name of corporate entity	Number of shares held (shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	16,859,100	14.89
Custody Bank of Japan, Ltd. (Trust account)	6,089,700	5.38
STATE STREET BANK AND TRUST COMPANY 505001	4,026,938	3.56
National Federation of Agricultural Cooperative Associations	3,744,400	3.31
HSBC HONG KONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	3,217,602	2.84
JPMorgan Securities Japan Co., Ltd.	2,351,757	2.08
JP JPMSE LUX RE UBS AG LONDON BRANCH EQ CO	2,249,512	1.99
STATE STREET BANK AND TRUST COMPANY 505325	1,840,878	1.63
JP JPMSE LUX RE BARCLAYS CAPITAL SEC LTD EQ CO	1,738,147	1.53
BNYM SA/NV FOR BNYM FOR BNY GCM CLIENT ACCOUNTS M LSCB RD	1,667,531	1.47

* Shareholding ratio is calculated excluding treasury stock (2,814,631 shares).

Breakdown of Shareholders

