

愛は食卓にある。



FY2023 1H

# Financial Meeting

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July 5, 2023 Kewpie Corporation



1. Overview of FY2023  
1H Results
2. Efforts toward  
2H and Beyond
3. Reference Materials

### Notes regarding the information in this document

- The amounts stated in this document are rounded to the nearest 100 million yen when figures are presented in billions of yen.
- The numbers related to Overseas cover the period from October through September of the following year and include exports from Japan. Exports from Japan from December through November of the following year are included in the results.
- Changes Overseas of the first half of FY2023 includes foreign exchange effects (Net sales +¥3.5 billion, operating income +¥0.3 billion). Changes Overseas of year plan for FY2023 includes foreign exchange effects (Net sales +¥4.0 billion, operating income +¥0.4 billion).

# 1. Overview of FY2023 1H Results

## Summary

Net sales

**¥220.4bn**

Increase in sales (+¥12.9bn)

+¥5.5bn

+¥4.6bn

- Increase in unit prices due to price revisions for Food Service and the egg market
- Sales increase due to Overseas growth

Operating income

**¥6.8bn**

Decrease in income (-¥7.4bn)

+¥9.5bn

-¥11.3bn

-¥4.6bn

- Effect of price revisions
- Impact of a spike in main raw material prices
- Impact of soaring prices of energy and raw materials in general

Ordinary income

**¥7.6bn**

Decrease in income (-¥7.4bn)

Profit attributable to owners of parent

**¥4.8bn**

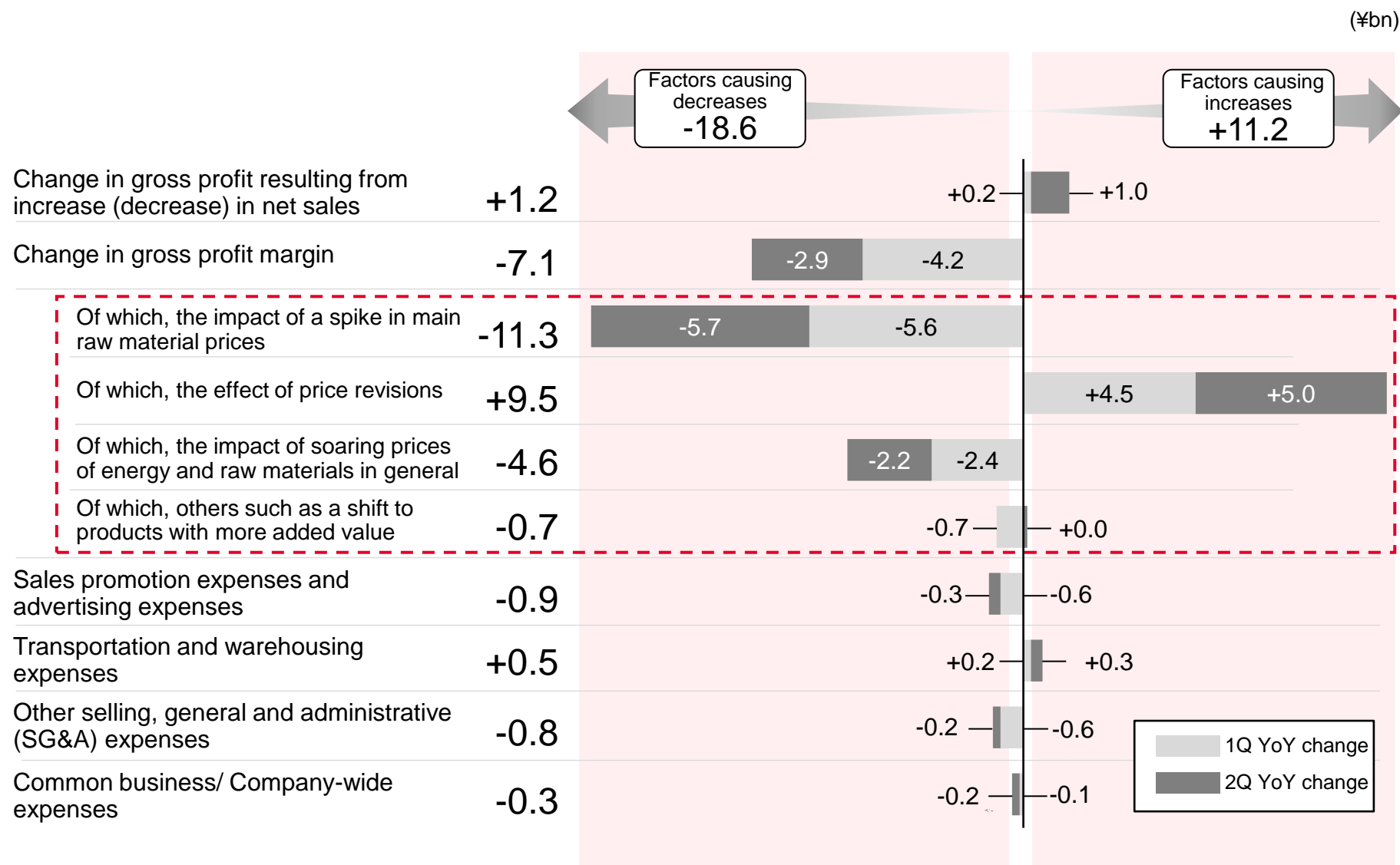
Decrease in income (-¥4.1bn)

(¥bn)	FY2022	FY2023 Results	YoY change	YoY change (%)
Net sales	207.5	220.4	+12.9	+6%
Japan	177.7	186.0	+8.2	+5%
Overseas	29.8	34.4	+4.6	+15%
Operating income	14.2	6.8	-7.4	-52%
Japan	13.0	6.6	-6.4	-49%
Overseas	4.1	3.5	-0.6	-15%
Company-wide expenses	-2.9	-3.2	-0.3	-
Ordinary income	15.0	7.6	-7.4	-50%
Profit attributable to owners of parent	8.9	4.8	-4.1	-46%
Operating income ratio	6.9%	3.1%	-3.8%	

# FY2023 1H Factors behind Changes in Operating Income

Operating income

FY2023 1H **¥6.8bn** YoY change **-¥7.4bn**



# FY2023 1H Net Sales and Business Income by Segment

Net sales

FY2023 1H **¥220.4bn** YoY change **+¥12.9bn** Percentage change **+6%**

(¥bn)	FY2022 1H	FY2023 1H	YoY change	YoY change (%)	1Q YoY change	2Q YoY change
Retail Market	85.7	87.2	+1.6	+2%	-0.7	+2.3
Food Service	75.9	81.4	+5.5	+7%	+5.7	-0.2
Overseas	29.8	34.4	+4.6	+15%	+1.7	+2.9
Fruits Solutions	8.4	8.3	-0.1	-1%	+0.1	-0.2
Fine Chemicals	5.0	5.7	+0.6	+13%	+0.4	+0.3
Common Business	2.7	3.3	+0.6	+22%	-0.1	+0.6

Business income

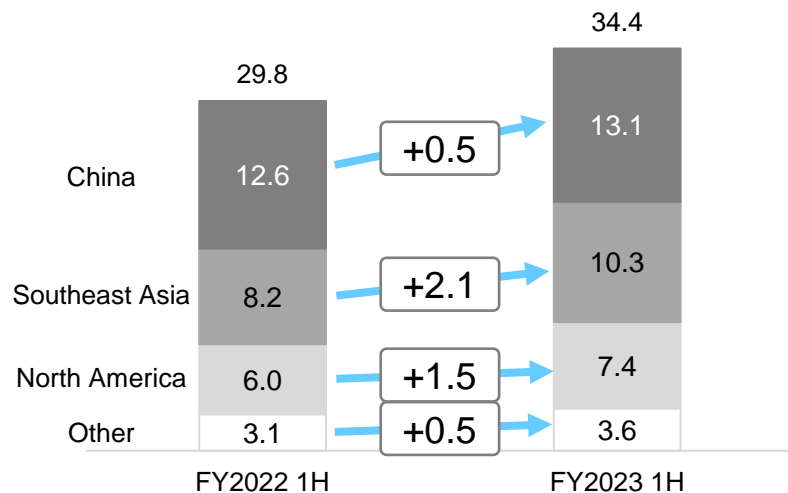
FY2023 1H **¥6.8bn** YoY change **-¥7.4bn** Percentage change **-52%**

(¥bn)	FY2022 1H	FY2023 1H	YoY change	YoY change (%)	1Q YoY change	2Q YoY change
Retail Market	7.4	4.4	-3.0	-40%	-2.4	-0.6
Food Service	4.1	1.4	-2.8	-67%	-1.3	-1.5
Overseas	4.1	3.5	-0.6	-15%	-0.8	+0.2
Fruits Solutions	0.3	0.2	-0.1	-31%	-0.0	-0.1
Fine Chemicals	0.5	-0.1	-0.6	-	-0.5	-0.2
Common Business	0.7	0.7	+0.0	+7%	+0.0	+0.0
Company-wide expenses	-2.9	-3.2	-0.3	-	-0.1	-0.2

# FY2023 1H Changes in Overseas Segment Financial Results (YoY)

Net sales

FY2023 1H **¥34.4bn** YoY change **+¥4.6bn** Percentage change **+15%**

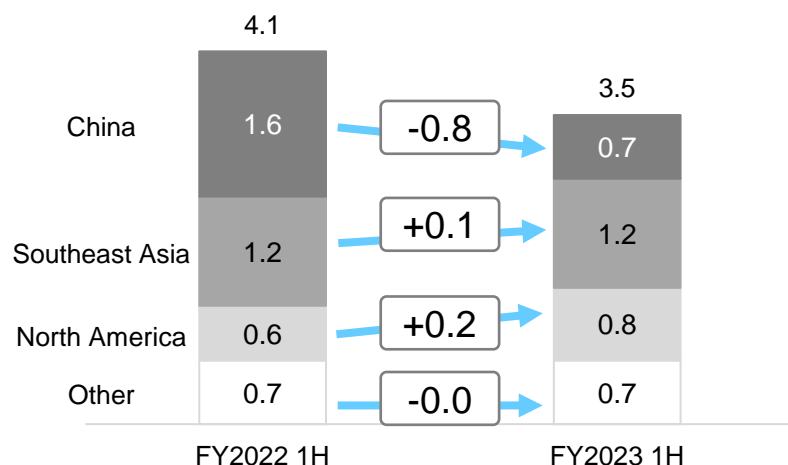


(¥bn)	FY2023 1H	YoY change	YoY change (%)	1Q YoY change	2Q YoY change
China	13.1	+0.5	+4%	-0.3	+0.9
Southeast Asia	10.3	+2.1	+26%	+1.1	+1.0
North America	7.4	+1.5	+24%	+0.8	+0.7

\*Foreign exchange effects: YoY change in net sales +¥3.5bn

Business income

FY2023 1H **¥3.5bn** YoY change **-¥0.6bn** Percentage change **-15%**



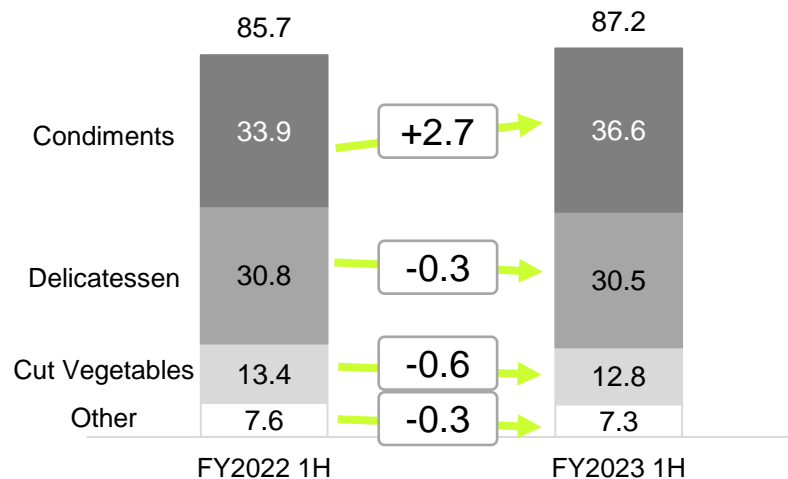
(¥bn)	FY2023 1H	YoY change	YoY change (%)	1Q YoY change	2Q YoY change
China	0.7	-0.8	-53%	-0.7	-0.1
Southeast Asia	1.2	+0.1	+5%	-0.0	+0.1
North America	0.8	+0.2	+29%	+0.0	+0.2

\*Foreign exchange effects: YoY change in operating income +¥0.3bn

# FY2023 1H Changes in Retail Market Segment Financial Results (YoY)

Net sales

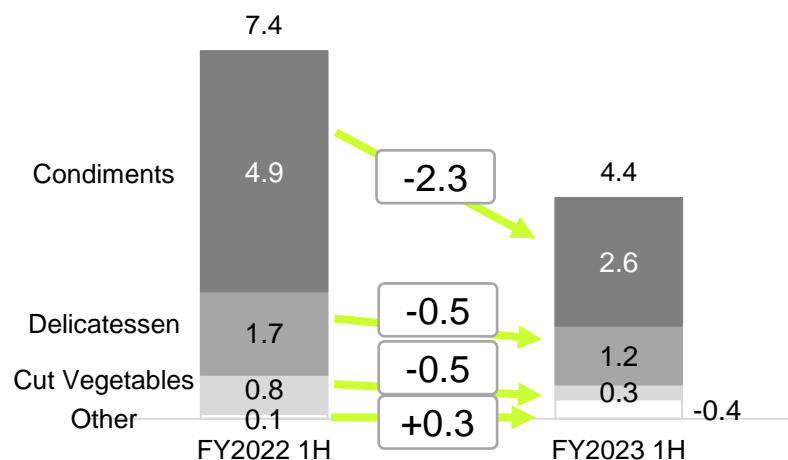
FY2023 1H **¥87.2bn** YoY change **+¥1.6bn** Percentage change **+2%**



(¥bn)	FY2023 1H	YoY change	YoY change (%)	1Q YoY change	2Q YoY change
Condiments	36.6	+2.7	+8%	-0.3	+3.0
Delicatessen	30.5	-0.3	-1%	-0.1	-0.2
Cut Vegetables	12.8	-0.6	-4%	-0.3	-0.3

Business income

FY2023 1H **¥4.4bn** YoY change **-¥3.0bn** Percentage change **-40%**



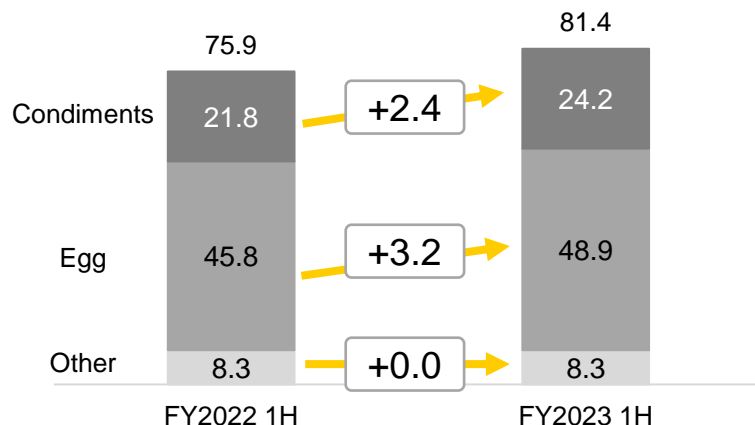
(¥bn)	FY2023 1H	YoY change	YoY change (%)	1Q YoY change	2Q YoY change
Condiments	2.6	-2.3	-47%	-1.9	-0.4
Delicatessen	1.2	-0.5	-31%	-0.4	-0.1
Cut Vegetables	0.3	-0.5	-62%	-0.2	-0.2



# FY2023 1H Changes in Food Service Segment Financial Results (YoY)

Net sales

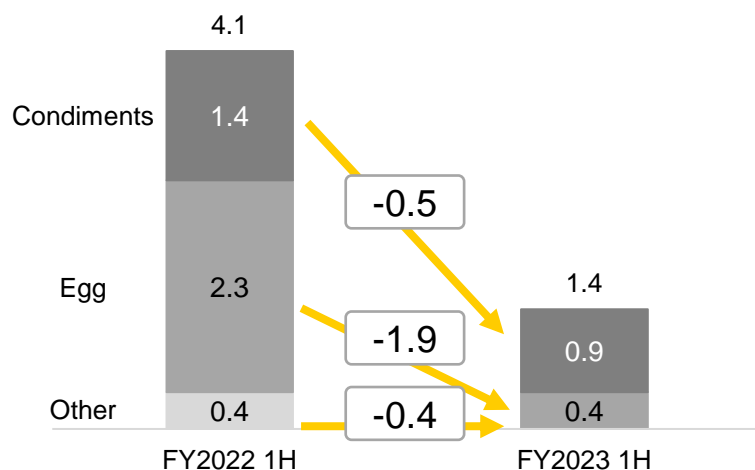
FY2023 1H **¥81.4bn** YoY change **+¥5.5bn** Percentage change **+7%**



(¥bn)	FY2023 1H	YoY change	YoY change (%)	1Q YoY change	2Q YoY change
Condiments	24.2	+2.4	+11%	+0.9	+1.5
Egg	48.9	+3.2	+7%	+5.1	-2.0

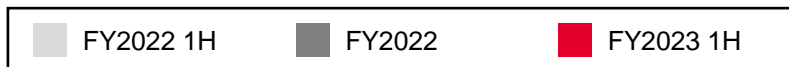
Business income

FY2023 1H **¥1.4bn** YoY change **-¥2.8bn** Percentage change **-67%**



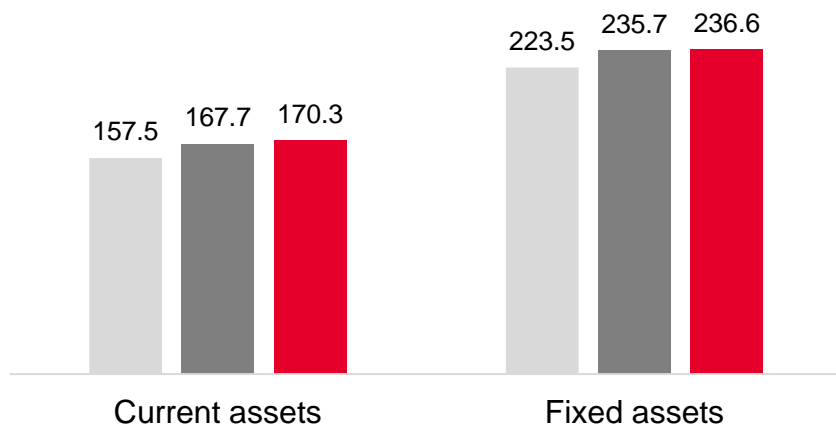
(¥bn)	FY2023 1H	YoY change	YoY change (%)	1Q YoY change	2Q YoY change
Condiments	0.9	-0.5	-35%	-0.4	-0.1
Egg	0.4	-1.9	-84%	-0.6	-1.4

# FY2023 1H Points to Note regarding Changes in Balance Sheet

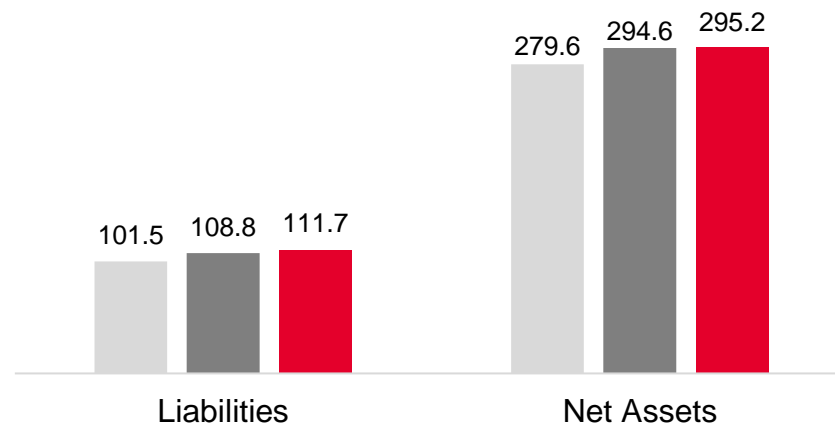


(¥bn)

## Assets



## Liabilities and Net Assets



### Change

Category	Change
<b>Current assets</b>	<b>+¥2.6bn</b>
• Increase in inventories	↑ +4.7
• Increase in notes and accounts receivable - trade	↑ +1.1
• Decrease in cash and deposits	↓ -3.8

Category	Change
<b>Fixed assets</b>	<b>+¥0.9bn</b>
• Increase in investment securities	↑ +2.1
• Decrease in buildings and structures	↓ -1.5

### Change

Category	Change
<b>Liabilities</b>	<b>+¥2.9bn</b>
• Decrease in accounts payable – other	↓ -4.0
• Increase in notes and accounts payable –trade	↑ +2.9
• Increase in other non-current liabilities	↑ +2.6

Category	Change
<b>Net Assets</b>	<b>+¥0.6bn</b>
• Decrease in foreign currency translation adjustments	↓ -2.2
• Increase in earned surplus	↑ +1.0
• Increase in unrealized holding gains (losses) on securities	↑ +0.9

## 2. Efforts toward 2H and Beyond

# Overview of FY2023 Forecast

## Summary

Net sales

**¥447.0bn**

Increase in sales (+¥16.7bn)

+¥10.7bn

+¥3.4bn

- Sales increase due to Overseas growth
- Increase in unit prices due to price revisions for Food Service and the egg market

Operating income

**¥14.0bn**

Decrease in income (-¥11.4bn)

+¥18.7bn

-¥18.8bn

-¥9.6bn

- Effect of price revisions
- Impact of a spike in main raw material prices
- Impact of soaring prices of energy and raw materials in general

Ordinary income

**¥15.8bn**

Decrease in income (-¥11.4bn)

Profit attributable to owners of parent

**¥8.5bn**

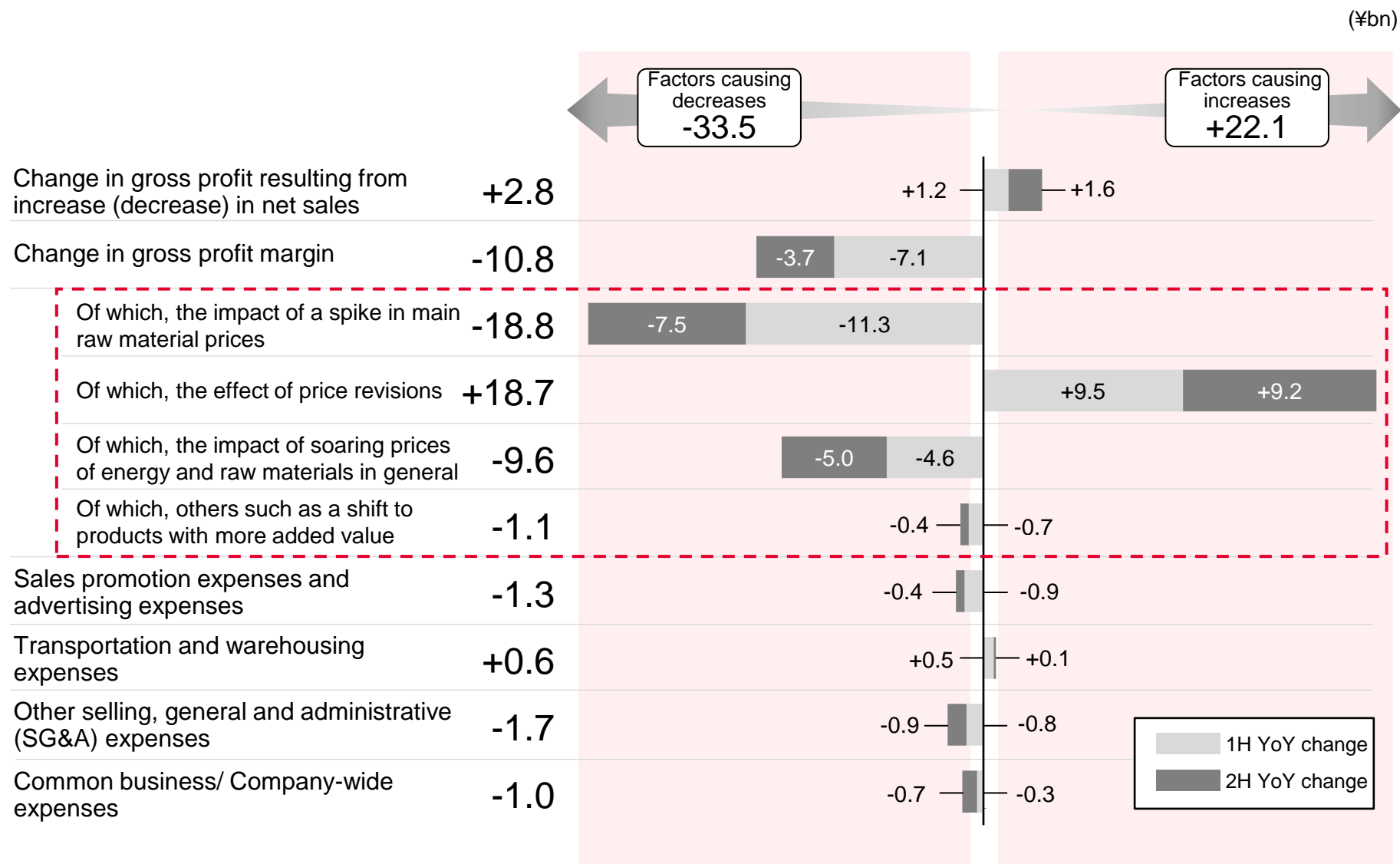
Decrease in income (-¥7.5bn)

(¥bn)	FY2022	FY2023 Forecast	YoY change	YoY change (%)	1H YoY change	2H YoY change
Net sales	430.3	447.0	+16.7	+4%	+12.9	+3.8
Japan	364.0	370.0	+6.0	+2%	+8.2	-2.3
Overseas	66.3	77.0	+10.7	+16%	+4.6	+6.1
Operating income	25.4	14.0	-11.4	-45%	-7.4	-4.0
Japan	23.1	11.8	-11.3	-49%	-6.4	-4.9
Overseas	8.5	9.2	+0.7	+9%	-0.6	+1.4
Company-wide expenses	-6.2	-7.0	-0.8	-	-0.3	-0.5
Ordinary income	27.2	15.8	-11.4	-42%	-7.4	-4.0
Profit attributable to owners of parent	16.0	8.5	-7.5	-47%	-4.1	-3.4
Operating income ratio	5.9%	3.1%	-2.8%		-3.8%	-1.9%

# FY2023 Factors behind Changes in Operating Income Forecast

Operating income

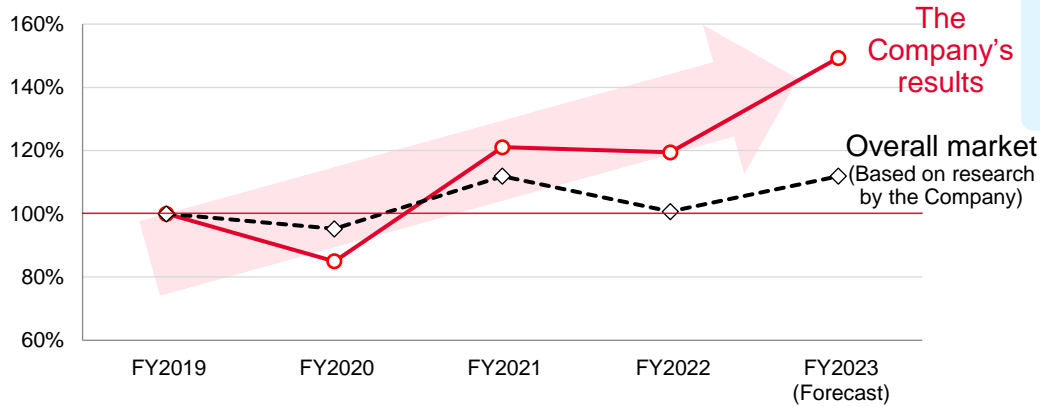
FY2023: **¥14.0bn** YoY change **-¥11.4bn**



The capability to respond to change (food service)

Responded to a rapid recovery in demand for dining out after the Chinese New Year

Trend in net sales with FY2019 set as 100 (local currency basis)



Capable of responding to situational changes speedily by leveraging our strength: the ability to make proposals for a wide range of business types



Respond to local needs (for home use)

Aim to increase the frequency of the consumption of our products by launching products that are highly preferred by consumers and are sold at appropriate prices and by responding to changes in the places where consumers purchase food

Sesame Dressing series  
(Mixed vegetables, Chinese pepper and 50% less calories)

Fat Free Salad Dressing  
(The taste that locals are familiar with)

Products exclusively for e-commerce  
(Sesame Dressing)

## Impacts of eggs

It will take time for the domestic supply system to recover

Largest outbreak ever

Rising market prices and tight supply due to the shortage of eggs



- (1) Rise in costs due to soaring market prices
- (2) Curbs on sales of egg products and related products
- (3) Decline in the operating rate of production plants

## Future efforts

Change the business structure and improve profitability

### (1) Building of a stable supply system for the time being

- Exploration of additional means of domestic procurement
- Prepare for emergencies by having high levels of inventory
- Procurement of shelled eggs from overseas

### (2) Medium- to long-term efforts

- Enhancement of industrial value in coordination with authorities and the industry
- Strengthening of global procurement
- Concentration of resources on value-added products that make maximum use of technology

Market change

Retail Market

Mounting health consciousness

Decline in the frequency of salad consumption  
Polarization

Food Service

Recovery in demand for restaurants/labor shortage

Future efforts

Strengthening key products and responding to growth areas while grasping market changes

Retail Market

- Invest resources in key products such as Deep-roasted Sesame Dressings
- Increase the availability of bottle sizes to meet diverse needs
- Boost products with health claims



Company-wide basis



Make salads appear for all eating occasions

Food Service

- Expand and reinforce the lineup of key products such as sesame products
- Expand and reinforce products with low oil content
- Develop high-value-added products







## The features of *Gluconacetobactor Hansenii* GK-1

Feature 1

Discovered diverse health functions

Feature 2

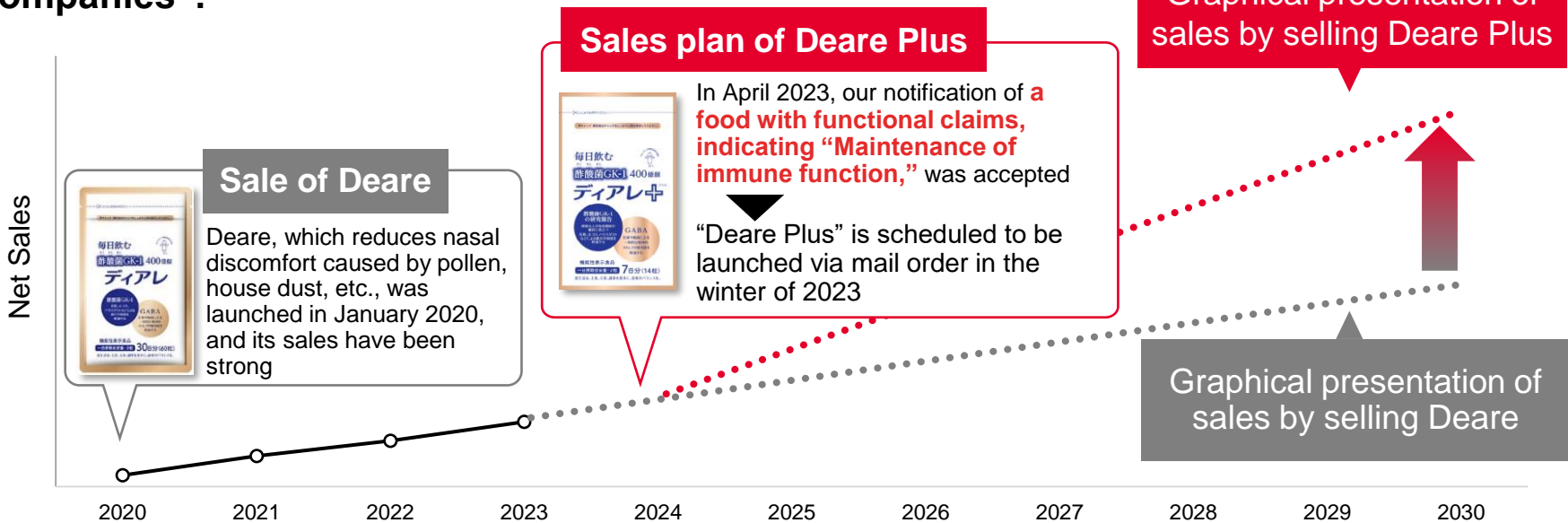
The world's first successful stable mass production

Feature 3

With excellent stability, the bacteria can be applied to a wide range of foods

Sales expansion with the launch of new products

Down the road, **develop this product into the next mainstay of the Kewpie Group** through not only supplements, but also “Application of the bacteria to the Group’s own products” and “Supply of the ingredient to other companies”.



# 3. Reference Materials

(¥bn)	FY2022 1H	FY2023 1H	YoY change	YoY change (%)	FY2023 Forecast		
					Forecast	YoY change	YoY change (%)
<b>Retail Market</b>	85.7	87.2	+1.6	+2%	174.4	+1.0	+1%
Condiments	33.9	36.6	+2.7	+8%	74.5	+5.2	+7%
Delicatessen	30.8	30.5	-0.3	-1%	59.6	-2.3	-4%
Cut Vegetables	13.4	12.8	-0.6	-4%	25.8	-1.2	-5%
Other	7.6	7.3	-0.3	-4%	14.5	-0.6	-4%
<b>Food Service</b>	75.9	81.4	+5.5	+7%	162.2	+3.4	+2%
Condiments	21.8	24.2	+2.4	+11%	49.8	+4.6	+10%
Egg	45.8	48.9	+3.2	+7%	96.1	-1.2	-1%
Other	8.3	8.3	+0.0	+0%	16.3	+0.0	+0%
<b>Overseas</b>	29.8	34.4	+4.6	+15%	77.0	+10.7	+16%
China	12.6	13.1	+0.5	+4%	32.6	+4.2	+15%
Southeast Asia	8.2	10.3	+2.1	+26%	21.0	+3.0	+16%
North America	6.0	7.4	+1.5	+24%	16.4	+2.0	+14%
Other	3.1	3.6	+0.5	+17%	7.0	+1.5	+27%
<b>Fruits Solutions</b>	8.4	8.3	-0.1	-1%	17.0	+0.5	+3%
<b>Fine Chemicals</b>	5.0	5.7	+0.6	+13%	11.0	+1.0	+10%
<b>Common Business</b>	2.7	3.3	+0.6	+22%	5.4	+0.1	+1%
<b>Total</b>	<b>207.5</b>	<b>220.4</b>	<b>+12.9</b>	<b>+6%</b>	<b>447.0</b>	<b>+16.7</b>	<b>+4%</b>

\* Year-on-year changes in Overseas include foreign exchange effects (YoY change in FY2023 1H: Net sales +¥3.5 billion. YoY change in FY2023 forecast: Net sales +¥4.0 billion).

(¥bn)	FY2022 1H	FY2023 1H	YoY change	YoY change (%)	FY2023 Forecast		
					Forecast	YoY change	YoY change (%)
<b>Retail Market</b>	7.4	4.4	-3.0	-40%	8.2	-5.2	-39%
Condiments	4.9	2.6	-2.3	-47%	5.7	-3.7	-39%
Delicatessen	1.7	1.2	-0.5	-31%	1.7	-1.1	-38%
Cut Vegetables	0.8	0.3	-0.5	-62%	0.6	-0.7	-53%
Other	0.1	0.4	+0.3	+352%	0.2	+0.2	+2,757%
<b>Food Service</b>	4.1	1.4	-2.8	-67%	1.4	-5.5	-80%
Condiments	1.4	0.9	-0.5	-35%	1.8	-0.5	-21%
Egg	2.3	0.4	-1.9	-84%	0.0	-4.1	-100%
Other	0.4	0.0	-0.4	-90%	-0.4	-0.9	—
<b>Overseas</b>	4.1	3.5	-0.6	-15%	9.2	+0.7	+9%
China	1.6	0.7	-0.8	-53%	3.8	+0.4	+11%
Southeast Asia	1.2	1.2	+0.1	+5%	2.7	+0.4	+18%
North America	0.6	0.8	+0.2	+29%	1.8	+0.4	+25%
Other	0.7	0.7	-0.0	-4%	0.9	-0.4	-32%
<b>Fruits Solutions</b>	0.3	0.2	-0.1	-31%	0.2	-0.1	-37%
<b>Fine Chemicals</b>	0.5	-0.1	-0.6	-	1.0	-0.3	-21%
<b>Common Business</b>	0.7	0.7	+0.0	+7%	1.0	-0.2	-17%
<b>Company-wide expenses</b>	-2.9	-3.2	-0.3	-	-7.0	-0.8	-
<b>Total</b>	<b>14.2</b>	<b>6.8</b>	<b>-7.4</b>	<b>-52%</b>	<b>14.0</b>	<b>-11.4</b>	<b>-45%</b>

\* Year-on-year changes in Overseas include foreign exchange effects (YoY change in FY2023 1H: Operating income +¥0.3 billion. YoY change in FY2023 forecast: Operating income +¥0.4 billion).

FY2023 1H							
(¥bn)	Change in gross profit resulting from increase (decrease) in net sales	Change in gross profit margin	Sales promotion expenses and advertising expenses	Transportation and warehousing expenses	Other selling, general and administrative (SG&A) expenses	YoY change	
Retail Market	+0.1	-3.1	-0.2	+0.0	+0.2	-3.0	
Food Service	-0.5	-2.8	-0.1	+0.5	+0.1	-2.8	
Overseas	+1.1	-0.7	-0.2	+0.0	-0.8	-0.6	
Fruits Solutions	+0.0	-0.2	+0.0	+0.0	+0.0	-0.1	
Fine Chemicals	+0.5	-0.4	-0.4	-0.0	-0.2	-0.6	
<b>Total</b>	<b>+1.2</b>	<b>-7.1</b>	<b>-0.9</b>	<b>+0.5</b>	<b>-0.8</b>	<b>-7.1</b>	

FY2023 Forecast							
(¥bn)	Change in gross profit resulting from increase (decrease) in net sales	Change in gross profit margin	Sales promotion expenses and advertising expenses	Transportation and warehousing expenses	Other selling, general and administrative (SG&A) expenses	YoY change	
Retail Market	-0.6	-4.9	-0.2	+0.1	+0.3	-5.2	
Food Service	-1.3	-4.5	-0.1	+0.9	-0.5	-5.5	
Overseas	+3.5	-0.9	-0.5	-0.3	-1.2	+0.7	
Fruits Solutions	+0.3	-0.2	-0.1	-0.1	-0.1	-0.1	
Fine Chemicals	+0.7	-0.4	-0.4	-0.0	-0.2	-0.3	
<b>Total</b>	<b>+2.8</b>	<b>-10.8</b>	<b>-1.3</b>	<b>+0.6</b>	<b>-1.7</b>	<b>-10.4</b>	

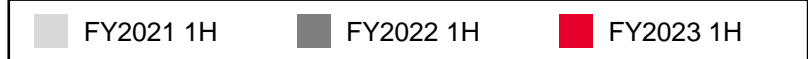
# Breakdown of Factors behind Changes in Operating Income

(¥bn)		FY2023 1H		FY2023 Forecast	
Change in gross profit resulting from increase (decrease) in net sales			<b>+1.2</b>		<b>+2.8</b>
Effect from net sales	Sales growth Overseas	+1.1	+1.2	Sales growth Overseas	+3.5
	Decrease in sales of Food Service	-0.5		Decrease in sales of Food Service	-1.3
	Increase in sales of Fine Chemicals	+0.5		Increase in sales of Fine Chemicals	+0.7
Change in gross profit margin			<b>-7.1</b>		<b>-10.8</b>
Impact of manufacturing costs	Decline in the capacity utilization rate of Food Service	-1.3	-1.7	Decline in the capacity utilization rate of Food Service	-2.3
	Decline in the capacity utilization rate of Retail Market	-0.3		Decline in the capacity utilization rate of Retail Market	-0.2
Impact of raw material costs	Main raw materials in condiments	-8.7	-11.3	Main raw materials in condiments	-13.5
	Impact of Japanese egg market	-2.6		Impact of Japanese egg market	-5.2
Other	Energy costs and raw materials in general	-4.6	+5.6	Energy costs and raw materials in general	-9.6
	Effect of price revisions	+9.5		Effect of price revisions	+18.7
Sales promotion expenses and advertising expenses			<b>-0.9</b>		<b>-1.3</b>
Sales promotion expenses and advertising expenses	Resumption of sales promotion activities Overseas	-0.2	-0.9	Resumption of sales promotion activities Overseas	-0.5
	Advertising expenses for Fine Chemicals	-0.4		Advertising expenses for Fine Chemicals	-0.4
Transportation and warehousing expenses			<b>+0.5</b>		<b>+0.6</b>
Transportation and warehousing expenses	Decrease in volumes of Food Service	+0.5	+0.5	Decrease in volumes of Food Service	+0.9
Other selling, general and administrative (SG&A) expenses			<b>-0.8</b>		<b>-1.7</b>
Other selling, general and administrative expenses	Mainly, increase in expenses accompanying the adoption of a backbone core system and labor costs	-0.8	-0.8	Mainly, increase in expenses accompanying the adoption of a backbone core system and labor costs	-1.7

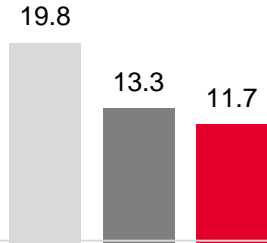
(¥bn)

FY2023 1H		FY2022 1H	FY2023 1H	YoY change	Main factors
Operating income		14.2	6.8	-7.4	
Non-operating income (expenses), net		0.7	0.7	-0.0	<ul style="list-style-type: none"> <li>Increase in interest income +0.1</li> <li>Increase in allowance for doubtful accounts -0.1</li> </ul>
Ordinary income		15.0	7.6	-7.4	
Extraordinary gains (losses), net		-0.3	0.1	+0.4	<ul style="list-style-type: none"> <li>Increase in compensation income +0.2</li> <li>Decrease in losses on disposal of fixed assets +0.2</li> </ul>
Profit before income taxes		14.6	7.7	-7.0	
Income taxes		5.7	2.9	-2.9	
Profit attributable to non-controlling interests					
Profit attributable to owners of parent		8.9	4.8	-4.1	

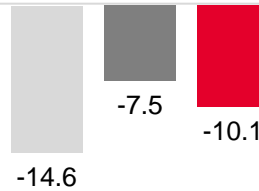
FY2023 Forecast		FY2022	FY2023 Forecast	YoY change	Main factors
Operating income		25.4	14.0	-11.4	
Non-operating income (expenses), net		1.8	1.8	-0.0	<ul style="list-style-type: none"> <li>Increase in interest income +0.1</li> <li>Increase in interest expense -0.1</li> </ul>
Ordinary income		27.2	15.8	-11.4	
Extraordinary gains (losses), net		-0.6	0.0	+0.6	<ul style="list-style-type: none"> <li>Increase in gain on sale of investment securities +0.2</li> <li>Increase in compensation income +0.2</li> <li>Increase in settlement income +0.2</li> </ul>
Profit before income taxes		26.6	15.8	-10.8	
Income taxes		10.6	7.3	-3.3	
Profit attributable to non-controlling interests					
Profit attributable to owners of parent		16.0	8.5	-7.5	



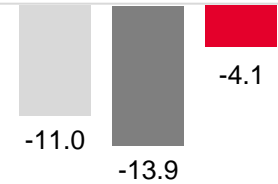
## Cash Flows from Operating Activities



## Cash Flows from Investing Activities



## Cash Flows from Financing Activities



	YoY change
Decrease in profit before income taxes	↓ -7.0
Decrease in income taxes paid	↑ +3.0
Increase in proceeds from compensation	↑ +1.7

	YoY change
Increase in purchases of tangible fixed assets	↓ -2.5
















	YoY change
Decrease in repayment of long-term loans payable	↑ +10.0

## Status of capital investments

FY2023 1H **¥9.4bn**    FY2023 forecast **¥19.5bn**



	(¥bn)	FY2021 1H	FY2022 1H	FY2023 1H
Mayonnaise	Japan	23.4	24.3	27.4
	Overseas	12.7	15.6	18.4
Dressings	Japan	19.6	18.2	19.3
	Overseas	6.6	8.0	9.2
Total	Japan	43.0	42.5	46.7
	Overseas	19.3	23.6	27.6
	Total	62.3	66.1	74.3

Material Issues	Initiative Theme	Indicators	FY2023 1H	FY2024 Target	FY2030 Target	Related to SDGs
Contributing to Food Culture and Health	Contribution to Extending Healthy Life Expectancy	As a food partner for every person: <ul style="list-style-type: none"> <li>Contribute to achieving a vegetable intake target of 350 grams per day</li> <li>Promote a boost in egg consumption in order to contribute to increasing protein intake</li> </ul>				  
	Mental and Physical Health Support for Children	Number of children's smiles via our activities (cumulative since FY2019)	316 thousand	At least 400 thousand	At least 1 million	
Effective Use and Recycling of Resources	Elimination and Effective Utilization of Food Loss	Food waste reduction rate (compared to FY2015)	57.7%	At least 50%	At least 65%	
		Effective utilization rate of unused portions of vegetables Main vegetables: Cabbage, etc. (current year)	82.3%	At least 70%	At least 90%	
		Reduction rate in volume of product waste (compared to FY2015)	75.5%	At least 60%	At least 70%	
	Reduction and Reuse of Plastic Emissions	Reduction rate in volume of plastic waste (compared to FY2018)	Calculated once a year	At least 8%	At least 30%	
	Sustainable Use of Water Resources	Water usage (basic unit) reduction rate (compared to FY2020)	0.3%	At least 3%	At least 10%	  
Deal with Climate Change	Reduction of CO <sub>2</sub> emissions	Reduction rate of CO <sub>2</sub> emissions (compared to FY2013)	32.8%	At least 30%	At least 50%	 
Conservation of Biodiversity	Conservation of Biodiversity	Promote the Kewpie Group Biodiversity Policy to conserve biodiversity and pass on the bounty of nature to future generations				 
Sustainable Procurement	Promotion of Sustainable Procurement	Promote Fundamental Policy for Sustainable Procurement in cooperation with business partners				 
Respect for Human Rights	Respect for Human Rights	Promote the Kewpie Group Human Rights Policy to respect the human rights of all people involved in our business				 

\* The "Food waste reduction rate" indicator includes the "Effective utilization rate of unused portions of vegetables."

\* Sustainability targets are domestic figures.

## Topics 1

## Start of solar power generation at Kewpie's Malaysian business site

Solar panels were installed at KEWPIE MALAYSIA SDN.BHD., and electricity generation began in January 2023. Due to this effort, CO<sub>2</sub> emissions are expected to be reduced by about 410 tons per year. Combined with other overseas business sites that have already addressed this issue, a reduction of approximately 2,800 tons is planned in 2023.



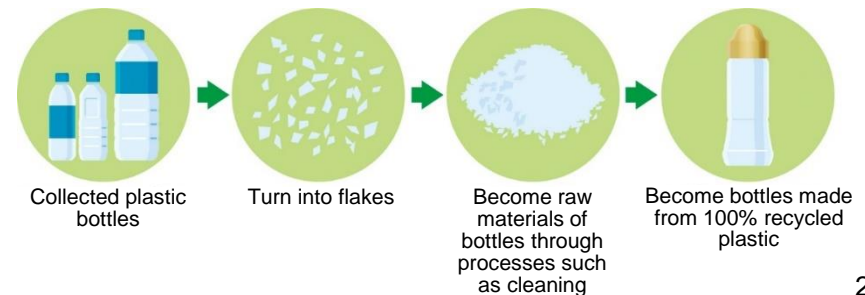
## Topics 2

## Adoption of 100% recycled PET bottles for dressing containers

The Company has adopted 100% recycled plastic (PET resin)\*<sup>1</sup> for Tasty Dressing products and our dressing products that fall under the category of Foods with Functional Claims, marking a first for Japanese condiments\*<sup>2</sup>. Shipment will commence in stages from August. With this move, new plastic use is expected to be reduced by approximately 460 tons per year (estimated by the Company based on the previous year's shipment results).

\*<sup>1</sup> PET resin recycled by the mechanical recycling (physical reprocessing) process, the method whereby plastic bottles mainly used for soft drinks are crushed, washed and then processed for a certain period of time at a high temperature to remove dirt

\*<sup>2</sup> According to the survey conducted by Kewpie



With the exception of historical events, information in Kewpie Corporation's present plan, forecast, strategy, and beliefs reported in this handout refers to forecasts of future performance.

It is reported based on judgments made by the management of Kewpie Corporation, referring to available information as of the date hereof.

Readers are asked not to rely completely on performance forecasts contained herein. Although this handout is made with extreme care, we assume no responsibility whatsoever for any damage resulting from possible errors in the contents.

Also, this handout is not intended to solicit investment. Please make any investment decisions according to your own judgment.