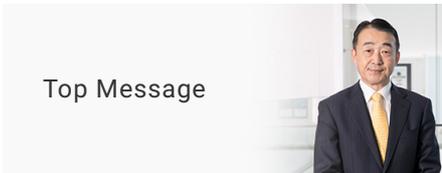
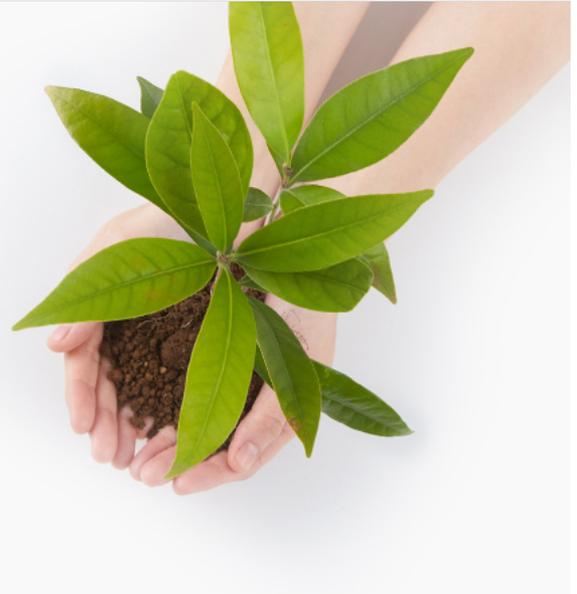


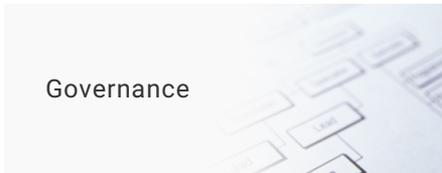
Top > Sustainability

Sustainability

Carrying on founder Toichiro Nakashima's spirit of "contributing to society through healthier dietary lifestyles," we are working to help solve social issues. Our goal is to use discussion and partnership with our various stakeholders to help create a sustainable society and achieve sustainable growth for the Group.



Top Message



Governance



Sustainability Management

Stakeholder Engagement and Outside Evaluation



Stakeholder Engagement



Outside Evaluation



Kewpie Initiatives



Quality & Safety



Initiatives Toward Creating Healthy Eating Habits



Initiatives Toward People and Working Styles



Initiatives Toward a Society Focusing on Dietary Education



Environmental Initiatives



Disclosure policy

An introduction the disclosure policies, as well as the covered periods and organization shown on the Kewpie sustainability website



Kewpie Reports

Click here to download a variety of Kewpie reports



GRI Standards Content Index

Introducing the Company's website including such details as Kewpie's sustainability information disclosure policy as well as the period and scope of coverage



ESG Data Sheet

We have compiled a list of Kewpie Group's ESG data for investors.



History of Our Social and Environmental Activities

Find out more about Kewpie's social and environmental activities track record

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Top Message



The Kewpie Group celebrated its 100th anniversary in 2019. Over the past year, we have hosted events for customers and other stakeholders to express our gratitude. With FY2020 marking the 101st year of Kewpie, we have kicked off our next 100 years in hopes of achieving the Kewpie Group 2030 Vision, a long-term vision created in 2019, as well as Our Ideal beyond that.

Founder Toichiro Nakashima aspired to improve the constitution and dietary habits of the Japanese and otherwise contribute to society based on food. Carrying on the founder’s ethos, we have set forth key issues and tangible Sustainability Targets to be addressed using the UN Sustainable Development Goals (SDGs) as our point of reference, with an intent to contribute to global food and health based on the principles of “great taste, empathy, and uniqueness.”

For instance, in our effort to “Contribution to Extending Healthy Life Expectancy,” we have begun partnering with various local governments and other enterprises who share our belief that nutrition, physical activity and social participation are three elements crucial for healthy living. Last year’s results for each of these Sustainability Targets were announced in the Notice of Convocation of the 107th Ordinary General Meeting of Shareholders and in the Kewpie Group Integrated Report 2020. You can also visit our sustainability site for details.

Based on this shared philosophy, the entire Kewpie Group aims for sustainable growth over the next 100 years by helping to resolve social issues via our business activities.

[> Sustainability Management](#)

Top > Sustainability > Governance

Sustainability

- Sustainability >
- Top Message >
- Governance**
- Code of Ethics >
- Corporate Governance >
- Risk Management >
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Governance

In order to help improve the dietary habits and health of people around the world and achieve sustainable growth and increased corporate value based on our Group philosophy, the Kewpie Group has made the following our most important business directives: establishing business structure, mechanisms, and system, and implementing measures as needed; and appropriately distributing the results of our business to customers, employees, business partners, shareholders, investors, regional communities, and other stakeholders.

Corporate governance is defined as a system for transparent, fair, prompt, and decisive decision-making, and to achieve this we will continue to comply with The Kewpie Group Policies as well as work on the development and enhancement of appropriate and effective governance systems according to our fundamental policy.

KEY DATA

| | | |
|--|--|---|
| <p>Response rate from awareness survey given to all employees</p> <p>11,307 employees eligible (FY2019 Actual)</p> <p>89.3%</p> | <p>Mind-Up Program participants</p> <p>Eligibility: All employees (excluding KRS, Aohata Group)</p> <p>12,000 people annually</p> | <p>Reports/consultations over our helpline</p> <p>28 incidents (FY 2019)</p> |
|--|--|---|



Code of Ethics

The Kewpie Group Code of Ethics, grounded in our Corporate Philosophy, is the foundation on which we build trust among all our stakeholders.



Corporate Governance

Our system for ensuring transparency, fairness, speed, and decisive action in the decision-making process. (Go to company information pages.)



Risk Management

We will commit to reducing losses to business due to risk and improving the feasibility of our medium to long-term goals.

Sustainability

| | |
|--|---|
| Sustainability | > |
| Top Message | > |
| Governance | |
| Code of Ethics | > |
| Corporate Governance | > |
| Risk Management | > |
| Sustainability Management | + |
| Stakeholder Engagement and Outside Evaluation | + |
| Initiatives Toward Creating Healthy Eating Habits | + |
| Initiatives Toward People and Working Styles | + |
| Initiatives Toward a Society Focusing on Dietary Education | + |
| Environmental Initiatives | + |
| Disclosure Policy | > |
| Kewpie Reports | > |
| GRI Standards Content Index | > |
| ESG Data Sheet | > |
| History of Our Social and Environmental Activities | > |

Code of Ethics

Guided by the corporate philosophy that draws on its Corporate Motto and Principles, Kewpie has put in place the Group Policies that embody the Group's commitment to earning the highest degree of trust from its stakeholders, including customers, shareholders, business partners, employees, and society, who provide the underlying strength for all of its business activities.

As part of this, we have established ethical guidelines to follow in order to be an even better corporate citizen.

It is crucial that each and every employee, starting with our directors, understands the core of the Group Policies and faithfully adheres to them, leading to greater transparency and trust as a company.

> [Corporate Philosophy](#)

> [The Kewpie Promise](#)

Initiatives Rooted in the Code of Ethics

Respect for the Law

For a company to survive and grow over the long term, each member of its workforce, from top executives down to rank-and-file employees, must not merely comply with the relevant laws and regulations but also conduct their business in accordance with high ethical standards. Inasmuch as our employees are key to the sustainable management of our business, it is also important to disseminate, inside and outside the Group, the basic principles governing their conduct and to link these with customer confidence as well as internal self-purification mechanisms. With these concepts in mind, we have developed a Group compliance management system and are taking concrete steps to ensure compliance among all employees of the Kewpie Group.

> [Corporate Governance \(Who We Are\)](#)

> [Establishment of Kewpie Group Anti-Bribery Basic Policy \(Who We Are\)](#)

Promoting Compliance

In January 2004, we established the "Ethics and Conduct" as well as the Compliance Committee and a company-wide compliance system. This committee establishes regulations and identifies issues related to compliance, implements the Mind-Up Program and more for employees, and appoints a compliance officer who regularly reports on the board's activities to the Board of Directors and the Audit & Supervisory Board.

- Awareness Survey for Employees

An awareness survey is conducted on all employees every other year to check awareness on compliance and listen to any opinions they may have as we strive to create a highly transparent and comfortable workplace.

- Helpline

We have set up a helpline as an internal reporting system, which serves as our whistleblower protection system.

Reports and consultations received by external attorneys, third-party organizations, auditors, and more are investigated by the Compliance Committee, who then deal with violations, publicize them throughout the company, and implement measures to prevent recurrence.

Respect for Human Rights

We are striving to create a work environment without discrimination or harassment, where each and every director and employee respects human rights. The employee awareness survey has enabled us to work on investigating whether any violations of human rights have transpired. We will strive even harder in our commitment toward human rights throughout the entire value chain, as we are expected to understand the various human rights issues that emerge in developing business and act appropriately.

[> Initiatives for Respect for Human Rights](#)

Fair and Sustainable Corporate Activities

To earn the trust of all our stakeholders, we comply with all laws associated with our corporate activities and act with good sense. We also engage in fair, free competition and work to build transparent and healthy relationships. We are dedicated to the “Quality-First” principle, the same concept used in procuring raw materials, and are working to ensure that the environment and human rights within the supply chain are taken to account.

[> Fundamental Policy for Sustainable Procurement](#)

[> Procurement Initiatives](#)

Commitment to Information Security

The Kewpie Group has drawn up management manuals including regulations on the handling of corporate information and basic regulations for the protection of personal information. Under the direction of the Information Security Committee, we provide training for personnel involved in information management, conduct compliance and performance audits, and periodically review and update the regulations. We also work with our overseas offices to ensure that they have systems tailored to their countries’ restrictions and IT environment and that their employees know and follow those procedures.

[> Privacy Policy \(Who We Are\)](#)

[> Corporate Governance \(Who We Are\)](#)

Rejection of Antisocial Forces

As a responsible member of Japanese society, the Kewpie Group abjures all ties with antisocial forces that threaten the order and safety of our society and pledges to deal resolutely with improper demands from such entities. We are working to educate Group personnel about these policies while sharing relevant information and concerns with police and other authorities. In addition, we have inserted a clause on the exclusion of antisocial forces in all our domestic business contracts.

Basic Policy on Antisocial Forces

As a responsible member of Japanese society, the Kewpie Group abjures all ties with antisocial forces that threaten the order and safety of our society and pledges to deal resolutely with improper demands from such entities. We have drawn up rules and procedures for dealing with antisocial forces and are conducting training at each level and e-learning to ensure employee compliance. We will make every effort to share relevant information and concerns with police and other authorities as needed.

Clause on the Exclusion of Antisocial Forces

The Kewpie Group includes a clause on the exclusion of antisocial forces in all its contracts with business partners. The clause provides for immediate termination of the contract in the event that the business partner is found to be an antisocial force or to have connections with antisocial forces.

[Top](#) > [Sustainability](#) > [Governance](#) > [Corporate Governance](#)

Sustainability

| | |
|--|---|
| Sustainability | > |
| Top Message | > |
| Governance | |
| Code of Ethics | > |
| Corporate Governance | > |
| Risk Management | > |
| Sustainability Management | + |
| Stakeholder Engagement and Outside Evaluation | + |
| Initiatives Toward Creating Healthy Eating Habits | + |
| Initiatives Toward People and Working Styles | + |
| Initiatives Toward a Society Focusing on Dietary Education | + |
| Environmental Initiatives | + |
| Disclosure Policy | > |
| Kewpie Reports | > |
| GRI Standards Content Index | > |
| ESG Data Sheet | > |
| History of Our Social and Environmental Activities | > |

Corporate Governance

In promoting corporate governance at the Kewpie Group, we respect the Corporate Philosophy of the Kewpie Group and our Group Policies as well as strive to maximize the interests of our various stakeholders at all times, building appropriate corporate governance systems that take advantage of the unique qualities of the Kewpie Group.

We strive to achieve medium to long-term growth and increased corporate value, the ultimate goal of corporate governance, valuing each and every employees' thoughts while talking with them and asking ourselves what matters so that we can continue contributing to global food and health.

> [Corporate Governance](#)

Who We Are

- Who We Are >
- Top Message >
- Corporate Philosophy >
- Corporate Data +
- The Kewpie Promise -
- Corporate Governance >
- Anti-Bribery Basic Policy >
- Privacy Policy >
- 2030 VISION >

Corporate Governance

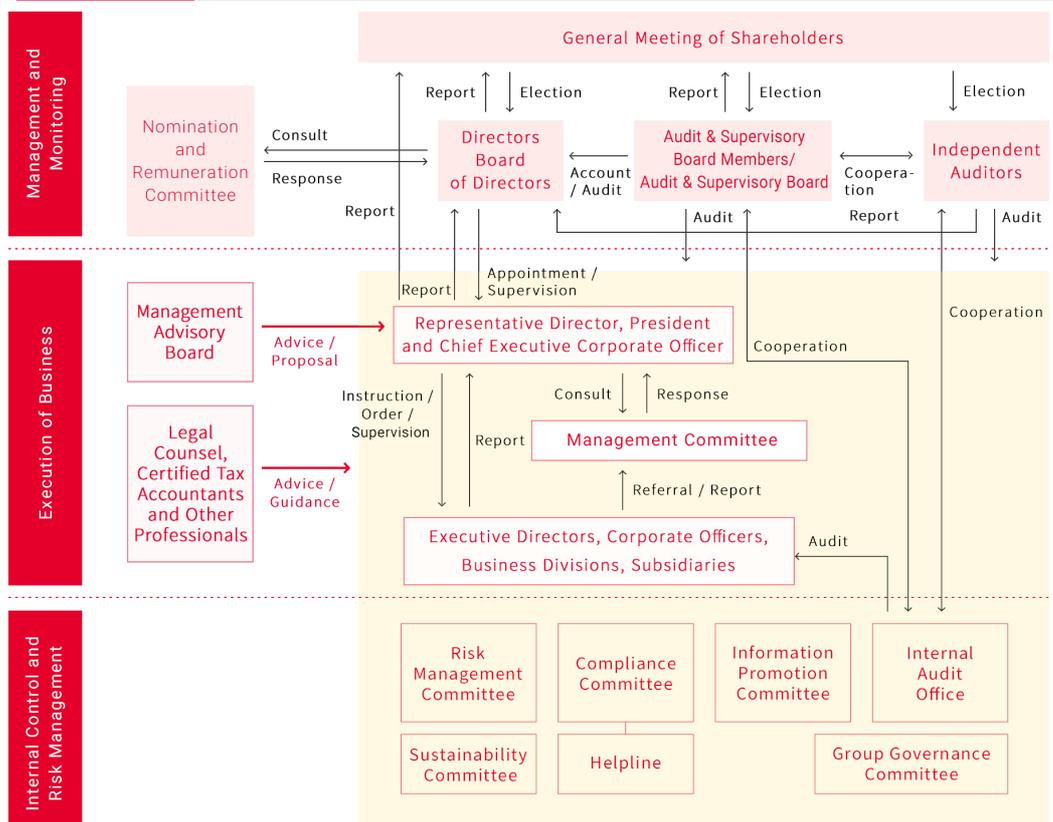
Basic Concepts of Corporate Governance

The Kewpie Group defines corporate governance as the mechanisms used to secure transparent, fair, swift and resolute decision making. We observe the Group Policies, and take measures to develop and enhance appropriate and effective systems in accordance with the following basic policies. To this end, we have established the Corporate Governance Guidelines as our basic framework and philosophy of our corporate governance policy.

Basic Policies on the Development and Enhancement of Corporate Governance Systems

1. The Company shall respect the rights of its shareholders and ensure the equal treatment of shareholders.
2. The Company shall respect the positions and rights of its various stakeholders, including its customers, employees, business partners, shareholders and investors, as well as local communities, and foster appropriate relationships with such parties.
3. The Company shall disclose its corporate information in a proper manner and ensure the transparency of its operations.
4. The Company shall build mechanisms to facilitate the cooperation of all management resources for its corporate governance systems.
5. The Company shall engage in constructive dialog with shareholders who expect medium- to long-term investment returns.

Corporate Governance System



Internal Control System

Management / Supervision

Overview (As of February 26, 2021)

| | |
|--|---|
| Organizational Form | Company with Audit & Supervisory Board |
| Number of Directors (Members of Board of Directors) | 9 (3 of which are outside directors) |
| Number of Corporate Auditors (Members of Audit & Supervisory Board) | 5 (3 of which are outside corporate auditors) |
| Number of Independent Officers | 6 |
| Voluntarily-formed Committee | Nomination and Remuneration Committee |
| Accounting Auditors | Ernst & Young ShinNihon LLC |

Outside Directors and Outside Corporate Auditors

The Company employs the following six outside directors and outside corporate auditors (the “outside officers”) so that they are able to share with the Company independent advice and opinions regarding the overall management of the Company, based on their extensive knowledge and experiences. These six outside officers fall into the definition of “independent corporate officers” as stipulated by the Tokyo Stock Exchange, Inc.

 [Independence Criteria for Outside Corporate Officers\(22KB\)](#)

| | | |
|--|--|--|
| Outside Directors | Kazunari Uchida | Shihoko Urushi |
| Reason for Appointment | With a long history as a business consultant, Mr. Uchida possesses a high level of expertise and broad ranging insights regarding corporate management. He has no special interests in the Company. He is therefore well qualified for the independent corporate officer position. | Ms. Urushi not only has abundant experience as an educator, but has also gained insight as a corporate executive. She has no special interests in the Company. She is therefore well qualified for the independent corporate officer position. |
| Important Concurrent Posts Held | Professor of Graduate School of Commerce at Waseda University, External Director of Lion Corporation, Outside Director of BROTHER INDUSTRIES, LTD. | President of Shinagawa Joshi Gakuin, Member of the Education Rebuilding Implementation Council (Cabinet Office), Outside director of Culture Convenience Club Co., Ltd., Outside Director of Nisshin Fire & Marine Insurance Co., Ltd. |
| Attendance to Board Meetings | 10/11 | 10/11 |

| | | |
|--|---|--|
| Outside Directors | Hitoshi Kashiwaki | |
| Reason for Appointment | Mr. Kashiwaki has abundant experience and deep insight as a manager of an operating company. He has no special interests in the Company. He is therefore well qualified for the independent corporate officer position. | |
| Important Concurrent Posts Held | Outside Director of ASICS Corporation, Outside Director of Matsuya Co., Ltd., Outside Director of TBS HOLDINGS, INC. | |
| Attendance to Board Meetings | - | |

| | | |
|-----------------------------------|---|---|
| Outside Corporate Auditors | Emiko Takeishi | Kazumine Terawaki |
| Reason for Appointment | In addition to her experience in the government offices, Ms. Takeishi possesses a broad range of knowledge regarding human resource management and labor policies. She has no special interests in the Company. She is therefore well | Mr. Terawaki possesses professional legal knowledge and broad insight as a legal expert. He has no special interests in the Company. He is therefore well qualified for the independent corporate officer position. |

| | | |
|---|---|---|
| | qualified for the independent corporate officer position. | |
| Important Concurrent Posts Held | Professor, Faculty of Lifelong Learning and Career Studies, Hosei University, Outside corporate auditor of Tokio Marine & Nichido Fire Insurance Co., Ltd. | Attorney at law, Outside Corporate Auditor of The Shoko Chukin Bank, Ltd., Outside Director of SHIBAURA MACHINE CO., LTD., Outside Corporate Auditor of Kajima Corporation |
| Attendance to Board of Directors Meetings | 11/11 | 11/11 |
| Attendance to Audit & Supervisory Board Meetings | 12/12 | 12/12 |

| | | |
|---|--|--|
| Outside Corporate Auditors | Mika Kumahira | |
| Reason for Appointment | Ms. Kumahira has experiences in company management in and out of Japan and possesses knowledge on reform of corporate organization and leadership development as well. She has no special interests in the Company. She is therefore well qualified for the independent corporate officer position. | |
| Important Concurrent Posts Held | Representative Director of Atech Kumahira Co., Ltd., Representative Director of KUMAHIRA SECURITY FOUNDATION, Principal of Institute of Diversity Promotion, Career College of Showa Women's University, Representative Director of Learning-21 Organization, Outside Director of NITTAN VALVE CO., LTD. | |
| Attendance to Board of Directors Meetings | 8/9 (after assuming Corporate Auditor) | |
| Attendance to Audit & Supervisory Board Meetings | 8/9 (after assuming Corporate Auditor) | |

Evaluation of the Effectiveness of the Board of Directors

The Company analyzes and evaluates the effectiveness of the Board of Directors by incorporating the views and suggestions from independent third parties, and works to improve the operations of the Board of Directors based on those results.

Nomination and Remuneration Committee

We have established the Nomination and Remuneration Committee as an advisory body to the Board of Directors to enhance the objectivity, reasonableness, and transparency of the structure of the Board of Directors, the nomination of Director, and other remuneration systems, and to improve the Group's medium-to long-term growth and corporate value.

Composition

The Nomination and Remuneration Committee consists of five or more members (limited to our Director and Corporate Auditor), more than half of the members are outside officers who meet the independence criteria. The chairman selected from among the members of the Outside Director is also the chairman of the Nomination and Remuneration Committee.

<List of Members (As of February 26, 2021)>

| | |
|--|----------------------------|
| Outside Director | Kazunari Uchida (Chairman) |
| Outside Director | Shihoko Urushi |
| Outside Director | Hitoshi Kashiwaki |
| Outside Corporate Auditors | Kazumine Terawaki |
| Chairman of the Board of Directors | Amane Nakashima |
| Representative Director, President and Chief Executive Corporate Officer | Osamu Chonan |
| Director, Executive Corporate Officer | Nobuo Inoue |

Roles of the Committee

The Nomination and Remuneration Committee deliberates on the following matters, and makes decisions as necessary, with respect to:

- 1) Structure of the management systems and member composition of the Board of Directors;
- 2) Criteria for election and dismissal of directors, corporate auditors, and corporate officers;
- 3) Nomination of respective candidates for positions as directors and corporate auditors;
- 4) Criteria for evaluating directors and corporate officers;
- 5) Design of compensation systems for directors and corporate officers; and
- 6) Other matters regarding the Group's corporate governance as deemed necessary by the Nomination and Remuneration Committee.

 [Criteria regarding Election and Dismissal of \(Corporate\) Officers and for Policies on Determining Remuneration\(61KB\)](#)

Execution of Business

Management Advisory Board

The Management Advisory Board has been set up as an advisory body to the Company's Representative Director, President and Chief Executive Corporate Officer ("CEO"). In addition to the five experts and our Representative Director, President and Chief Executive Corporate Officer as outside members, other Director and others participate in the meeting depending on the agenda. Regular meetings are held twice a year and whenever necessary.

The Company's CEO receives the Board's advice and proposals for maintaining and improving the soundness, fairness and transparency of our Group and reflects their advice in his decision making.

Internal Control and Risk Management

Risk Management Committee

The Company's risk management basic policy has set systematic procedures for its risk management, under which each responsible unit exercises continuous oversight of each individual risk factor. In addition, the Risk Management Committee (the Sustainability Committee, chaired by the director in charge of sustainability for some risks related to society and the environment) shares company-wide risk information and undertakes comprehensive risk management in evaluating, prioritizing and addressing risk factors. The director in charge of risk management reports on the status of its activities to the Board of Directors and to the Audit & Supervisory Board.

The members of the Risk Management Committee include representatives of the Company's principal subsidiaries. Furthermore, each subsidiary reports on its operational risks to the directors in charge of risk management, as needed.

Compliance Committee

The Company shall appoint a director in charge of compliance to supervise the Compliance Committee (chaired by the directors in charge of compliance issue, with administrative work performed by members of the Internal Audit Office). Through doing this, the Company strives to establish a compliance supervision system that extends laterally across the Company and keep abreast of problematic issues. The Compliance Committee also formulates a plan, raises awareness and conducts training sessions for the enhancement of compliance system. The director in charge of compliance reports on the status of its activities to the Board of Directors and to the Audit & Supervisory Board.

Helpline

The Company has set up a helpline as an internal reporting system in accordance with the whistleblower protection system, in which third-party bodies or outside lawyers engage in a role of the information recipient for the whistleblowing. Upon receiving a report or notice from an information recipient, the Compliance Investigation Committee shall investigate the facts and, if the committee finds a violation of a law or rule, it will discuss with the relevant department and decide upon measures to prevent reoccurrence. In addition to making an announcement within the Company that includes disciplinary action, the Compliance Investigation Committee shall carry out company-wide measures to prevent reoccurrence of such event.

Information Promotion Committee

With regard to information security, the Company has formulated internal rules governing the handling of Company information and basic policies on personal data protection. The Company has also prepared operational manuals to deal with the storage and management of information in accordance with those internal rules and policies. In addition, the Information Promotion Committee (chaired by the corporate officer in charge of IT and Operational Reform Promotion or a person who is appointed by the said officer) conducts training sessions for employees regarding information management, monitors the information management status, and reviews each information management rule and policy.

Internal Audit Office

Internal Audit Office conducts audits in accordance with its annual auditing plan and in accordance with requests from the Representative Director, President and Chief Executive Corporate Officer, the director in charge of Internal Audit Office, or corporate auditors to ensure that the organizational activities of the Group are conducted in an appropriate and efficient manner in accordance with laws, regulations,

internal regulations, and management policies. In addition, we are collaborating with corporate auditors and the accounting auditors as required. Internal auditing activities also involve cooperation with voluntary audit staff in areas such as quality, the environment, safety, and labor.

Sustainability Committee

In fiscal 2020, we established and commenced activities for the main roles of determining priority issues (especially environmental aspects) and targets for realizing sustainability and promoting initiatives. The Sustainability Committee comprehensively manages certain company-wide risks related to society and the environment.

Group Governance Committee

The main roles of this committee are to formulate policies for the establishment of appropriate group governance, to decide on priority issues, and to promote initiatives. In fiscal 2020, the committee established a new system and has begun activities accordingly.

Top > Sustainability > Governance > Risk Management

Sustainability

- Sustainability >
- Top Message >
- Governance
- Code of Ethics >
- Corporate Governance >
- Risk Management >**
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Risk Management

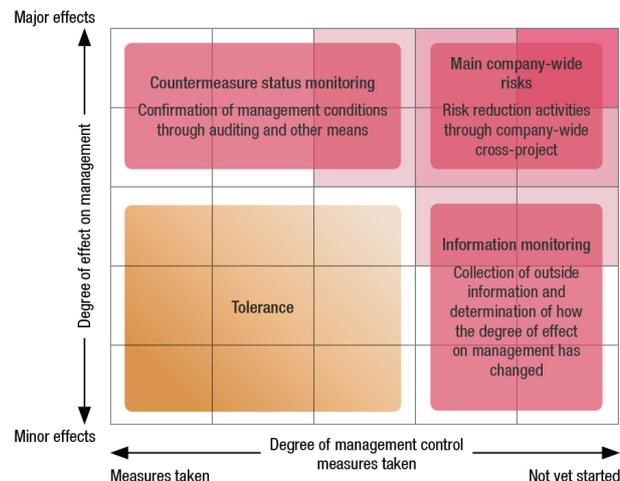
At the Kewpie Group, we recognize uncertainty that results in losses to business as risk. In order to realize Kewpie's ideal 2030 vision, we are working on risk management and addressing risks that may interfere with our vision.

Priority Risk Assessment and Selection

Looking broadly at the changes to the business environment both inside and outside the company, we have identified what kind of risks exist and what potential risks may manifest in the future, then determined which risks are most significant. Risks were assessed based on two focal points, "Degree of effect on management" and "Degree of management control," then selected and prioritized as required. Regardless of the scale of impact on business, risks with insufficient management control were identified as "Main company-wide risks" that must be prioritized, and we are working to reduce these risks as part of a company-wide project.

If the level of impact on business remains high despite increased management control, then we verify the risk status using audits and other measures ("Countermeasure status monitoring" in the upper left corner of the figure below). Meanwhile, we collect highly sensitive information from outside the company to monitor risks that currently do not pose problems for management even if measures have not been taken because of their low impact on business, as these may have a significant impact on business in the future due to environmental changes ("Information Monitoring" in the lower right corner of the figure below). In this way, we strive to be perceptive as we confront risk, monitoring the situation both inside and outside the company and making timely assessments of the significance of risk as conditions change.

Risk Evaluation

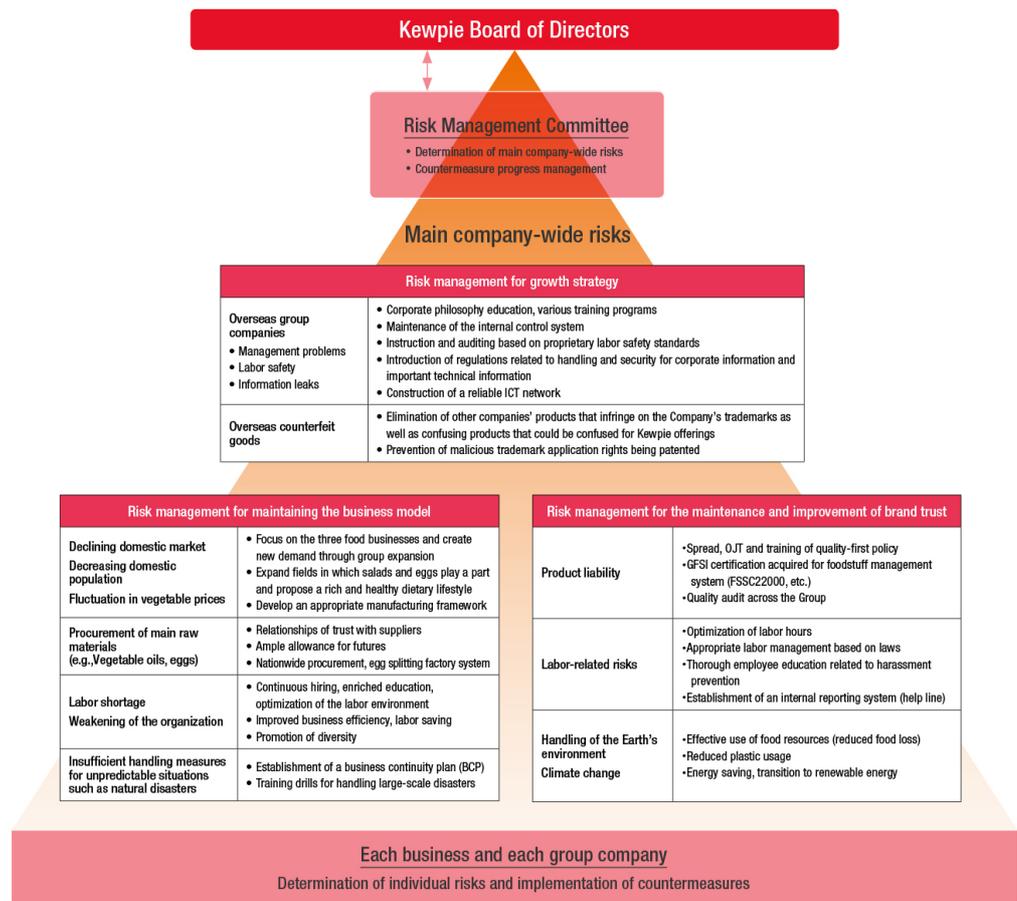


Risk Management System

Risk management activities are generally conducted on a yearly basis in a PDCA cycle. We reassess risk annually and work to reduce those risks with a constant focus on which ones need to be addressed the most. Each department continuously monitors individual risks and shares information on company-wide risks at the Risk Management Committee* (chaired by the Risk Management Director), managing risk assessment, prioritization, and countermeasures in a comprehensive manner. The Risk Management Director also regularly reports to the Board of Directors on company-wide risk assessment and the direction and status of measures.

* Comprised of the Kewpie Management Council, major headquarters, and major consolidated subsidiaries, the Risk Management Committee is the highest decision-making body for risk management in the Kewpie Group and is held three times a year.

Kewpie Group Risk Management System and Major Company-Wide Risks



Main risk management activities

Risk Reduction For Overseas Development: “Internal Control Promotion Project” at Overseas Group Companies

We strive to create a safe working environment for employees working at Kewpie Group’s overseas offices as well as engage in activities that contribute to the growth and development of the Kewpie Group.

We have been working on the Internal Control Promotion Project (consisting of the legal, finance, human resource, IT, intellectual property, risk

management, internal auditing, overseas business, and other departments) to establish internal controls that serve as the foundation of our operations (governance, compliance, and risk management). So far, this project has developed an anti-corruption program and a business continuity plan (BCP) consistent across our domestic and international offices in the event of a crisis, and has also provided training for members at our Overseas Group Companies.

We will continue to promote our governance system in the future while sharing this project’s achievements and schedules with our Overseas Group Companies.



Training for members at Overseas Group Companies

Handling measures for unpredictable situations such as natural disasters Business continuity plan (BCP)

Drawing on past experience with disaster, pandemics, and other crises, we have created a business continuity plan and measures across the Kewpie Group to be used in the event of a crisis. In preparation for a crisis, we have taken steps such as to maintain a system that enables the functions of the Tokyo headquarters to be transferred to Kansai; establish an emergency communication network and stockpile supplies; reinforce production and logistics facilities, establish a system to verify production in case of unforeseen circumstances; create backup facilities for production, procurement, and ordering functions for our major products; shift to a nationwide telecommuting system; and create manuals for all kinds of unforeseen circumstances.

We also conduct large-scale disaster response drills to ensure these will be reliably carried out (first response training, product supply training, safety ascertainment training).

These activities will help lead to appropriate first response, swift recovery and resumption of normal business activity in the event of a disaster, and full preparation to help minimize damage caused by unforeseen circumstances.



Product supply training

Top > Sustainability > Sustainability Management

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management -**
- Material Issues and Promotion Framework >
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Sustainability Management

To contribute to improving social sustainability and sustainable corporate growth, the Kewpie Group has established our Basic Approach to Sustainability. Based on this approach, we have defined “Material Issues for Sustainability”. The Sustainability Committee, chaired by the director of sustainability, coordinates subcommittees and projects centered on different themes to address these issues. We will work with our diverse stakeholders to solve social issues and realize the Kewpie Group 2030 Vision, the Corporate Philosophy of the Kewpie Group, i.e. Our Ideal.



➤ Material Issues and Promotion Framework

Here, we outline details of the Kewpie Group’s approach to sustainability, material issues being addressed, and the promotion framework for achieving sustainability targets.

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management -
- Material Issues and Promotion Framework >**
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Material Issues and Promotion Framework

We aim to be a corporate group that contributes to society through our Group Philosophy and Group Policies.

This shows our fundamental approach as well as the Material Issues the group is addressing.

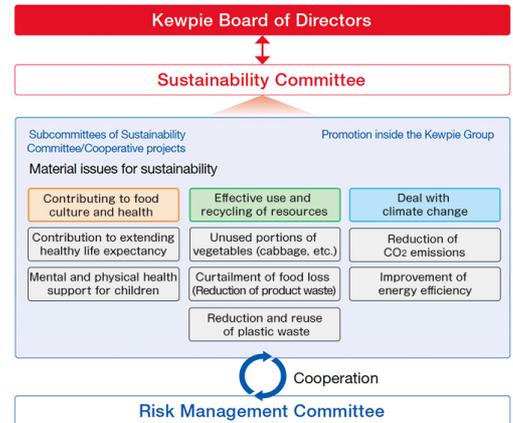
Basic Approach to Sustainability

The Kewpie Group's Basic Approach to Sustainability serves as the foundation for helping to create a sustainable society and sustainable group growth through our Group Philosophy and Group Policies.

Sustainability Promotion System

The Sustainability Committee, chaired by the director of sustainability, meets twice a year to promote the formulation of policies, plans, and initiatives to achieve our Sustainability Targets. Goals and initiatives for our Material Issues are discussed in subcommittees and collaborative projects to ensure that they are promoted throughout the Kewpie Group.

The committee works in collaboration with the Risk Management Committee to strengthen our management base in response to changes in the environment.



Material Issues for Sustainability

The Kewpie Group has designated the following issues as our material issues for sustainability aiming to contribute to the realization of sustainable societies and continuous Group growth.

We have set indices (Sustainability Target) for each of these priorities to use them in our business practices.

- Contributing to food culture and health
- Effective use and recycling of resources
- Deal with climate change

Sustainability Targets: Achieving our 2030 Vision

Our Sustainability Targets index what the Kewpie Group is working on in order to achieve sustainable social and corporate growth.

Our efforts toward achieving these Sustainability Targets run in parallel with our performance targets, which are financial indicators. Achieving our goals in both of these categories will help us to make our long-term Kewpie Group 2030 Vision a reality.

Sustainability Targets and Performance

| Material Issues | Initiative Theme | Indicators | FY2021 Target | FY2024 Target | FY2030 Target | Related SDGs |
|--|--|---|-------------------------------|-----------------------|--------------------|---|
| Contributing to food culture and health | Contribution to extending healthy life expectancy <i>Health Initiatives</i> | As a food partner for every person: • Contribute to achieving a vegetable intake target of 350 grams per day • Promote a boost in egg consumption in order to contribute to increasing protein intake | | | |    |
| | Mental and physical health support for children <i>Contributing to Society through Food</i> | Number of children's smiles via our activities (Cumulative since FY2019) | At least 200 thousand | At least 400 thousand | At least 1 million | |
| Effective use and recycling of resources | Unused portions of vegetables (cabbage, etc.) <i>Effective Use of Resources</i> | Effective utilization rate | At least 30% effectively used | At least 50% | At least 90% |  |
| | Curtailment of food loss (Reduction of product waste) <i>Effective Use of Resources</i> | Reduction rate in volume of product waste (compared to FY2015) | At least 25% | At least 35% | At least 50% | |
| | Reduction and reuse of plastic waste <i>Effective Use of Resources</i> | Reduction rate in volume of plastic waste (compared to FY2018) | — | At least 8% | At least 30% | |
| Deal with climate change | Reduction of CO2 emissions <i>Initiatives on Global Warming</i> | Reduction rate in CO2 emissions (compared to FY2013) | At least 7.5% | At least 20% | At least 35% |   |

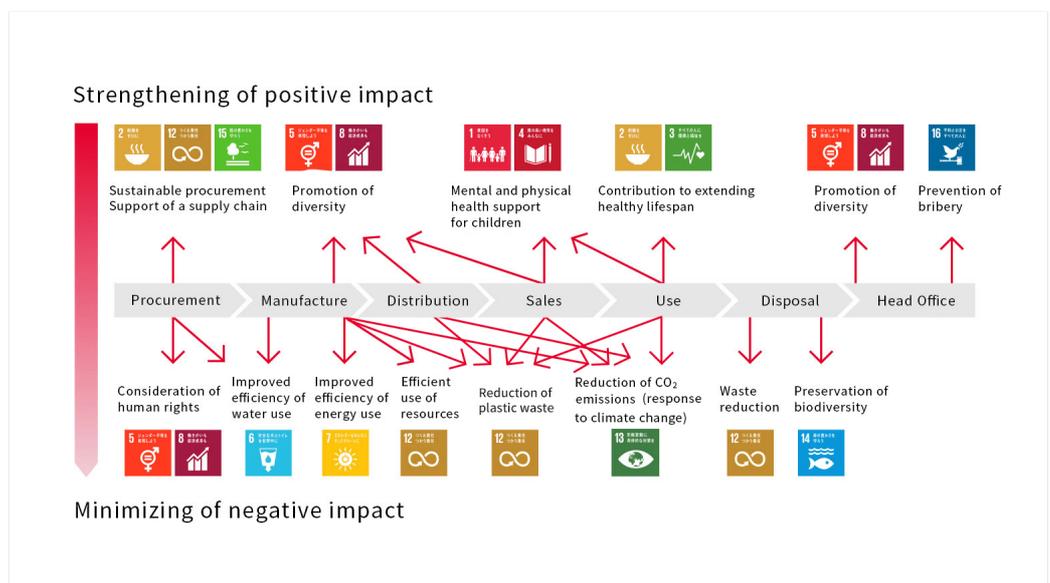
Process for Selecting Material Issues

We have identified the social issues that the Kewpie Group should engage in through our business by performing a risk and opportunity analysis of our value chain while referring to Sustainable Development Goals (SDGs*¹).

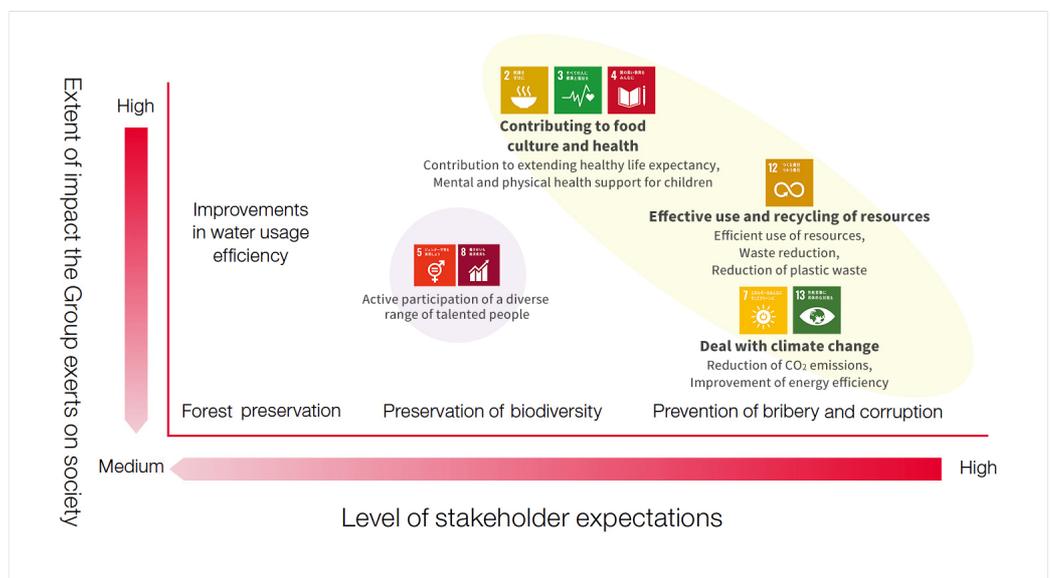
Next, we evaluated the size of stakeholder expectations and the size of the Kewpie Group's social impact for each of these social issues. Through this process, we determined material issues for sustainability for the most urgent engagement by the Kewpie Group.

Referring to international sustainability standards GRI, ISO26000, SASB, and various ESGs in assessing importance, this largely incorporates the concept behind our long-term Kewpie Group 2030 Vision.

Identification of Social Issues to be Addressed by the Kewpie Group



Identification of Material Issues for Sustainability





*1 Sustainable Development Goals (SDGs)
 The Sustainable Development Goals (SDGs), adopted by the United Nations General Assembly in 2015, are a collection of 17 global goals forming a common international agenda for sustainable development, with a target date of 2030.

Promoting Awareness Among Employees

We believe the creation of a sustainable society and sustainable corporate growth requires each and every employee to understand and empathize with our ideas and policies.

In-House Bulletins

Publications such as integrated reports and books on communication are used for employee training. We also disseminate information on sustainability via in-house tools such as a group-wide electronic bulletin called “iQp,” or “Meets,” the Kewpie Group newsletter.

Kewpie Group Official Blog (formerly CSR Blog)

Launched in March 2007 to communicate our social and environmental initiatives to the public, Kewpie Group Official Blog (formerly known as the CSR Blog) aims to make the concept of sustainability resonate with each and every employee through articles written by employees actually working within the group.

SDGs Outside-In Workshop

The Kewpie Group has identified Material Issues for Sustainability and is working to resolve social issues through our business. To study these business methods, we conducted a workshop for business creation using the SDGs Outside-In Workshop at Kewpie in January 2020.

The SDGs Compass sets forth the approach for companies to take as “outside-in.” Using our understanding and practice of “outside-in,” we will create business that helps to resolve social issues.



Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation -**
- └ Stakeholder Engagement >
- └ Outside Evaluation >
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Stakeholder Engagement and Outside Evaluation



> Stakeholder Engagement

Our stance toward and principal means of dialog with stakeholders



> Outside Evaluation

Third-party assessments of the Kewpie Group

Sustainability

| | |
|--|---|
| Sustainability | > |
| Top Message | > |
| Governance | + |
| Sustainability Management | + |
| Stakeholder Engagement and Outside Evaluation | - |
| <ul style="list-style-type: none"> Stakeholder Engagement > Outside Evaluation > | |
| Initiatives Toward Creating Healthy Eating Habits | + |
| Initiatives Toward People and Working Styles | + |
| Initiatives Toward a Society Focusing on Dietary Education | + |
| Environmental Initiatives | + |
| Disclosure Policy | > |
| Kewpie Reports | > |
| GRI Standards Content Index | > |
| ESG Data Sheet | > |
| History of Our Social and Environmental Activities | > |

Stakeholder Engagement

The Kewpie Group implements the concepts of our group philosophy and policy in all communications with our customers, employees, partners, shareholders, investors, local communities, and all other stakeholders who support our activities.

*As of the end of November 2019

| | Our commitment | Major programs (FY2019 performance) |
|--------------------------------|--|---|
| Customers | To respond to our customers' confidence by delivering safe and reliable products and putting quality first in all our activities, in keeping with the Kewpie Group Code of Conduct | <ul style="list-style-type: none"> Customer Information (32,238 inquiries/comments) Voluntary Declaration of Consumer-Oriented Management Kewpie Community website: "Ohanashi Dining" (14,482 members) Kewpie Community website: "Kewpie Mayonnaise Fan Club" (72,160 members) |
| Employees | To respect employee rights and refrain from all forms of discrimination and harassment, in keeping with the Kewpie Group Code of Ethics; to support diversity, respecting each employee's individuality and aspirations for growth, in keeping with the Kewpie Group Code of Conduct | <ul style="list-style-type: none"> Training interviews, including discussions regarding performance evaluations Career self-assessment (annual) Employee attitude survey (biennial) Executive tour of work sites (annual) Joint Labor-Management Committee Diversity Survey LGBT Seminar (five times/year) |
| Business partners | To engage in free and fair competition and build transparent and healthy relationships oriented to mutual growth, in keeping with the Kewpie Group Code of Ethics | <ul style="list-style-type: none"> Communication via operating activities Scheduled and unscheduled visits to supplier sites and on-site get-togethers (more than 200 visits per year) Initiatives with agricultural suppliers and organizations |
| Shareholders, investors | To build transparent and healthy relationships, in keeping with the Kewpie Group Code of Ethics; to promote better understanding of the Group among investors and shareholders | <ul style="list-style-type: none"> General Meeting of Shareholders (annual) (opportunity to submit opinions in advance) Financial results briefings for analysts (semiannual) Complimentary shareholder tour of facilities (3 sites, semiannual) |

| | | |
|-------------------------|---|---|
| <p>Community</p> | <p>Actively contribute to society, particularly through food education, and work in harmony with the local community and society as a whole, in keeping with the Kewpie Group Code of Conduct</p> | <ul style="list-style-type: none"> • “Open Kitchen” factory tours and Mayo Terrace tours (88,147 visitors) • “Mayonnaise Class” (food education) (14,125 participants) • Public lectures on food topics (179 lectures) • Nursing care events (400 events) • Communication with international and domestic communities in each area • “QPeace” Gift Matching Program Briefing Session (twice/year) |
|-------------------------|---|---|

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation -
- Stakeholder Engagement >
- Outside Evaluation >**
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Outside Evaluation

Selection as ESG/SRI Index Constituent

MSCI Japan ESG Select Leaders Index*

MSCI is a leader in research and analysis to support ESG (environmental, social, and governance) investing. The MSCI Japan ESG Select Leaders Index consists of the highest-rated ESG performers in each sector of industry, chosen from Japan's top 700 listed companies by market capitalization. Kewpie has remained a constituent stock in the index, which is selected by the Japanese Government Pension Investment Fund (GPIF) for passive tracking, since first being included in 2017.



* THE INCLUSION OF Kewpie Corporation. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Kewpie Corporation. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES

S&P/JPX Carbon Efficient Index

Kewpie has been included as member of the S&P/JPX Carbon Efficient Index, a stock index for ESG investment selected by the Government Pension Investment Fund (GPIF). This index consists of the S&P Dow Jones Index, one of the world's largest independent index companies, based on carbon emissions data from Trucost, a pioneer in environmental assessment. This index increases the weight of investments in companies within similar industries that are highly carbon efficient and those that disclose information on their greenhouse gas emissions.



SOMPO Sustainability Index

It is an index that Sompo Asset Management Co., Ltd. independently selects stocks to invest in with a focus on ESG assessment by research agencies. Launched in August 2012, SOMPO Sustainable Management determines holding weight based on this index. Kewpie was added to this list for the first time in 2019 and has been included for two years running.



Designations and Certifications

Platinum Kurumin*

Kewpie is a seven-time recipient of the Kurumin certification, awarded by the Ministry of Health, Labour and Welfare to companies providing outstanding support for childcare. In May 2018, Kewpie was awarded the Platinum Kurumin* certification.

* Platinum Kurumin

The Platinum Kurumin certification was instituted in April 2015 to recognize companies that have met and surpassed the standards for Kurumin and to encourage businesses to pursue further initiatives to support work-life balance.



Secures Three Stars under the Healthy Meal & Dietary Environment certification system

Kewpie applied for first round Healthy Meal & Dietary Environment certification from the Healthy Meal & Dietary Environment Consortium in the cafeteria segment, with the Sengawa Kewport complex being awarded the highest "3 star" rating.



Awards

AI Raw Material Inspection Equipment

- Minister of Agriculture, Forestry, and Fisheries Award, 2nd Japan Open Innovation Awards
- Runner-up for the Grand Prize at IT Japan Award 2019
- Grand Prize at the Deep Learning Business Awards (sponsored by Nikkei x TECH)

Effective utilization of the unused parts of vegetables

- Prime Minister's Prize in the Reduce, Reuse, Recycle (3Rs) Promotion Merit Awards 2018
- Award from the Director of Food Industry Affairs Bureau at the Ministry of Agriculture, Forestry and Fisheries, the Sixth Food Industry Mottainai (Reducing Wastefulness) Awards

Effective Utilization of Egg Shells

- Ministry of Agriculture, Forestry and Fisheries' Prize in the Reduce, Reuse, Recycle (3Rs) Promotion Merit Awards 2019
- Award from the Director of Food Industry Affairs Bureau at the Ministry of Agriculture, Forestry and Fisheries, the Seventh Food Industry Mottainai (Reducing Wastefulness) Awards

Logistics

- 2018 Excellent Green Logistics Partnership Award from the Ministry of Land, Infrastructure, Transport and Tourism
- Supply Chain Innovation Grand Prize
- Grand Prize, Smooth Business Promotion Awards

Container Packaging

- World Star Award, Food Category of the World Packaging Organization's World Star Contest 2019
- Innovation Category of the 43rd Kinoshita Awards

Other

- Long Life Design Award, 2019 Good Design Awards

Top > Quality & Safety

Quality & Safety

We rise to meet the trust placed in us by our customers, producing safe and reliable products and focusing on quality in all of our actions.



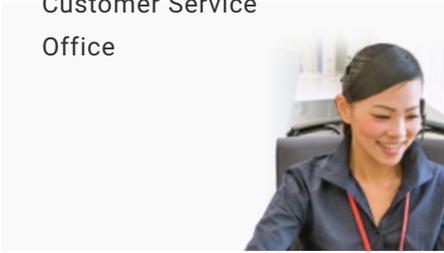
Safety and Reliability Initiatives

People can rely on our products because we work to earn customer trust by ensuring food safety and great taste, enabling consumers to lead fulfilling, healthy lives through food. Quality is not the preserve of a single person: all Kewpie Group employees adhere to the "Quality First" principle in their work. As a group, we strive for personnel development to ensure high quality, systems that underpin the Company's quality, and the pursuit of technologies that enhance quality.

"Quality First" Principle

| | | |
|---|--|--|
| <p>A Passion for Quality</p>  | <p>Raw Material & Procurement Quality</p>  | <p>Procurement Initiatives</p>  |
| <p>Production Process Quality</p>  | <p>Container and Packaging Quality</p>  | <p>Food Safety Assessment</p>  |

Customer Service
Office



Product
Labelling



Learn More about Our Quality & Safety Activities



Sustainability

Explore a range of initiatives we undertake as we engage with consumers.

Top > Quality & Safety > A Passion for Quality

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Procurement Initiatives >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >
- Product Labelling >

A Passion for Quality

As well as being essential for life, food brings people together. Our products play a part in this. We constantly put quality first in every process, from planning to sales, in order to supply our customers with products that they can confidently serve to those closest to their hearts.



Developing People to Assure Quality

Quality is assured by people. We create forums for learning and information-sharing in the aim of enhancing quality.

Monodukuri Gakko

The quality course at our Monodukuri Gakko (food production school) provides a learning forum for managers across all divisions involved in the product-making process. They learn about quality at all levels, from the basics of product quality management to advanced applications. After completing the quality course, managers return to their divisions to train their own staff, passing on the knowledge and techniques they have acquired. Monodukuri Gakko trains core personnel who share their passion for quality with their co-workers to raise quality throughout the entire Kewpie Group.

Monodukuri Gakko Subjects

Safety Principles

Quality techniques and knowledge relating to microbes, analysis, etc.

Food Security Principles

Understanding of quality rules, including laws, regulations, and in-house procedures.

Sources of Reliability

Managers study past cases to learn approaches that form the foundations of quality.



Wakuwaku Katsudo Combined Presentation

This initiative brings happiness to our customers and employees alike. The production division, sales and staff divisions, and overseas teams gather to present the customer quality improvement activities they have been involved in. Sharing lessons and tips from other teams across the organization enhances quality throughout the Kewpie Group.



Creating Systems to Underpin Quality

We have introduced systems to maintain and improve Group quality levels by gaining international certification from third parties.

Third-Party Food Safety Certification

All Kewpie Group production facilities have been certified by the Global Food Safety Initiative (GFSI).

Regular reviews by an external body provide an objective perspective on assuring and improving quality, enabling us to continually maintain and raise quality levels.

GFSI Certification

GFSI was established in May 2000 to provide food safety certification. GFSI certification includes certification against the FSSC22000 standard developed in the Netherlands and the SQF standard developed in the US.



Quality Improvement Techniques

We research and introduce the latest production techniques in our efforts to improve quality.

Analytical Techniques

Techniques to identify microbe varieties contained in foods have advanced rapidly in recent years.

Identification of Microbes Contained in Foods

Previously microbes were isolated from foods and cultured before microscopic observation to study their properties, and identification took 7–10 days. The emergence of genetic methods reduced this to 1–2 days, and now the use of protein measurement techniques has shrunk the identification timeframe to just 30 minutes.

As well as proactively introducing effective methods as techniques have progressed, we have partnered with external bodies to develop new technologies.



Advances in Microbe Identification

Observation and study of properties
7–10 days

Genetic analysis
1–2 days

Protein analysis
30 minutes

Top > Quality & Safety > Raw Material & Procurement Quality

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >**
- Procurement Initiatives >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >
- Product Labelling >

Raw Material & Procurement Quality

The Kewpie Group adheres to the "Quality First" principle at every step in the supply chain, from raw material procurement to product manufacturing, containers and packaging, sales, and safety assessment. Underpinning this approach is our commitment to supplying good products, which has guided us since the company was first founded. Our fundamental stance is to take full responsibility for quality through direct involvement of Kewpie and its Group companies in every process.



Good Products Begin with Good Ingredients

We honor the belief of Kewpie's founder, Toichiro Nakashima, that good products begin with good ingredients. Everything we do is based on this idea.

Producer and Supplier Visits are Crucial to Sourcing Good Ingredients

Our dedicated staff regularly visit suppliers to share our fundamental ideas about food production and join forces to make improvements. In selecting new suppliers, we first visit them to communicate our passion for and approach to quality, and to check the manufacturing environment. We deal with trusted suppliers after confirming that they have taken steps to prevent the insertion of foreign matter into products and are capable of supplying good ingredients.



Fundamental Policy for Sustainable Procurement >

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Procurement Initiatives >**
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >
- Product Labelling >

Procurement Initiatives

The Kewpie Group fully respects the "Put Product Quality First" for raw materials as well. To fulfill the principle, we have established the fundamental policy for sustainable procurement in our supply chain. We extend our social responsibility to include procurement of ingredients beyond our manufacturing and sales processes.



The Fundamental Policy for Sustainable Procurement

We strongly believe that "Fine quality is found in fine ingredients". However, in addition to the focus on quality, we must also examine the impact on the environment and human rights caused by our products. Together with our suppliers, we analyse the impact of our products and work to increase sustainability while sourcing quality raw materials.

Fundamental Policy for Sustainable Procurement

Initiatives for Supply Chain

The suppliers for raw materials and ingredients are valuable partners of the Kewpie Group. Through organizing our communication, we will achieve procurement of high-quality raw materials, trustworthy relationship, and mutual understanding. Furthermore, we address issues in our supply chain and strive to develop suppliers and sustainable groups rooted in an awareness of their impact on society.

Initiatives to Procure Sustainable Palm Oil

Palm oil is a vegetable oil harvested from oil palms grown in tropical regions, but recent developments have raised issues surrounding human rights abuses for farm workers and large-scale deforestation to develop farmland.

To ensure that we do not use raw materials that contribute to these issues and to help solve those issues, the Kewpie Group established the Kewpie Group Fundamental Policy for Sustainable Procurement in January 2018. Based on that policy, in July 2018, we joined the RSPO (Roundtable on Sustainable Palm Oil) to procure sustainable palm oil for our group in the future.

About this Initiative

About this Initiative

In FY2019, the Kewpie Group began purchasing certified credits: RSPO “Book and Claim System” * for 37% of the palm oil. By FY2021, 100% of the palm oil used by the Kewpie Group will be purchased with certified credits. After 2021, we will continue to examine subsequent initiatives to source certified palm oil.

*Book and Claim System

Certified credits are issued for oil produced by a RSPO-certified manufacturer.

By purchasing those certified credits, this system supports producers of certified palm oil.

Collaboration with Carboard and Paper Manufacturers

We cooperate with carboard and paper manufacturers from the standpoint of protecting the environment and human rights and promote purchasing FSC certified products that use appropriate forest management practices. Currently, more than 60% of our cardboard and paper is FSC certified paper. We also promote reducing paper use through cardboard manufacturing processes that make cardboard thinner while maintaining strength.

Our Nico Nico Box series for baby food began using FSC certified paper in March 2019. A change in the design of the box enabled new functions like trays and puppets* to provide a fun meal experience while also conveying the importance of paper.

*Trays: two cups can be safely held in one hand. Puppet: the animal on the package opens and closes its mouth to encourage babies to chew.



Using the package as a tray



Using the package as a puppet

Aohata collaborated with a carton manufacturer to use “Shelf-Ready Packaging” for the Aohata 55 jams UD150 series and the Calorie Half series, which resulted in reduction in carton weight by approximately 55 tons per year and reduction in CO₂ emissions by roughly 33 tons per year. In addition to reducing hours required for opening and displaying products at the store, the modified carton shape lowers environmental impact by using less material.

Initiatives to Reduce Packaging (FY2015)

The Aohata 55 Jam (small size) carton

Change in the size of the flap on the carton resulted in an annual reduction of 14 tons of material and 11 tons of CO₂ from the cardboard manufacturer.



At the same time, we implemented a "Pop Carton" for easy opening and displaying, improving work efficiency at stores.



The policy for procurement of shell eggs

We, the Kewpie Group, recognize that not only the impact on quality and environment, and consideration for human rights but also animal welfare is one of the important matters on the sustainable production and procurement of shell eggs.

Shell eggs we procure and use in our Group in Japan shall be complied with "the animal welfare guidelines for laying hens" published and being tried to be standardized by the Japanese Ministry of Agriculture, Forestry and Fisheries. And we keep discussing what the way of management of laying hens in farms should be with related organizations and also will think about development of products which are made from cage-free eggs. We keep working on activities stated above with cooperating with industries and government.

Regional Development Based in Farming

Since FY2017, Kewpie has affiliated with World Farm Co., Ltd. in Tsukuba, Ibaraki to revitalize abandoned fields around Japan and turn them back into working farms. Currently, fresh cabbage from contracted farms is used as an ingredient in our cut vegetable products. Regular site visits and tours on contracted land, mutual understanding, and feedback would help improve the quality of the food. We seek more than just to source safe raw materials by developing the land, but we also want to attract young people to farming and contribute to the development of the region as a unified whole.

We also conduct cooperative research with universities and farmers to improve the effects of discarded eggshells and our "leaf vinegar" fertilizer to promote plant growth and prevent physiological plant disorders.



Young workers who will revitalize the abandoned land and carry on the farming tradition (Tsukuba, Ibaraki)

Production Awards by the Salad Club

Based on face-to-face interactions with growers, vegetables used in the Salad Club are sourced through “contract purchases” with approximately 400 farms around the country. “Contract purchases” are not just ways to securely source at set prices, but also allows growers to make strategic investments based on a steady income source.

As part of sourcing raw materials safety and reliability, employees from factories and ingredients teams visit farm regularly. Growers are also invited to join factory tours and we proactively work to connect with growers by supporting harvests, providing factory training, and holding barbeques.

Every April, we hold the Grower of Salad Club, an award ceremony to show our appreciation for contracted growers. We evaluate the quality of our primary raw materials and give awards like the Grand Prize, the Award for Excellence, and the Special Award (winners are posted in the Press Release section on the Salad Club website).

We also engage in circular agriculture with our growers as partners. We provide them with compost produced from our factories, which deepens our connection to the land where it is used.



The Grower of Salad Club 2019 ceremony

Aohata Initiatives with Fruit Growers

Raw material farms for the Aohata Group have spread around the world. To procure raw materials that are safe and delicious, our R&D technicians visit farms in Japan and abroad, engaging in seminars and technology exchanges that cover everything from raising and cultivating seedlings to primary processing. In FY2011, we began to develop and supply a virus-free strawberry to consistently ensure high-quality raw materials, which has also contributed to increasing yields and stabilizing production for farmers.

Sustainability

| | |
|--|---|
| Sustainability | > |
| Top Message | > |
| Governance | |
| Code of Ethics | > |
| Corporate Governance | > |
| Risk Management | > |
| Sustainability Management | + |
| Stakeholder Engagement and Outside Evaluation | + |
| Initiatives Toward Creating Healthy Eating Habits | + |
| Initiatives Toward People and Working Styles | + |
| Initiatives Toward a Society Focusing on Dietary Education | + |
| Environmental Initiatives | + |
| Disclosure Policy | > |
| Kewpie Reports | > |
| GRI Standards Content Index | > |
| ESG Data Sheet | > |
| History of Our Social and Environmental Activities | > |

Fundamental Policy for Sustainable Procurement

Kewpie Group Fundamental Policy for Sustainable Procurement

Formulation of Basic Policy

With our insistence on the highest quality materials based on our conviction that “good products begin with good ingredients,” the Kewpie Group has always strived to create products that ensure customers’ safety and peace of mind. However, it is a requirement of good materials and essential for our customers’ peace of mind that we take into account not only the safety of products but also their impact on the environment and human rights. To ensure the stable procurement of these better materials, we must work closely together with our suppliers. We believe that this will both enhance the sustainability of our suppliers and ourselves and enable us to continue providing good products to our customers.

Basic Policy

- We will conduct all trade in compliance with the law and in conformity with international rules and norms while taking strong measures against corrupt practices.
- We will engage in fair and ethical trade and use appropriate procedures in managing confidential information and intellectual property.
- We will protect human rights and refrain from discriminatory language or conduct, inhumane treatment, or any involvement in human-rights abuses.
- We will respect the labor rights of employees, adopting sound labor practices and providing a safe and clean work environment.
- We will work to prevent pollution and environmental degradation at the local and global levels through the sustainable use of resources.
- We will seek to minimize impacts on the ecosystem with a view to securing sustained access to safe, high-quality ingredients.
- We will contribute actively to support the sustainability of the local communities where our ingredients are produced.
- We will encourage our suppliers to adopt the foregoing policies.
- We will report publicly on the progress of the foregoing policies as appropriate.

Top > Quality & Safety > Production Process Quality

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Procurement Initiatives >
- Production Process Quality -**
- Rules for Making Safe Products >
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >
- Product Labelling >

Production Process Quality

Employees in our factories change their footwear as they move from one zone to another. They wash their hands each time they enter a production area. Every time they heat ingredients, they measure and record temperatures.

This might seem dull and inefficient, but human errors occur when people regard such essential steps to assuring quality as troublesome. To prevent such errors, we think about why these precautions are required and strive for accurate understanding of the meaning behind each step.



Strict Rules and Error Prevention Systems

To prevent contamination by foreign matter unwittingly carried in by employees, our factories have rules about changing into specific work clothes and predetermined procedures for entering work zones. They also have food defense systems to prevent malicious contamination. We use our own systems for ingredient mixing processes to prevent any possibility of mixing errors.

Malicious Contamination Prevention Policies

1. Only authorized persons are permitted to enter production zones.
2. Pranks are not permitted.
3. Food safety can be proven after production.

+ We value dialogue with employees

[Rules for Making Safe Products >](#)



Mixing Error Prevention

We have developed our own mixing error prevention systems to assure quality and eliminate employee errors and uncertainties at our factories. These systems enable employees to cross-check and record ingredient types, volumes for use, expiry dates, etc. at every step of ingredients' delivery, measurement, and mixing by scanning 2-D codes.

Moreover, record-keeping enables employees to specify the ingredients used in a particular product and other products using the same ingredients. These mixing error prevention systems form the basis of our traceability systems.



Quality & Safety

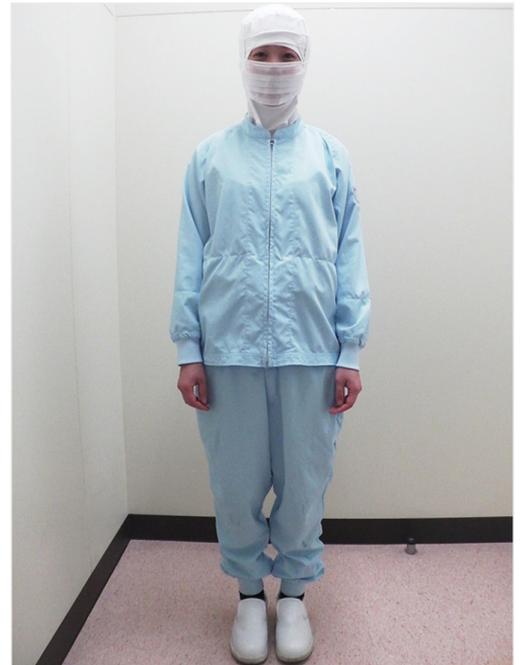
- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Procurement Initiatives >
- Production Process Quality —
- Rules for Making Safe Products >**
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >
- Product Labelling >

Rules for Making Safe Products

To manufacture safe and reliable products, our factories not only have rules for clothing and entry procedures, but also measures to prevent malicious contamination.

Clothing Rules

Employees must change into the designated clean work clothes when entering production zones. Caps are double-layered and hems are tucked inside work clothes. The work clothes are tightened in two places in the sleeve, waist, and hem portions so that they catch any hairs that may fall.



Entry Procedures



1. Run an adhesive roller from head to foot for at least 40 seconds to remove any hairs or other foreign matter.



2. Wash hands for at least 30 seconds before drying.



3. Disinfect hands with alcohol-based handwashing.



4. Remove dust and other particles in air shower before entering production zone.

Food Defense

We take measures to prevent malicious contamination based on the following fundamental policies:

1. Only authorized persons are permitted to enter production zones.
2. Pranks are not permitted.
3. Food safety can be proven after production.

+ We value dialogue with employees

Malicious Contamination Prevention Measures: Examples



1. Controlled Entry to Production Zones
Entry is controlled through precautions including a passcode and vein authentication to prevent entry by unauthorized persons.



2. Key Controls for Chemical Stores and Outdoor Tanks
Lock-boxes for keys can only be opened with employee ID. Records are kept of when keys are taken out and returned, and by whom.



3. Security Cameras
In the event of unforeseen circumstances, cameras enable checking of production conditions at the time to prove safety and security.

Top > Quality & Safety > Container and Packaging Quality

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Procurement Initiatives >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >
- Product Labelling >

Container and Packaging Quality

Food containers and packaging play a vital role in maintaining quality, sometimes preserving content for months. Ease of use is another important factor in container and packaging design.

When designing containers, as well as considering content properties and composition, we envisage how containers will be handled during transport, placed on store shelves, and used in homes. We use a variety of methods to check container quality, including confirming that containers have been made according to design and cause no problems during actual usage. We collaborate with container and packaging manufacturers to assess functionality and safety, and strive to resolve issues and maintain and improve quality.



Assessing ease of opening of mayonnaise caps.

Quality Assessment

We identify and check container requirements and risks likely to arise during use.

Preserving Taste



Container thickness is measured precisely to assess whether it is sufficient to preserve quality and consistent across all portions.



We use red penetrant to check for minute seal defects and ensure containers seal properly.

Preserving Product Content



Containers are pressurized to assess the load they are capable of withstanding.



Products are drop-tested from heights equivalent to those encountered during freight-handling and shelf-stocking to assess them for deformation and breakage.

Safe and Pleasant User Experience



Assessing foil seal on Mayonnaise container for ease of removal.



Removing a pull tab from dressing container to assess ease of opening.

Top > Quality & Safety > Food Safety Assessment

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Procurement Initiatives >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >
- Product Labelling >

Food Safety Assessment

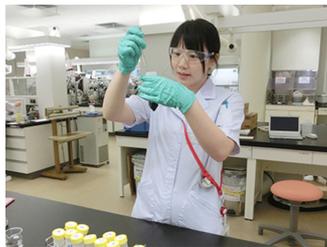
The Kewpie Group's Food Safety Science Center uses scientific data to support food safety. In cooperation with quality assurance divisions in our factories, it conducts day-to-day physical and chemical analysis and microbial testing of products and ingredients to bring safe and reliable products to our customers. It also gathers, considers, and assesses food safety information and strives to reduce risk.



Physical and Chemical Assessment

Chemical Hazard Analysis

Regular tests for hazards such as agrochemical residues and veterinary drugs are carried out to confirm product and ingredient safety. We use the latest analytical equipment, including gas chromatography mass spectrometers and liquid chromatography mass spectrometers.



1. Ingredient extraction and preparation



2. Measurement using analytical equipment



3. Analysis of results

Food Allergen Testing

Baby foods and other products are regularly tested according to government-determined methods to confirm that they contain no specific raw ingredients (allergens) other than those displayed on product labels.



1. Dispensing samples



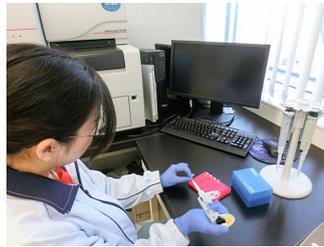
2. Measuring samples

Microbiological Assessment

Rather than using preservatives, we harness the power of salt and vinegar to ensure that our mayonnaise keeps well. Other products keep well because of heat sterilization. We assess what kind of microbes are present in ingredients and study safe ways of mixing ingredients and optimal temperatures and times for heat sterilization. While constantly staying abreast of the latest data, we develop new techniques to enable faster testing.



1. General microbiological testing



2. Genetic testing



3. Identifying microbes by detecting their distinctive proteins

Radioactive Substance Testing

We use rigorous control systems for checking raw material sources to guarantee the safety of ingredients used in our products. To double-check, we also use germanium semiconductor detectors and NaI radioisotope identification devices to carry out regular monitoring for radioactive substances. Furthermore, we constantly monitor information released by national and local governments to ensure we supply safe products to our customers.



1. Preparing samples



2. Placing a sample in a germanium semiconductor detector



3. Analyzing data

Top > Quality & Safety > Customer Service Office

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Procurement Initiatives >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >**
- Product Labelling >

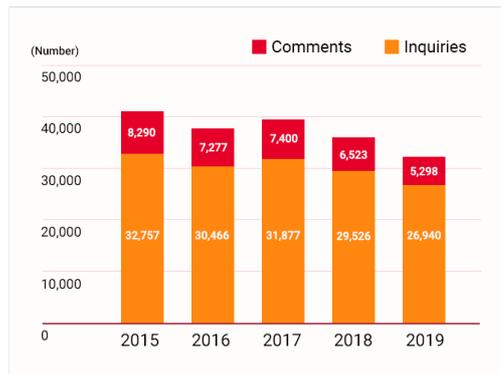
Customer Service Office

We value customer opinions and requests. Our Customer Service Office aims to respond promptly, accurately, and sincerely to feedback, and strives to satisfy each and every customer. The helpline also serves as a conduit for fully understanding customers' views and sharing them within the company, where they help us to improve our products and services.

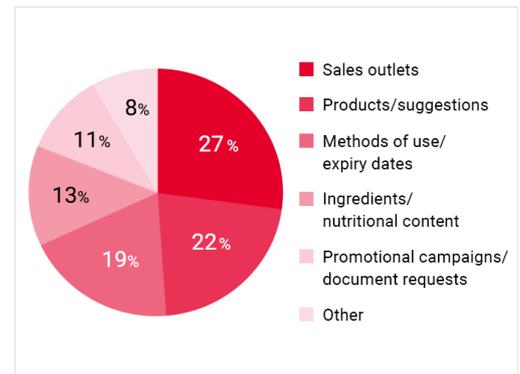
Systems for Acting on Customer Feedback

Inquiries and Comments to the Customer Helpline

Inquiries and Comments to the Customer Helpline



Fiscal 2019 Nature of Inquiries



Acting on Customer Feedback

Every day we receive customer comments and requests that help us to review our products. Sharing this feedback within the company leads to improved products and services.



1 Creating Customer Feedback Databases

Depending on content, customer feedback is categorized as either a comment or an inquiry, and fed into our databases.



2 Listening to and Analyzing All Feedback

Our staff listen to all feedback and analyze it before sharing the information with relevant departments. Points requiring improvement are submitted for discussion.



3 Discussing Proposals in the Customer Feedback Committee

Our Customer Feedback Committee meets regularly to discuss and decide on matters requiring improvement. It is chaired by the Senior Corporate Officer in charge of the Quality Assurance Division and its membership includes managers from departments such as the customer helpline, product development, R&D, sales, production, and public relations.



4 Examining Improvements in Development Departments

R&D and product development departments examine products to be improved from various angles to determine direction and design.



5 Trialing in Research Departments

Our research departments collaborate with experts and container manufacturers to repeatedly trial and test improved products. They report progress to the Customer Feedback Committee and confirm that improvements respond to customer feedback.



6 Launching New Products

Once ease of product use and clarity of labelling have been rigorously checked, the new product that has been improved by customer feedback is ready for launch.

Top > Quality & Safety > Product Labelling

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Procurement Initiatives >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Customer Service Office >
- Product Labelling >**

Product Labelling

Product labels contain information that customers require to choose products and use them with peace of mind. Labelling can be divided into two types: compulsory labelling required by laws and regulations, and discretionary labelling.



Compulsory Labelling

We have departments specializing in food laws and regulations to ensure that our labels meet all compulsory labelling requirements.

Discretionary Labelling

We create our own labelling for some products to display discretionary labels according to food laws and regulations and provide customers with even clearer information.

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits
- Health Initiatives >
- Developments that Align with a Global Food Culture >
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Initiatives Toward Creating Healthy Eating Habits

Founder Toichiro Nakashima began selling Kewpie Mayonnaise in 1925 with the goal of helping to improve the constitution of the Japanese people by popularizing highly nutritious mayonnaise. Since then, Kewpie has been developing products that take into consideration the food and health needs of customers both in Japan and abroad. We will also continue to support varied and healthy diets through a variety of initiatives aimed at extending healthy lifespans, one of our Sustainability Targets.



Material Issues: Contribution to Extending Healthy Life Expectancy

Sustainability Targets

As a leading company in salads and eggs, we will:

- Contribute to achieving a vegetable intake target of 350 grams* per day
 - * Average daily vegetable intake target for adults as defined by "Healthy Japan 21" (Ministry of Health, Labour and Welfare)
- Promote a boost in egg consumption in order to contribute to increasing protein intake

KEY DATA

| | | |
|--|--|--|
| <p>Number of lectures on vegetables, eggs, and health Subject: General consumers</p> <p>179 times (FY 2019)</p> | <p>Total number of publications of Kewpie News</p> <p>553 times (December 1973 to March 2020)</p> | <p>Events related to Nursing Care Audience: General consumers, specialists, trade partners</p> <p>400 times (FY 2019)</p> |
|--|--|--|



Health Initiatives

We have implemented initiatives to contribute to diet and health for each generation and used our food to take into consideration customers with specific needs.

Developments that Align with a Global Food Culture

While working to understand local lifestyles, culinary traditions, and food cultures to bring us closer to our customers.

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits
- Health Initiatives >**
- Developments that Align with a Global Food Culture >
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Health Initiatives

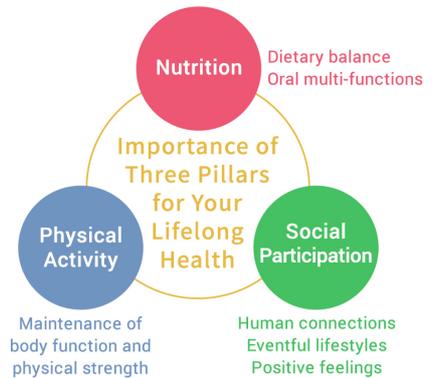
Since our start as a mayonnaise manufacturer and retailer in 1925, Kewpie Group has developed a wide range of home cooking, ready-made meals, and restaurant food products to help create to healthy dietary habits by increasing vegetable intake, and has been working on a variety of initiatives in response to the ever-diversifying food scene. Our business also aims to contribute to the health and diet of every generation, from babies to the elderly, with sales of products such as food for babies, health care, nursing care, and medical requirements.

- Initiatives Toward Extending Healthy Lifespans
- Initiatives Toward Children
- Initiatives Toward Food Allergies
- Initiatives Toward Medicine

Initiatives Toward Extending Healthy Lifespans

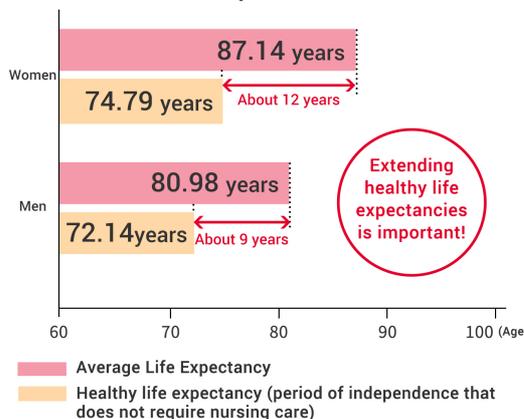
One social problem related to health in Japan is that there is a ten-year age gap between the average life expectancy and the healthy life expectancy, the age at which people can live independently. We believe that closing this gap will not only delight many people, but will help curb the cost of healthcare, a major national issue. We are striving to extend healthy life expectancies by focusing on supporting a delicious, well-balanced diet premised on salad and eggs.

The Kewpie Group Supports Your Health through the Value of Salads and Eggs



Proposed by Katsuya Iijima Professor, Doctor Institute of Gerontology, The University of Tokyo

Gap between average and healthy life expectancies



From the Cabinet's "2018 White Paper on Ageing Society" (data from 2016)

Supporting Health Through Diet and Exercise!

We are working together with Central Sports Co., Ltd., who share our belief in the importance of nutrition, physical activity and social participation as the three elements of leading a healthy life. In response to demand from gym goers and instructors who want an affordable and effective way to consume protein, we hold food workshops and provide menus and health information to participants.



Lecture Events Themed on Food

Communicating correct information about food and the importance and joy of food is one of our most crucial roles.

In our hope to contribute to healthy and enjoyable dietary habits, we send employees out to give lectures themed on food that provide correct information on diet and health.

We currently have three different programs; “The Appeal of Vegetables” features content designed to stimulate interest in those who attend by watching DVDs on vegetable nutrition and ideal intake as well as showing cooking methods that participants can put into practice in their everyday lives.

We’ve received comments such as, “I’ll plan my meals with 350g of vegetables per day in mind,” or “I learned about the broad appeal of vegetables and how to enjoy them at the dinner table,” indicating that this program conveys the appeal of vegetables.

Tamago Star

In FY2019, we started the internal certification program “Tamago Star.”

We will increase the number of people across the entire Kewpie Group who can talk about eggs, and we are aiming to become the “Leading Company for Eggs.”

Tamago Star is accredited to those who have attended a study session for correctly communicating knowledge about eggs and have acquired 3-Star Tamarie certification (Nihon RangyoKyokai Association).

Going forward, those accredited will take on the role of awareness-raising activities to communicate the appeal of eggs, both inside and outside the company.



We are partnering with The University of Tokyo Institute of Gerontology, and participating in food consortiums. We are working with other companies and local governments based on the three pillars for lifelong health, and we have also begun working towards the creation of a frailty prevention industry in collaboration with industry, government, and academia.

Topics

Carried out a joint study with Matsumoto City in Nagano Prefecture, and Matsumoto University

A healthy life expectancy is strongly related to diet, and to prevent lifestyle-related disease, it is said we need to avoid salt and ensure to eat plenty of vegetables.

That is why, to make healthy diet recommendations, we carried out a study with Matsumoto City, Nagano Prefecture with its longevity and high intake of vegetables in the diet and health of its citizens.

Along with the analysis of the study, we are carrying out joint research with Matsumoto University about how eating salad (vegetables) and eggs is related to health awareness, motor function, and well-being.

Looking ahead, based on these results, we will make presentations at academic conferences and provide healthy diet recommendations.



Explaining the research to the participants

Initiatives Toward Children

Using ingredients such as wheat-free soy sauce, we are developing baby foods that do not contain the seven common food allergens.

Our Mame-Katsu® Campaign

Beans are a well-balanced form of nutrition, but many children are not used to eating them. When eating school lunches, children often leave beans on their plates because they don't like the texture. Since 2016, Kewpie has been providing educational materials for elementary school nutrition lessons to tell children about the goodness of beans and make them more likeable. We also suggest school meal plans incorporating beans to help children get into the habit of eating this nutritious food.

Food Allergy Initiatives

In recent years food allergies have been on the rise in Japan and other developed countries, and we believe this is an important issue for food manufacturers to address. We are engaged in various efforts to enable more people to enjoy their food.

Ingredient Labelling

Focused on providing easy-to-understand labeling to its customers at a glance, Kewpie provides a summary of the allergens included in its products (the seven legally specified ingredients and 20 items recommended for labelling). Our baby-food products include labelling on the front listing use of seven highly critical or prevalent food allergens: eggs, dairy, wheat, shrimp, crab, buckwheat, and peanuts.



Baby Foods Free of Seven Common Food Allergens

We are developing baby foods that do not contain the seven common food allergens, using ingredients such as wheat-free soy sauce.

Egg-Free Mayonnaise-Type Condiments

In spring 2014, to cater to students with egg allergies Kewpie launched an egg-free mayonnaise-style condiment for commercial use in school meals. After it went on sale, we perceived a growing household need for such products and in February 2015 we launched an egg-free mayonnaise-type condiment on the consumer market. We will continue contributing to better diets by creating products that society needs.



Egg Allergy Prevention through Eating

Food allergies cause reactions such as hives and breathing difficulties, and egg allergy is thought to be especially common in babies. Previously it was thought that consumption of foods causing allergies should be avoided, but recent research* has revealed that starting to feed babies small amounts soon after they are weaned is an effective way of preventing the onset of allergies.

The Kewpie Group is working with specialist medical institutions to study ways of using less allergenic eggs created by heating, etc. and linking their use to safer diagnosis, treatment, and prevention of egg allergy. We will continue to support the discovery of new methods for diagnosis, treatment, and prevention.

* In 2016, the National Center for Child Health and Development presented the results of research on egg allergy prevention. A study of 121 infants suffering from atopic dermatitis showed that with proper skin treatment, the incidence of egg allergy at one year of age in babies that ate small quantities of powder made with heat-treated eggs from the age of six months was 8%, compared to 38% for babies that did not eat the powder, demonstrating the effectiveness of this technique.



Less allergenic egg ingredients created by heat treatment.

Initiatives in Medicine

Kewpie's fine chemicals business provides a variety of food, cosmetics, and pharmaceutical products, including the acetic acid bacteria enzymes created as a result of our vinegar-related research as well as egg yolk lecithin and lysozyme. Researched for over 30 years, hyaluronic acid is a core material in the business, and Kewpie has the largest domestic sales volume according to the 2017 Fuji Economic Survey.

Kewpie is the only manufacturer in Japan that produces hyaluronic acid in two ways; extracting it from the rooster comb and through microbial fermentation. Making use of our strengths in molecular weight control technology and modification technology, we continue to provide technological support to satisfy the needs of our customers.

Kewpie's hyaluronic acid is used in a variety of pharmaceuticals, including as a material for agents improving joint function, and in medical eye drops. Using the manufacturing and quality control knowhow gained through these initiatives, Kewpie is developing a business focused on the planning and development of medical devices using hyaluronic acid.



Kewpie's first medical device is K Smart, a submucosal injectable for endoscopic therapies

Sodium hyaluronate is used in the endoscopic injectable material, which is a medical device used in endoscopic surgeries to remove cancerous lesions discovered at an early stage in the stomach, esophagus and colon before the cancer spreads beyond the mucosal layer of the gastrointestinal tract. The viscosity of the hyaluronic acid helps to separate the mucosal layer from the muscle layer and by maintaining that state assists in either improving detachment or resecting of the lesion. By helping to treat cancer in its early stages through the use of endoscopes, Kewpie is working to extend healthy life expectancy.

Kewpie also offers products that can be used the day before the test by those taking colorectal exams and visiting medical institutions.

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits
- Health Initiatives >
- Developments that Align with a Global Food Culture >**
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Developments that Align with a Global Food Culture



Having harnessed Kewpie Group management resources to develop a unique business in Japan, we now aim to achieve further growth overseas by applying strengths built up in the domestic market. Through these efforts, we hope to bring healthy diets and our special brand of enjoyment and delight in food to even more customers in Japan and abroad.

While working to understand local lifestyles, culinary traditions, and food cultures to bring us closer to our customers, we will draw on the Kewpie Group values of great taste, kindness, and uniqueness to suggest new ways of eating and new eating scenarios that will contribute to the mental and physical health of people around the world.

Great-Tasting Flavors to Match Local Cuisines

While valuing the taste of our original mayonnaise developed for the Japanese market and manufacturing and selling it overseas too, we are also focusing on development of condiments suited to local ingredients and cuisines.

In China, for example, we have developed a popular sweet mayonnaise that people like to use with fruit salad. We also sell a dressing for a type of vegetable salad widely eaten in Northern China, which is currently our second most popular product in Beijing. We offer great-tasting products worldwide, bringing the flavors of Japan to other countries while also developing products tailored to local needs.



Left: Sweet Type Mayonnaise
Right: Mix Vegetable Salad Dressing

Halal-certified products

Kewpie produces halal-certified products in Malaysia, Indonesia, and Thailand. We sell these products in these three countries and nearby markets, where diets are becoming increasingly westernized. We also sell Kewpie Mayonnaise Japanese Style (halal-certified) in Japan to meet the needs of growing numbers of Muslims and visitors from Islamic countries in recent years.



Kewpie Mayonnaise Japanese Style
(halal-certified)

Supplements Enriched with Eggshell Calcium

In Vietnam, osteoporosis is on the rise and calcium deficiency is a public health issue. After conducting basic research on Vietnamese women in partnership with the National Institute of Nutrition in Hanoi, we used the results to develop nutritionally enriched supplements containing eggshell calcium (calcium carbonate derived from eggshells), which Kewpie Vietnam began selling in December 2017. Rice is the staple of the Vietnamese diet, and these supplements enable people to consume more calcium simply by adding it when boiling rice. We market the same product in Japan under the name "Genki na Hone" (healthy bones).



Left: Sachet type (10 x 10 ml sachets)
Right: Bottle type (1 L)

Overseas Dietary Education

As Kewpie's international business grows in scale, it exercises greater influence in the countries and regions where we operate. Our overseas Group companies engage in CSR activities that have become well established locally. We conduct various dietary education initiatives aimed at helping to improve people's lifestyles and health in the regions where we do business.



Sampling promotion in a Vietnamese rice store.

Example of Overseas Dietary Education Activity

Malaysia

With the National University of Malaysia, we jointly conducted activities to have people gain accurate knowledge of dietary effects, for example the fact that mayonnaise consumption does not change cholesterol levels in healthy individuals. We also conduct ongoing activities to reduce child obesity through vegetable consumption, including sandwich workshops for elementary school pupils.

China

In a similar project, we are working with Shanghai Ocean University to conduct educational activities to disseminate accurate knowledge about cholesterol. Our joint research lab also trains research technicians in nutrition science and food science. In fiscal 2017, two of our companies in China (Beijing and Hangzhou) welcomed a total of 4,600 members of the public on factory tours.

Vietnam

As well as importing baby food from Japan, Kewpie Vietnam conducts educational activities to improve basic knowledge of weaning and foods for weaning babies. By launching supplements enriched with eggshell calcium, the company has worked with the National Institute of Nutrition in Hanoi on health maintenance and promotion initiatives including improvement of physique and bone density among the Vietnamese population.

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles
- Initiatives for Diversity >
- Initiatives for Human Resources Development >
- Initiatives for Health-based Management and Occupational Health and Safety >
- Initiatives for Work Style Reform and Work-Life Balance >
- Initiatives for New Challenges >
- Initiatives for Respect for Human Rights >
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >

Initiatives Toward People and Working Styles

The Kewpie Group will develop a framework for empowering a diverse range of talent to transition to a structure that realizes sustainable growth. We will increase the experience and skills of each individual by promoting various initiatives including mobilization of the Group's human resources in line with the new business framework, expansion of place to learn, and greater career awareness. In addition to improving the ability to respond to changes in the social environment and risks by leveraging the perspective and know-how of each individual, we will work to reinforce the comprehensive strengths of the Kewpie Group while sharing the real sense of "RAKU-GYOU-KAI-ETSU," through which employees work with a sense of reward.

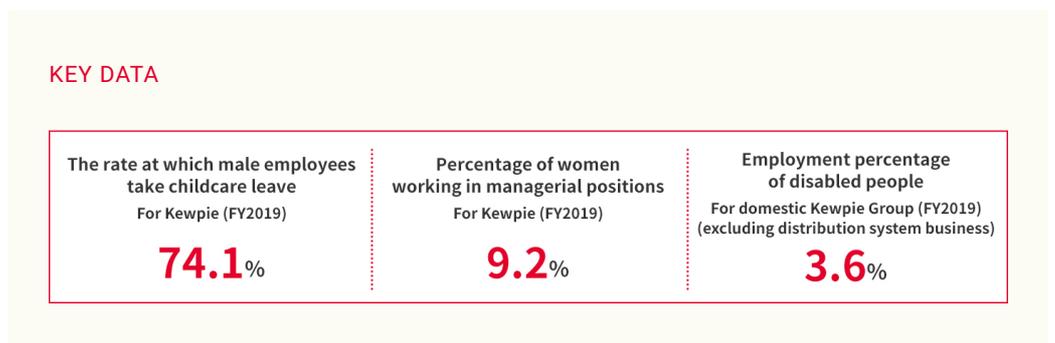


Important Human Resources Development Indices

- Increase the percentage of women working in managerial positions to 18% by 2024, and 30% by 2030. (For Kewpie alone)

FY2019 Actual

- Percentage of women working in managerial positions: 9.2%



➤ Initiatives for Diversity



➤ Initiatives for Human



➤ Initiatives for Health-

Kewpie Reports >

GRI Standards Content Index >

ESG Data Sheet >

History of Our Social and Environmental Activities >



▶ Initiatives for Diversity

The Kewpie Group promotes diversity so that a wide variety of people can flourish in the Group.



▶ Initiatives for Human Resources Development

The Kewpie Group supports career development through training and self-development programs.



▶ Initiatives for Health-based Management and Occupational Health and Safety

The Kewpie Group has engaged in *Kenko Keiei* (Workshop for the Management of Health on Company and Employee) since fiscal 2016.



▶ Initiatives for Work Style Reform and Work-Life Balance

The Kewpie Group is engaged in the realization of a work-life balance whose major aim is for each of its employees to be able to grow and lead a rich life.



▶ Initiatives for New Challenges

The Kewpie Group is engaged in the development of systems for the creation of innovation and the creation of a new culture in the form of working style innovations.



▶ Initiatives for respect for human rights

As a member of the international society, we respect human rights without ever engaging in harassment or discrimination.

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles
- Initiatives for Diversity >
- Initiatives for Human Resources Development >
- Initiatives for Health-based Management and Occupational Health and Safety >
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- Initiatives for Respect for Human Rights >
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >

Initiatives for Diversity

Approach to Diversity

With diversity as the basis of its growth, the Kewpie Group respects the individuality and willingness to grow of each of its employees around the world. The Group strives to create a corporate culture in which each employee can work to the best of their abilities.

Given the importance of each employee supporting diversity through the adoption of an understanding stance and actively engaging in dialogue, we have established the following three guidelines.

1. Listen to every person you work with
2. Actively express your own opinions and engage in lively discussion
3. Participate in various forums and make opportunities to interact with members you do not usually meet

Status of measures designed to promote diversity

The promotion of diversity at the Kewpie Group aims to foster a corporate culture that accepts diversity, and to allow Group employees to leverage their potential.

In order to foster a corporate culture that accepts diversity, we are introducing a series of activities aimed at raising awareness, and are implementing work-style and other reforms, while augmenting existing programs to make it easier for each employee to work.

With the goal of realizing a Group in which employees can leverage their potential, we are promoting training activities for female managers, and implementing measures aimed at allowing all employees, including those with disabilities, senior employees, and non-Japanese employees, to work to the best of their abilities.

As of FY2019, the percentage of women working in managerial positions across the Group was 7.9%, and for Kewpie alone, it was 9.2%. By FY2021, to bring the percentage of women working in managerial positions up to 12% for Kewpie alone, we are implementing training policies for female general employees. Along with this, we are promoting the shift from regional employees to general employees by introducing a general employee system that does not include transfers that come with changing residence, as well as putting effort into the enhancement of work-life balance support systems.

Fostering a corporate culture that embraces diversity

Towards the promotion of diversity across the entire Kewpie Group, we have set diversity goals for each department, and we are implementing initiatives.

Kewpie Reports >

GRI Standards Content Index >

ESG Data Sheet >

History of Our Social and Environmental Activities >

Also, since FY2017, we have been carrying out diversity surveys at Kewpie alone. We are checking employees' understanding of diversity and the progress of each department, then reflecting this in our policies.

Initiatives towards understanding diversity

As initiatives to help employee understand and accept diversity, we hold seminars by instructors from both inside and outside the company about various themes, including the basic knowledge of diversity, unconscious bias, and LGBT. Our goal is to create a corporate culture where employees accept each other's individuality and where growth is mutually encouraged as a result of each employee gaining insights and new knowledge about diversity.

Also, by holding dialogues about diversity led by mainly executives and management, we are sharing the Group's "Diversity Management" philosophy.



Many employees are proactively attending the seminars.

Allowing Group Employees to Leverage Their Potential

Study Sessions for the Group's female managers

All female managers in the Group assemble together to participate in lectures given by Kewpie executives, study groups about the Company's philosophy, and working groups. The aim is to create networks for female managers and deepen their required knowledge about management positions, while giving them the confidence to contribute to the management position by exploring novel management methods and taking the next step toward their goals.

Step-up training for young local employees

Young Group employees in other regions, including those working within limited areas and work scope, are offered selective education and training opportunities. They learn about the Group's management strategy, mission, business, and production bases, whetting their appetite for growth and gaining growth opportunities to aim for management positions and job transfers.

Global Training

Overseas training has been implemented in the Asia region for mainly younger employees and mid-tier employees since fiscal 2017 in a bid to bestow employees with the ability to develop markets overseas that are necessary for the

sustained growth of business and to create new businesses in countries with different cultures and backgrounds.

At overseas-related companies*, most employees participate in local skills training courses and attend courses in Japan about the mission and specialty skills, centered on locally hired employees in management positions.

* A total of 11 companies, two in America, three in China, and one in Thailand, Malaysia, Vietnam, Indonesia, the Philippines, and Poland.



Training for employees from overseas Group companies held in Japan

Approach Toward the Employment of Persons with Disabilities

As with all its employees, the Group aims to create environments in which those with disabilities can demonstrate their individual potential as well as experience the joy of work and the purpose of life. In support of this aim, employment of persons with disabilities is not undertaken at the Group level. Instead, Kewpie and the individual Group companies in each region, including special subsidiary companies, employ such individuals independently, thereby creating diverse employment opportunities in a broad range of communities.

As of December 1, 2019, persons with disabilities accounted for 3.6% of all employees in the Kewpie Group in Japan (excluding the logistics systems business).

Trends in the ratio of employment for persons with disabilities (percentage of total employees as of December 1, 2019)

| 2015 | 2016 | 2017 | 2018 | 2019 |
|-------|-------|-------|-------|-------|
| 2.69% | 3.02% | 3.30% | 3.54% | 3.60% |

Subject: Kewpie Group in Japan (excluding logistics system business)

Initiatives at Group Companies

The production plants in the Egg Products business and the Delicatessen Products business are actively promoting the employment of persons with disabilities. All of the Kewpie Egg Corporation's 24 plants around Japan are actively employing persons with disabilities, achieving an employment ratio of 5.74%. The Narita Plant's ratio of employment of persons with disabilities stood at over 16.98% as of December 1, 2019. Kewpie Ai, a special subsidiary company, promotes the employment of those with disabilities in a wide range of operations, including in-house logistics, cleaning, as well as the production and distribution of sales promotion materials.

Top > Sustainability > Initiatives Toward People and Working Styles > Initiatives for Human Resources Development

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles >
- Initiatives for Diversity >
- Initiatives for Human Resources Development >**
- Initiatives for Health-based Management and Occupational Health and Safety >
- Initiatives for Work Style Reform and Work-Life Balance >
- Initiatives for New Challenges >
- Initiatives for Respect for Human Rights >
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >

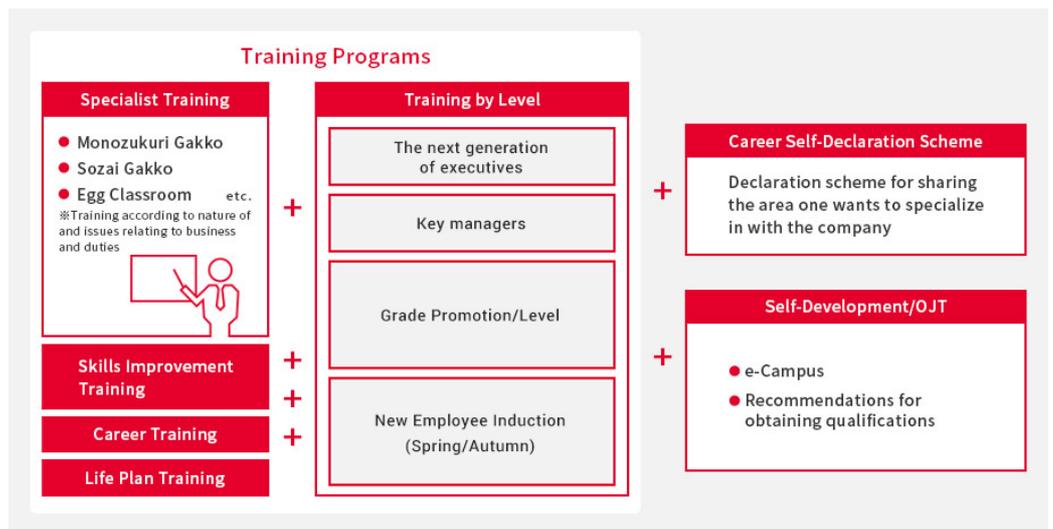
Initiatives for Human Resources Development

Approach to Human Resources Development

Under its corporate motto of "RAKU-GYOU-KAI-ETSU," the Kewpie Group encourages the individual growth of each of its employees in their daily activities and also supports their career development through training and self-development programs.

Number of training participants in fiscal 2019

| | |
|---|--------------|
| Organized by Human Resources Development Center | 2,760 |
| Monozukuri Gakko (Manufacturing School) | 864 |
| Sozai Gakko (Delicatessen School) | 432 |
| Organized by Kewpie Egg Corporation | 239 |
| Organized by Personnel Affairs Division | 301 |
| Total | 4,596 |



Kewpie Career Assistance Framework

Personnel Appraisal System That Emphasizes Process

The Kewpie Group has introduced an appraisal system that achieves both the execution of the Group's management strategies and the further growth of the individual. While emphasizing the value of daily process, we will reinforce the following three points.

1. Encourage the individual to take on challenges and achieve results
2. Expand OJT to realize a heightened sense of growth
3. Gain a sense of the importance of the corporate philosophy of the Kewpie Group and put them into practice

Putting into practice actions that will lead to results that are true to the Kewpie Group through Group cooperation, with this appraisal system that emphasizes process as the pivotal axis, will lead to the growth of each individual employee.

Award Schemes

At Kewpie, as a way to create a culture of active challenge and learning and to assist our employees in their career development, we have established a variety of award schemes, including the Qualifications Award. We periodically review the types of qualifications and accreditations that are eligible for the Qualifications Award.

- Qualifications Award
- President's Award
- Invention Award
- Kewpie Research Paper Award
- Kewpie Start Up Program

Career Support

In the Kewpie Group, in addition to encouraging individual growth by enhancing our specialist training and self-development programs, we support our employees in realizing their own careers with the Career Self-Declaration Scheme. In this scheme, employees share with the company and their supervisors their hopes and dreams for their work and the path they hope to follow. Our human resources development programs, such as the Corporate Philosophy Training program, are available to all Group employees, including part-time and contract employees.

Employment Data

Employees

| | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|--|--------|------------|------------|------------|------------|------------|
| Regular/ contract employees | Male | 1,385 | 1,381 | 1,388 | 1,382 | 1,335 |
| | Female | 1,135 | 1,129 | 1,135 | 1,126 | 1,112 |
| Part-time/ other (average for period) | Male | 314 | 303 | 270 | 243 | 233 |
| | Female | 649 | 623 | 583 | 531 | 505 |
| Average age | Male | 41.6 years | 42.2 years | 42.5 years | 43.0 years | 43.3 years |
| | Female | 33.4 years | 34.3 years | 35.2 years | 35.9 years | 36.6 years |
| Average years of service | Male | 16.3 years | 16.8 years | 17.1 years | 17.5 years | 17.8 years |
| | Female | 9.3 years | 10.0 years | 10.7 years | 11.3 years | 11.9 years |

Figures are for Kewpie Corporation. *Average age and average years of service are for Kewpie regular employees

Trends in employee numbers

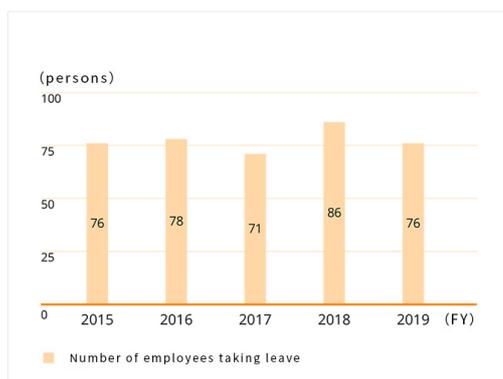
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Number of employees | 3,483 | 3,436 | 3,376 | 3,282 | 3,185 |
| Permanent employees | 2,520 | 2,510 | 2,523 | 2,508 | 2,447 |
| Average temporary employees | 963 | 926 | 853 | 774 | 738 |
| Group employees | 24,997 | 25,245 | 26,380 | 24,651 | 24,856 |
| Permanent employees | 13,478 | 14,095 | 14,924 | 14,808 | 15,452 |
| Average temporary employees | 11,519 | 11,150 | 11,456 | 9,843 | 9,404 |

Number of new graduate recruits

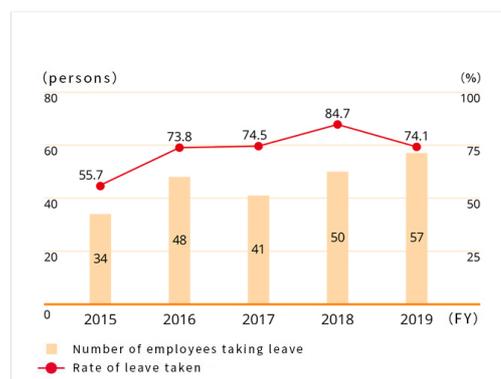
| FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 |
|--------|--------|--------|--------|--------|--------|
| 57 | 41 | 49 | 50 | 50 | 53 |

Figures are for Kewpie Corporation career-track positions.

Parental Leave Taken



Female employees



Male employees

Figures are for Kewpie Corporation.

* For men, parental leave taken is counted not in the year it was taken but in the year the child was born.

* Rate of leave taken: Ratio of employees who took parental leave compared to the number of employees who had a child in the year in question.

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles
- Initiatives for Diversity >
- Initiatives for Human Resources Development >
- Initiatives for Health-based Management and Occupational Health and Safety >**
- Initiatives for Work Style Reform and Work-Life Balance >
- Initiatives for New Challenges >
- Initiatives for Respect for Human Rights >
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >

Initiatives for Health-based Management and Occupational Health and Safety

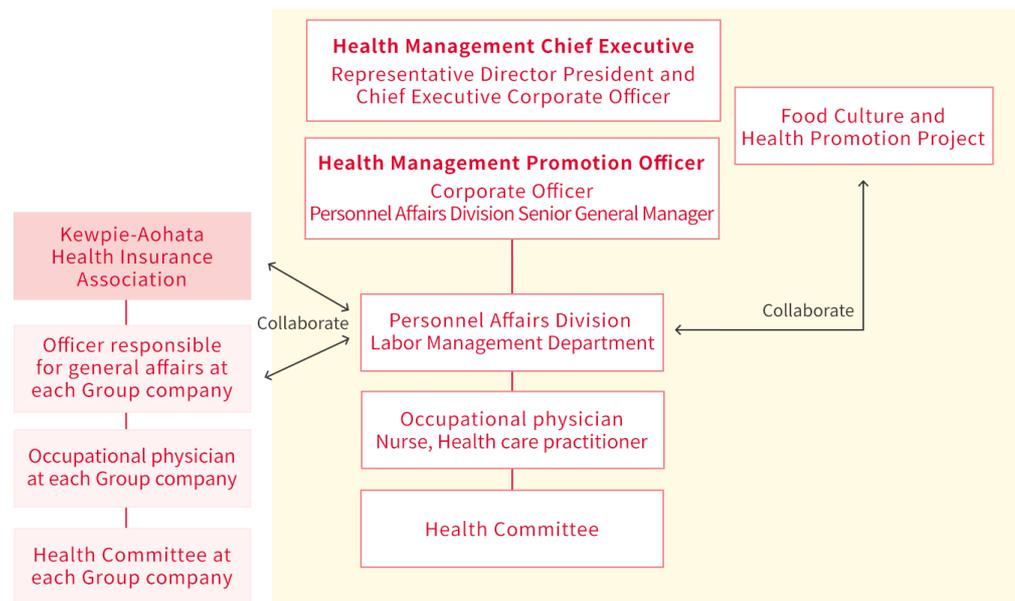
The Kewpie Group Health Statement

The Kewpie Group has worked diligently to contribute to people's health through food, on the basis of our corporate aim; to continuously contribute to the food culture and health of the world through "great taste, empathy, and uniqueness". In addition, we believe that the growth of our business and contributions to society depend on each and every member of our Group engaging in corporate activities with vitality, in a good mental and physical state.

The Kewpie Group will continue to contribute to people's health through food, while maintaining a serious and supportive stance toward the health of our employees and their families.

1. Improving people's health through salads and eggs
We will put forward dietary lifestyles that are tasty, enjoyable, and conducive to maintaining good health, by using the technologies we have attained through popularizing the food culture to eat vegetables as salads, and the promotion of highly nutritious egg menus.
2. Improving the health of employees and their families through self-care
In addition to supporting employees and their families in efforts to improve their own health, we will endeavor to raise awareness of health issues.

Health Management Promotion System



□ Kewpie Corporation

To promote and maintain the health of Group employees, from October 16, 2019, we made our two offices within Tokyo (Shibuya, Chofu) non-smoking during work hours. Also, on April 1, 2020, we removed on-site smoking areas, making the entire site smoke-free.

We are working on creating a smoke-free work environment that includes all Group offices. Also, since 2017 we have been strengthening our support for employees who will give up smoking, and we are encouraging them to take up the challenge. For example, we subsidize co-pays for smoking cessation clinics and smoking cessation medication (clinics up to ¥10,000 and medication up to ¥5,000), and we are providing commemorative gifts to those who have succeeded in giving up smoking by themselves.

Prevention and management of global health issues

Along with the expansion in foreign business, the number of expatriates has also increased. Expatriates take annual physical examinations, and are given advice as necessary by nurses. We are also supporting their mental health with interviews and stress checks three months after their assignment.

Women's health and gynecologic cancer detection

On October 3, 2019, we invited a female doctor and held a seminar about women's health, which had a particular focus on cancer with a high probability of affecting women of working age. (There was also a live telecast to all locations in Japan.)

From November to December 2019, we held group screenings for gynecologic cancer detection at our two offices in Tokyo (Shibuya and Chofu). It was our first attempt; however, 30% of female employees took the screening, leading to a better understanding of cancer detection.

Participation in health improvement campaigns

At the Kewpie-Aohata health insurance association, we ran a health improvement campaign for two months from May. From FY2018, we introduced a tournament between offices to these activities to encourage lifestyle improvement. All locations, including Group companies, are taking part. In FY2019, 7,378 employees attended, equivalent to 61%, and over 80% achieved the goals they set. Also, in FY2020, we continue to promote initiatives to improve daily activities, exercise, and diet.

Distributing information useful for health

Kewpie in fiscal 2018 began distributing to all locations an "Information Useful for Health" publication that can be used during workplace morning meetings and monthly health committee meetings. Topics are tailored to employee interests and seasonal concerns, including bone density, mental health, and heat stroke. Presentation materials include explanatory text, with content that can be also be posted.

My Health Declaration

"My Health Declaration," started by the Kewpie directors and/or audit & supervisory board members in FY2016, is where each employee writes and displays their declaration to spend the year healthily. In FY2017, this expanded to include the presidents of each Group company and employees of Tokyo offices (Shibuya and Chofu). From FY2018, all locations, including Group companies, are taking part. For FY2020, the declaration was set as initiatives that extend healthy life expectancy, and already over 10,000 employees have made declarations.

Health Events

For all employees to enjoy and feel the benefits of exercise, and to make exercise a habit, in FY2020, we are holding exercise events every month at our two Tokyo offices (broadcast to all offices in Japan.) We had employees receive practical guidance on training that can be done at home or in the office (muscle training and stretching) and the correct way to walk. By influencing both diet and exercise, this will lead to the prevention of lifestyle-disease, frailty, and locomotive syndrome, and prevention of falling accidents.



Approach to Occupational Health and Safety

At the Kewpie Group's production plants, safety officers, who report directly to the General Manager of the Kewpie Production Division, play a central role in our endeavors to create comfortable workplace environments, in which employees can spend a safe and healthy working life. We strive to prevent accidents and raise safety awareness mainly through the following actions.

1. Safety audits of all production plants (75 in Japan, 12 overseas)
2. Group Safety Meeting
3. Sharing of accident information horizontally across the Group

Group-Wide Preventive Safety Initiatives

The Kewpie Group has pursued preventive safety activities since 2004. Through the following three actions, we aim to lower risks to an acceptable level and to build a culture of Safety First.

1. Risk assessments
2. Education based on the Safety Education Manual
3. QBSS (Kewpie Blue-flag Safety Standards) inspections and rectification

Trends in occurrence of lost-time workplace accidents (tallied at end of April each year)

| | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|------------------------------|--------|--------|--------|--------|--------|
| Lost-time accidents | 12 | 7 | 17 | 24 | 13 |
| Frequency rate* ¹ | 0.56 | 0.35 | 0.76 | 0.99 | 0.62 |
| Severity rate* ² | 0.018 | 0.013 | 0.027 | 0.034 | 0.038 |

Kewpie Group Japanese plants

*1 Frequency rate = Number of deaths and injuries from workplace accidents / total number of actual hours worked x 1,000,000

*2 Severity rate = Number of work days lost / total number of actual hours worked x 1,000

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles
- Initiatives for Diversity >
- Initiatives for Human Resources Development >
- Initiatives for Health-based Management and Occupational Health and Safety >
- Initiatives for Work Style Reform and Work-Life Balance >**
- Initiatives for New Challenges >
- Initiatives for Respect for Human Rights >
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >

Initiatives for Work Style Reform and Work-Life Balance

Approach to Work Style Reform and Work-Life Balance

The Kewpie Group is pursuing the realization of a work-life balance through work style reform that will enable all of our employees to grow and lead rich lives.

Work style reforms

Beginning in fiscal 2017, each department has worked to set goals aimed at improving productivity and creating an environment in which it is easy to work as part of the company's "Work Style Reform Challenge Activities."

Basic measures at Kewpie (objectives set according to individual division's circumstances)

- Set no-overtime days
- Meetings to finish by 5:00 p.m.
- Do not make in-house inquiries after 5:00 p.m.
- Total lights-out of office

Along with these basic measures, such as setting times for all lights in the office to be turned off, other measures, such as the introduction of flex-time and work-from-home, that suit the circumstances of each workplace have also been implemented, fostering an awareness and culture of the efficient use of time. As a result of these measures, overtime hours have been reduced by about 20% compared to 2016.

Flexible work styles

We are promoting the effective use of time using flexible working hours and staggered work shifts, and promoting work styles where work is not confined to a particular place and can be conducted at a satellite office or via telecommuting.

To advance this, we are improving facilities, including by installing video conferencing equipment or by loaning personal computers to those at satellite offices.

Improvement of office productivity

We are pursuing a range of initiatives to improve office productivity, including raising the quality of meetings, offering study sessions for computer skills, and sharing success stories among departments.

Improvement of office productivity

We are pursuing a range of initiatives to improve office productivity, including raising the quality of meetings, offering study sessions for computer skills, and sharing success stories among departments.

To raise the quality of meetings, we are scrutinizing content and shortening meeting times, while also working to further improve their effectiveness by posting the Five Commandments of Meetings, which include passing out materials in advance, in the meeting rooms.

Birth and parenting assistance initiatives

At Kewpie Corporation headquarters, production plants, and branches, employees returning to work after caring for children attend seminars and interviews with their supervisors before their return. We have also promoted the taking of parental leave by men, with 74.1% of male employees with new babies taking advantage of parental leave in fiscal 2019.



Parental leave guide



Child-rearing support website

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles
- Initiatives for Diversity >
- Initiatives for Human Resources Development >
- Initiatives for Health-based Management and Occupational Health and Safety >
- Initiatives for Work Style Reform and Work-Life Balance >
- Initiatives for New Challenges >
- Initiatives for Respect for Human Rights >
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >

Initiatives for New Challenges

The Kewpie Group is actively fostering a culture for the creation of new challenges by promoting wide-ranging research and development of mayonnaise, dressings, and even eggs and vegetables, and pursuing systems for the creation of innovations in products and reforming working styles. While also taking advantage of outside help, we use Group cooperation to create new value and respond to the expectations of our stakeholders.

Kewpie Start Up Program

We have established the Kewpie Start Up Program with the aims of realizing individual employees' ideas and creating new businesses. Participants in the program have the opportunity to form networks of mentors that transcend divisions, which will help them upgrade their skills and advance their careers.

Ideas from the Kewpie Start Up Program

The Kewpie Group has conducted continuous research into vinegar, one of the main ingredients of mayonnaise. YOITOKI is the first product in the world to come from technologies for culturing acetic acid bacteria in large volume.



Food with function claims "Diare"

"Diare" is a supplement made from a blend of acetic acid bacterium GK-1 and GABA. After releasing "YOITOKI" where we ascertained a new possibility for the acetic acid bacterium used in vinegar production for people who drink, under the same theme of acetic acid bacterium but with a different approach from "YOITOKI," we started research into health benefits. As a result, in 2018, "Diare" was chosen using an in-house competition system.



The acetic acid bacterium GK-1 is reported to reduce nasal discomfort caused by pollen, dirt, and house dust. "Diare" was the first food with function claims to be approved to show "pollen" as a causative agent for nasal discomfort.

Plan to open "Fukaya Terrace Vegetable Friends Farm"

In Fukaya city, Saitama Prefecture, we are proceeding with the commercialization of a complex under the concept of "Be inspired by and grow to like vegetables!" Making use of Kewpie Group's expertise regarding vegetables and eggs, together with the community, we will provide resources that show the appeal of enjoying vegetables.

Innovations in Working Styles

The Kewpie Group is pursuing innovations in working styles with a dual focus on "creating new connections" and the "simplification of processes." In addition to raising individual productivity, by creating synergies that transcend the boundaries of departments, divisions, and companies, we will make proposals for new food and dietary ideas to customers and business partners with the aim of the growth of individuals and companies.



Speedy product development made possible by working style innovations

K Blanche, an alcohol disinfectant kitchen spray containing proprietary egg-derived ingredients, was launched in October 2016. Thanks to the working style that "creates new connections," a diverse range of team members were able to hold timely, lively conversations, leading to speedy product development.

Sustainability

| | |
|--|---|
| Sustainability | > |
| Top Message | > |
| Governance | + |
| Sustainability Management | + |
| Stakeholder Engagement and Outside Evaluation | + |
| Initiatives Toward Creating Healthy Eating Habits | + |
| Initiatives Toward People and Working Styles | |
| Initiatives for Diversity | > |
| Initiatives for Human Resources Development | > |
| Initiatives for Health-based Management and Occupational Health and Safety | > |
| Initiatives for Work Style Reform and Work-Life Balance | > |
| Initiatives for New Challenges | > |
| Initiatives for Respect for Human Rights | > |
| Initiatives Toward a Society Focusing on Dietary Education | + |
| Environmental Initiatives | + |
| Disclosure Policy | > |

Initiatives for Respect for Human Rights

Policy for Respect for Human Rights

The Kewpie Group, as a member of the international society, will comply with “respect for human rights,” listed in the Group Policies. Also, we will never engage in harassment or discrimination on the basis of race, nationality, religion, sex, age, or physical and mental disabilities, and we strive not to be involved in any infringement of human rights. We also comply with the laws of each country and region. We respond to negative impacts on human rights through our business, products, or services, and we take appropriate measures for prevention, reduction, and correction. Also, we will continuously work to address this with an awareness that human rights risks can change over time with the expansion of business.

> [Respect for Human Rights](#)

Human rights management structure

To face the wide-ranging human rights issues across the whole Kewpie Group, we have set up a consulting and reporting helpline to discover and correct violations within the internal control system. In the case of violations, we take preventative measures after consulting with the department responsible. Based on the idea of respecting human rights, we have conducted activities for employees to raise their awareness regarding various types of harassment and conduct training for management with the aim of harassment prevention.

Respect for the human rights of employees

Employees of various nationalities are working at the Kewpie Group. We are aiming for a workplace environment where all employees respect human rights without discrimination and harassment. Every two years, we carry out an “Employee Awareness Survey” for all employees. The objective of which is to ascertain awareness and understanding of compliance and the review of job satisfaction and considerations of corporate social responsibility. Employees are given feedback on the results of the survey. We also identify the existence of human rights violations and roadblocks for the complete permeation of compliance, and reflect this in e-learning and employee training programs.

Helpline operation

- In FY2019, there were 28 reports or consultations to the helpline.
- They were mainly reports/consultations concerning harassment and some were regarding deficiencies in workplace support.
There were no reports regarding fraud.
- Our response is to investigate the facts, if there are violations, to take countermeasures, consult with the department responsible about prevention measures, then implement said measures. In cases that are not considered violations, but there is inappropriateness in behavior or response, we aim to correct the situation using warnings, thus improving the workplace environment.
- From the perspective of safeguarding the informant, we prohibit inquiries into, and the pursuit of, or retaliatory actions towards informants. We promote proper implementation by checking that there has not been any retaliation or penalties imposed on the informant after a certain period of time.

Respect for human rights across the supply chain

At the time of expanding business, while it is required to ascertain the various human rights issues and take appropriate action with consideration, we are addressing respect for human rights across the whole supply chain. In 2018, for respect for human rights across the whole supply chain, we drew up the “Kewpie Group Fundamental Policy for Sustainable Procurement” in which “Advocate human rights, do not conduct discriminatory behavior or inhumane treatment, and do not be involved in human rights infringements,” was stipulated, and we declared that we would address these policies together with our suppliers.

> [Fundamental Policy for Sustainable Procurement](#)

Respect for human rights with regard to products

Kewpie manufactures products that have obtained halal certification in Malaysia, Indonesia, and Thailand. We sell these products in the above and surrounding countries, where the westernization of food is continuing. In Japan as well, so that the increasing numbers of Muslims and people from Islamic nations visiting Japan can eat with peace of mind, we are also selling “Kewpie Mayonnaise Japanese Style (Halal Certified).”



Kewpie Mayonnaise Japanese Style (Halal Certified)

Top > Sustainability > Initiatives Toward a Society Focusing on Dietary Education

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education -**
- Contributing to Society through Food >
- Contributing to Local Communities >
- Cultural Contribution >
- Other Social Contribution Activities >
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Initiatives Toward a Society Focusing on Dietary Education

As a corporate group that manufactures and sells foods essential to people's lives, Kewpie aims to contribute to healthy and enriching lifestyles.

We engage in social contribution activities to operate in greater harmony with local communities, chiefly by continuing for a long period of time, helping numerous people, and maintaining strong community ties.

Primarily by working together with local governments and regional NGO and NPO organizations, we strive for improved harmony with society and the local community and aim to bring about an improved society through food.



Material issue: Mental and Physical Health Support for Children

Sustainability Targets

- By 2030, we will bring over one million smiles to children that participate in the Group's dietary education activities (Cumulative total from 2019)

FY2019 Actual

- Number of smiles from children who participated in dietary education activities: 101,000

KEY DATA

| | | |
|---|---|---|
| <p>Number of Factory Tour and Mayo-Terrace Visitors Target: For eight factories in Japan and the Mayo-Terrace (FY2019)</p> <p>88,147 people</p> | <p>Number of Mayonnaise Classes held Number of participants: 14,125 (FY2019)</p> <p>315 times</p> | <p>Kewpie Miraitamago Foundation Number of organizations supported (FY2019)</p> <p>70 Organizations</p> |
|---|---|---|

Kewpie's Social Contribution Activities



➤ Contributing to Society through Food

As a food manufacturer, we devote particular effort to food-related social contribution activities centered on dietary education.



➤ Contributing to Local Communities

Throughout the Kewpie Group, we cooperate with and contribute to local communities in Japan and around the world.



➤ Cultural Contribution

We support activities that enable people to lead healthy and enjoyable lives through cultural endeavors including song and dance.



➤ Other Social Contribution Activities

Learn more about Kewpie's other social contribution activities, including our longstanding involvement in the Bellmark campaign and our donation programs.

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education -
- Contributing to Society through Food >**
- Contributing to Local Communities >
- Cultural Contribution >
- Other Social Contribution Activities >
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Contributing to Society through Food

The child-raising environment is undergoing major changes amid trends such as the shift towards nuclear families, households where both parents work, and single-parent families. Child poverty has also emerged as an issue in recent years, and there is a growing need for multi-faceted child-rearing support. Establishing healthy dietary habits during childhood fosters a healthy personality, forming the basis for lifelong health. Meanwhile, it has become an important social challenge to extend healthy life expectancy as societies age, in order to improve individual quality of life and prevent social losses. In the aim of resolving issues such as assuring mental and physical health for children and extending healthy life expectancy, the Kewpie Group helps to create better societies through both its business activities and social contribution initiatives focused on dietary education.



Dietary Educational Activities

The Kewpie Group conveys food safety and security and the enjoyment and importance of food through food educational activities. We launched "Open Kitchen" factory tours in 1961, and since 2002 we have sent instructors to elementary schools throughout Japan to run "Mayonnaise Classes."

We are also working to provide a wealth of information on food. Our efforts include "Media Library Activities," which include the free distribution of DVDs to schools and consumer lifestyle centers.



Open Kitchen

Kewpie believes that the factory is an extension of the kitchen at home and accordingly calls its factory tours for the general public an “Open Kitchen” tour. We believe these tours present the best opportunity for our customers to see how products are made, to gain a better understand of the products, and to feel more assured about their use.

Kewpie launched Open Kitchen factory tours in 1961. It was rare at the time for food industry companies to open production sites to the public, and our tours were initiated as part of social studies field trips for elementary school students. We now host about 70,000 visitors intent on studying local industry each year.

Support for Food Bank Activities

According to statistics published by Japan’s Ministry of Agriculture, Forestry and Fisheries, around 6.12 million tons of food is wasted per year (estimates in fiscal 2019) in Japan, despite still being edible. Meanwhile, many people struggle to consume adequate meals. Since 2007, the Kewpie Group has supported food bank* activities run by the NPO Second Harvest Japan and donated goods such as mayonnaise, dressing, and jam. In fiscal 2019, nine offices in Japan belonging to three group companies donated to eight food bank groups in several areas.

*Food banks accept factory seconds produced during food manufacturing and provide them free of charge to persons in need and welfare facilities such as foster centers.

Supporting Child Poverty Initiatives through Food

Lifestyles and diets have diversified rapidly in recent years, but this shift has been accompanied by increasingly serious social issues surrounding food, including a decline in food knowledge and interest particularly among the younger generation, the dwindling of mealtime communication, and child poverty. Based on the spirit of contributing to society through food that has driven Kewpie’s business activities since the company was first founded, in April 2017 we established the Kewpie Mirai Tamago Foundation*. Through wide-ranging support for the activities of like-minded groups, we hope to accomplish a level of social contribution not achievable by a single enterprise acting alone. As well as conducting our own dietary educational activities, we take a long-term perspective on creating healthy and sustainable societies.

*Since April 1, 2019, the Kewpie Miraitamago Foundation switched to a Public Interest Incorporated Foundation.



Kewpie Mirai Tamago Foundation, a public interest incorporated foundation

The main focus of this foundation is donating to organizations that create meaningful spaces in which children can relax and gain a stronger sense of belonging through food, such as those devoted to food education and the Kodomo Shokudo Network. Held activity report meetings and lectures from those involved in the management and support of initiatives such as Kodomo Shokudo on the role of children's cafeterias and the importance of hygiene and food education as part of a course on establishing meaningful spaces for children.



Visiting lesson "Mayonnaise Classes" achieved a total attendance of 100,000 children

The visiting lesson "Mayonnaise Classes," which Kewpie has been implementing since 2002 under the objective of conveying the importance and enjoyment of food, achieved a cumulative total attendance of 100,000 children in October 2019.

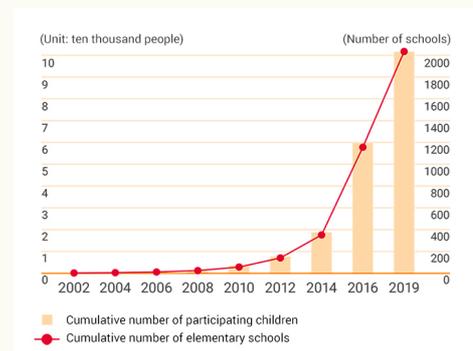
Kewpie Group employees who have obtained the internal certification program "Mayo Star," are involved across the board, from operations to working as teachers.

After learning the secret of mayonnaise and the importance of eating vegetables, children then make mayonnaise by hand and then eat the vegetables dipped in this mayonnaise. In the long-term Group vision "Kewpie Group 2030 Vision" that was drawn up in 2019, one Group "vision" given for 2030 was "A supporter of bringing smiles to children through delicious food."

Going forward, Kewpie will continue to support dietary education activities that communicate the importance and enjoyment of food.



Mayonnaise Classes



The change in the number of mayonnaise classes held at elementary schools and children participating

Sustainability

| | |
|--|---|
| Sustainability | > |
| Top Message | > |
| Governance | + |
| Sustainability Management | + |
| Stakeholder Engagement and Outside Evaluation | + |
| Initiatives Toward Creating Healthy Eating Habits | + |
| Initiatives Toward People and Working Styles | + |
| Initiatives Toward a Society Focusing on Dietary Education | - |
| Contributing to Society through Food | > |
| Contributing to Local Communities | > |
| Cultural Contribution | > |
| Other Social Contribution Activities | > |
| Environmental Initiatives | + |
| Disclosure Policy | > |
| Kewpie Reports | > |
| GRI Standards Content Index | > |
| ESG Data Sheet | > |
| History of Our Social and Environmental Activities | > |

Contributing to Local Communities

The Kewpie Group, as a member of the local and international society, is promoting community-based sustainable activities. Through proactive engagement by employees, we are aiming to continue activities that contribute to the local region.

Community Ties

The Kewpie Group cooperates with local governments to resolve community issues.

Initiatives with Yamagata Prefecture

With the aim of revitalizing the region and improving the quality of life of its citizens, Kewpie in February 2019 signed a comprehensive partnership agreement with Yamagata Prefecture focusing on promoting regional revitalization. The aim is to contribute to the Yamagata Sosei (Yamagata Creation) program through the effective use of the company's resources as well as those of the prefecture.

Content of the comprehensive agreement for cooperation between Kewpie and Yamagata Prefecture

Kewpie and Yamagata Prefecture will work together on the following challenges facing local communities. The parties will cooperate on the study and implementation of specific measures.

Content of the agreement

1. Matters related to the local production and consumption of Yamagata Prefecture agricultural products and the expansion of use
2. Matters related to the promotion of health
3. Matters related to the promotion of food education
4. Matters related to efforts to alleviate childhood poverty
5. Matters related to disaster prevention
6. Other matters related to the promotion of the Yamagata Sosei program

Shibuya Ward Initiatives

In December 2016 Kewpie signed a Shibuya Social Action Partner agreement with the municipal government of Shibuya Ward. The aim of this comprehensive partnership agreement is work together to resolve community issues. Through this agreement, we will cooperate with Shibuya Ward on new initiatives and foster greater harmony with the local community.

Content of the Agreement

1. Support to provide food education and resolve child poverty
2. Support in the health promotion domain in a super-aging society
3. Research and proposal of solutions to issues in the environmental domain (including food wastage)
4. Support provision, planning, and development of communication initiatives to promote cultural and artistic endeavors
5. Support for research and educational activities to achieve diversity
6. Personnel exchange as part of human resource development and training programs



Initiative with the City of Hiroshima

With the aim of revitalizing the region and improving the quality of life of its citizens, Kewpie in March 2018 signed a comprehensive partnership agreement with the City of Hiroshima focusing on promoting regional revitalization. The parties will work together to promote initiatives that make the most effective use of the resources of Kewpie and the City of Hiroshima.

As part of the agreement, Kewpie and the City of Hiroshima will work together to promote the local production and consumption of six large leafy vegetables grown nearby, as well as to increase the daily intake volume of vegetables by the area residents.

As part of PR activities aimed at expanding the consumption of local agricultural products in the City of Hiroshima, Kewpie is promoting at mass retailer tastings and menu proposals so that customers can best enjoy the delicious seasonal vegetables.

Details of the agreement

1. Matters related to promoting local production and consumption
2. Matters related to increasing the consumption of vegetables
3. Matters related to improving health
4. Matters related to the promotion of food education
5. Matters related to disaster prevention

Hiroshima Prefecture Initiatives

Aohata Corporation entered into a comprehensive partnership agreement with the Hiroshima prefectural government in 2013. Under the partnership agreement it has engaged in a wide range of initiatives, including development of original local products (the Setouchi brand), tourism promotion, improvement of services for local residents, promotion of efforts to revitalize the regional economy, health promotion, food education, and enhancement of regional safety and security.

Content of the Agreement

1. Promotion of the Setouchi brand and local products
2. Tourism promotion and dissemination of prefectural government information
3. Educational and cultural promotion
4. Health promotion and food education
5. Environmental measures and recycling
6. Regional safety and security
7. Support for people with disabilities
8. Child-raising support
9. Other efforts to enhance services for residents and invigorate regional society



Products registered under the Setouchi trademark

Initiatives in Fukushima Prefecture

Runs a social contribution program on the theme of "Smiles at Fukushima dinner tables!", which goes beyond existing "Mayonnaise Classes" to focus on building a cycle of local consumption of vegetables produced in Fukushima and using that cycle to create new eating scenarios.

Regional Clean-up Activities

We carry out voluntary clean-up activities in the areas around all of our facilities. Kewpie employees also take part in regular clean-ups of local riversides and shopping precincts.



Educational Support Activities by Group Companies in Japan

As part of its educational support activities, Aohata Corporation delivers presentations and lectures and runs jam-making training in high schools and universities, as well as accepting student interns to provide them with a better understanding of the importance and challenges of work. Donations from Aohata have also formed the basis for establishing the Aohata Scholarship Fund in Takehara, Hiroshima Prefecture, where the company's head office is located. This grant scheme awards scholarships to two new students each year.

Regional Contribution Activities by Overseas Group Companies

At Kewpie Thailand (KEWPIE (THAILAND) CO., LTD.), 2% of profits are budgeted for carrying out activities along the three themes of “the Environment,” “Support for Children,” and “Community Contribution.” This also is in-line with the Saha Group’s corporate policy, our local joint venture. For environmental activities, we are reducing environmental impact through operating solar power systems, recycling water, and promoting the use of biomass fuels, as well as continuously implementing tree-planting activities to retain sources of water. (FY2019: 11,000 trees) In terms of support for children, we provide tuition support for the children of employees, and are maintaining and installing sanitary facilities such as canteens, toilets, and drinking water at local elementary schools. Also, for community contribution, our activities include support for the improvement of living environments in partnership with health authorities, support for daycare centers, volunteer cleaning activities by employees, composting waste residue and distributing this to local residents, and the donation of medical equipment.



Tuition support activities



Waste-derived compost



Water facilities



Maintenance of water facilities

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education -
- Contributing to Society through Food >
- Contributing to Local Communities >
- Cultural Contribution >**
- Other Social Contribution Activities >
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Cultural Contribution

Through art and cultural activities such as song and dance, we will continue to support a happy and healthy lifestyle for all ages.

Mothers' Chorus

Kewpie cosponsors the JCA Mothers' Chorus Festival (organized by the Japan Choral Association [JCA] and the Asahi Shimbun Company) and the Okinawa Mothers' Chorus Festival (organized by the Okinawa Mothers' Chorus Association and the Ryukyu Shimpo Co., Ltd.). These festivals give mothers who are usually busy with chores and work the opportunity to enjoy singing in choirs. We support mothers who ensure the health and happiness of their families.



JCA Mothers' Chorus Festival

Each year around 20,000 singers from some 900 choirs take part in regional festivals around Japan. About 60 choirs are selected to attend a national festival held in a major city, where they showcase the results of their regular practice. This provides an unparalleled performance forum for mothers' chorus enthusiasts.



History of the Mothers' Chorus Festival

This event dates back to 1978, when JCA and the Asahi Shimbun organized the 1st Mothers' Chorus Festival based on the belief of Mr. Kan Ishii, who was JCA President at the time, that mothers needed knowledge of the arts to create healthy households. Around 10,000 singers from 232 choirs took part in qualifying rounds for the first festival, and 25 choirs performed to great acclaim at the national festival held in Toranomon Hall in Tokyo. The number of choirs participating has since grown steadily, to the point where some 20,000 singers from about 900 choirs now take part in regional festivals held between March and July each year.

Okinawa Mothers' Chorus Festival

Okinawa Mothers' Chorus Festival

The origins of the Okinawa Mothers' Chorus Festival date back to an event held in 1979 to promote "the joy of singing." Initially it was a small gathering where singers stepped down from the stage after performing to sit in the audience and listen to the next choir. As time went by, the concept spread throughout Okinawa and grew into a splendid cultural activity that brings together lovers of choral music. Its popularity has been boosted by the rising standards of the choirs performing and the inclusion of many Okinawan songs.



History of the Okinawa Mothers' Chorus Festival

Thinking that if there was a mothers' volleyball league it was only proper to have a mothers' chorus festival, the late Mr. Asataro Nakasato, who was the first president of the Okinawa Mothers' Chorus Association, joined with former advisor Mr. Yokichi Hatoma, former president Ms. Yuki Nijijima, and Ms. Tamiko Shibata, a resident of Hyogo Prefecture, to take the lead in organizing a social recital by five choirs in the Naha central community center on February 14, 1979, and this formed the basis of today's Okinawa Mothers' Chorus Festival. The following year they invited then-JCA President Mr. Kan Ishii to attend the 1st Okinawa Mothers' Chorus Festival, held in Ryukyu Shimpo Hall on March 1, 1980, which was a significant first step towards establishing an ongoing event. Since then, the scope of participation has spread from Naha throughout Okinawa, and the association now holds regular choral lessons and conductors' courses to give something back to participating choirs, and is working to build a more cohesive organization and polish performance techniques.

All-Japan Elementary and Junior-High School Student Dance Competition

Kewpie also co-sponsors the All-Japan Elementary and Junior-High School Student Dance Competition (organized by the Asahi Shimbun Company).

Dance has been introduced into elementary and junior-high school curriculums and club activities. Educators anticipate that as well as building basic physical capabilities, this will bring significant educational benefits by fostering a sense of rhythm, self-expression, imagination, and communication skills. As children learn to dance, Kewpie supports their healthy growth through food, which is a source of vitality.



About All-Japan Elementary and Junior-High School Student Dance Competition

This competition was launched in summer 2013 with the intention of giving elementary and junior high school students a forum to showcase rhythmic dance performances rehearsed with their friends in school lessons and club activities. Through dance, the organizers hope to foster healthy bodies, rich expressive abilities, and the spirit of teamwork.



Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education -
- Contributing to Society through Food >
- Contributing to Local Communities >
- Cultural Contribution >
- Other Social Contribution Activities >**
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

Other Social Contribution Activities

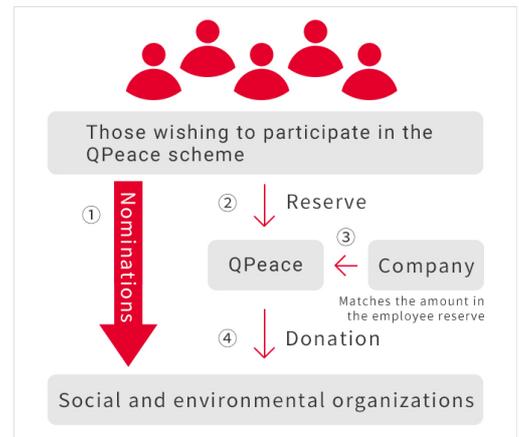
QPeace Donation-Matching Scheme

The Kewpie Group introduced the QPeace donation-matching scheme in fiscal 2008 to encourage employees to donate to organizations addressing social issues. Recipient organizations are nominated by employees and decided by a selection committee made up of volunteers. In fiscal 2019 about 629 employees from 25 group companies participated in the scheme and donated to 14 social and environmental organizations dealing with children, the environment, and food. The scheme provides an opportunity for employees to take a greater interest in social issues.



How the QPeace Scheme Works

1. Employees nominate organizations they would like to support. Project members, who are employee volunteers, screen nominations and select recipients with the assistance of the secretariat.
2. Employees wishing to participate have donations deducted from their monthly remuneration in 100-yen units, and these donations go into the QPeace reserve.
3. The company matches the sum of donations in the reserve.
4. Donations are sent to each social/environmental organization.

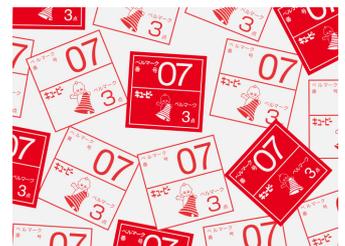


Bellmark Campaign

The Bellmark campaign originated from the desire to provide an equal education for all children in a rich and prosperous environment.

Being sympathetic to the spirit of this campaign, the Kewpie Group has cosponsored the Bellmark educational aid foundation since its beginning in 1960 and cooperated in educational support activities for participating schools, etc.

We will continue to back this campaign, which supports a wide range of social education activities.



Kewpie Products and the Bellmark



Products displaying the Bellmark
Kewpie mayonnaise and dressings carry the Bellmark.



Easy-peel Bellmarks
On the Kewpie Tasty series, the Bellmark is positioned on the cap-seal of the dressing, making it easy to peel off along the perforations.

WFP “Red Cup Campaign”

The Kewpie Baby Food “Happy Recipes” series is participating in the United Nations food support organization, the United Nations World Food Programme’s (WFP) “Red Cup Campaign,” and is donating part of its sales from products.

The Red Cup Campaign supports activities to deliver school lunches to children suffering from hunger around the world.

The campaign’s symbol is the red cup that is used as a container for school lunches.



Establishment of Endowed Research Department

On April 1, 2013, Kewpie established the “Food for Health” endowed research department at Ochanomizu University. This department conducts studies ranging from basic research on the roles and functions of food to developmental research into consumer applications, and aims to become a center for broad-based communication on the importance of food.

The Japanese diet is believed to be a factor behind Japan’s world-leading rank in tables of average life expectancy and healthy life expectancy. Using Japanese food as a base, the endowed research department studies ways of searching for food ingredients that help prevent lifestyle diseases and identifying their mechanisms of action, and publishes its findings globally. It also suggests healthy dietary habits based on research outcomes and shares information through public seminars, etc.

| | |
|------------------------|--|
| Department name | Food for Health |
| Location | Industry-academia collaboration department, Ochanomizu University Academic Production |
| Endowment term | April 1, 2013 to March 31, 2020 (7 years) |
| Research staff | Yoshimi Kishimoto, Endowed Research Department Associate Professor Chie Taguchi, Endowed Research Department Lecturer Kazuo Kondo, Visiting Professor |

Top > Sustainability > Environmental Initiatives

Sustainability

| | |
|--|---|
| Sustainability | > |
| Top Message | > |
| Governance | + |
| Sustainability Management | + |
| Stakeholder Engagement and Outside Evaluation | + |
| Initiatives Toward Creating Healthy Eating Habits | + |
| Initiatives Toward People and Working Styles | + |
| Initiatives Toward a Society Focusing on Dietary Education | + |
| Environmental Initiatives | - |
| Environmental Management | > |
| Effective Use of Resources | > |
| Initiatives on Global Warming | > |
| Conservation of Biodiversity | > |
| Sustainable Use of Water | > |
| Environmentally Friendly Products | > |
| Disclosure Policy | > |
| Kewpie Reports | > |
| GRI Standards Content Index | > |

Environmental Initiatives

The business activities of the Kewpie Group are viable in virtue of the ample bounties of nature, which include raw materials. We pay due consideration to the impact on the environment that our business activities have. We believe it is our mission to preserve the environment as it has existed until now for a long time to come, and pass this on to the next generation.

At the Kewpie Group, we have identified "Efficient Use of Resources and Sustainable Procurement," and "Reduction of CO₂ Emissions (Response to Climate Change)" as environmental material issues for sustainability, and we have been addressing these issues across the whole Group. Including the above, for crucial environmental issues, we will report all of our environmental activities based on the five areas of "Effective Use of Resources," "Initiatives on Global Warming," "Conservation of Biodiversity," "Sustainable Use of Water," and "Environmentally Friendly Products."



Material issues: Efficient Use of Resources and Sustainable Procurement

Sustainability Targets

- Regarding the unused parts of the main vegetables used by the Group, we will aim for over 30% effective utilization by 2021, and over 90% by 2030.
- We will reduce the amount of product waste by at least 25% by 2021, and by at least 50% by 2030 (compared to 2015)

FY2019 Actual

- Effective utilization of the unused parts of vegetables: 21.2%
- Amount of wasted products: reduced by 29.9%

Material issues: Reduction of CO₂ Emissions (Response to Climate Change)

Sustainability Targets

- We will reduce the annual CO₂ emissions for the Group by at least 7.5% by 2021, and by at least 20% by 2030 (compared to 2013)

FY2019 Actual

- CO₂ Emissions: reduced by 7.2%

KEY DATA



➤ Environmental Management

We have formulated a basic environmental policy to provide guidelines for Kewpie Group companies around the globe.



➤ Effective Use of Resources

We are working towards the effective utilization of food resources and reduction in waste and plastic.



➤ Initiatives on Global Warming

In order to reduce CO₂ emissions, we strive to conserve energy and convert to new sources of energy throughout our operations, from procurement and production to distribution, sales and administration.



➤ Conservation of Biodiversity

The Kewpie Forest forms a focal point for our efforts to conserve the natural environment.



➤ Sustainable Use of Water

We are working towards the effective use of water, which we think is an essential resource that supports people's lives and various industries.



➤ Environmentally Friendly Products

We aim to create a recycling-oriented society, especially by reducing food wastage through better containers and longer expiry period.

Top > Sustainability > Environmental Management

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives -
- Environmental Management >
 - Effective Use of Resources >
 - Initiatives on Global Warming >
 - Conservation of Biodiversity >
 - Sustainable Use of Water >
 - Environmentally Friendly Products >
 - Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >

Environmental Management

Policy for Environmental Management

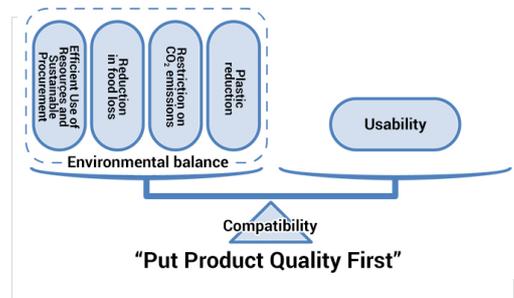
The Kewpie Group, in response to the increasing importance of environmental conservation worldwide, established the “Fundamental Environmental Policy” in December 1998 to implement environmental-friendly initiatives throughout our business operations. Furthermore, the policy, which is comprised of “Environmental Philosophy” and “Action Principles”, has been revised twice and acknowledged as our global initiative of the Kewpie Group.

How we will solve environmental issues

Achieving environmental balance and usability

To solve environmental problems requires a thorough consideration of various factors and maximum effects caused by our actions.

Therefore, we, the Kewpie Group, strive to maintain a balance between the environment and usability in accordance to our “Put Product Quality First” as the groundwork.



Significant Environmental Initiatives

| | |
|--|--|
| Effective Use of Resources | We will work towards the effective utilization of resources related to production centered on food resources, and aim for the realization of the circular economy. |
| Initiatives on Global Warming | We are working towards reducing CO2 emissions for the realization of a carbon-free society. |
| Conservation of Biodiversity | We recognize that the natural capital is one of the vital resources of our business activities. Therefore, we are committed to the sustainable use of resources to respect the biological diversity. |
| Sustainable Use of Water | We acknowledge that water is an essential resource for the survival of all species. Therefore, we will enhance the sustainability of water usage in our business activities. |
| Environmentally Friendly Products | Under the “Put Product Quality First”, we will design our products to be less environmentally damaging throughout procurement to consumption levels. |

> [Material Issues and Promotion Framework](#)

Environmental Management Promotion Structure

At the Kewpie Group, we hold the sustainability committee chaired by the director for sustainability twice a year. With a goal of solving “Material Issues for Sustainability,” we address the two environmental material issues, “Efficient Use of Resources and Sustainable Procurement,” and “Reduction of CO₂ Emissions (Response to Climate Change).” We consider solutions for those debated issues at subcommittees and collaboration projects as an effort to promote problem-solving throughout the whole Kewpie Group.

Environmental Management Systems

To provide basic tools for operating a plan-do-check-act cycle for environmental conservation activities, the Kewpie Group has introduced systems based on ISO14001 or its own equivalent standards at each of its facilities.

ISO14001 Certification Acquisition Status

19 of the 74 Group production locations in Japan have obtained ISO14001 certification. (As of the end of November 2019)

Compliance with Environmental Legislation

Each location of the Kewpie Group complies with environment-related regulations and operates under its own standards.

* In FY2019, there were no accidents or violations of related regulations.

Environmental Audit

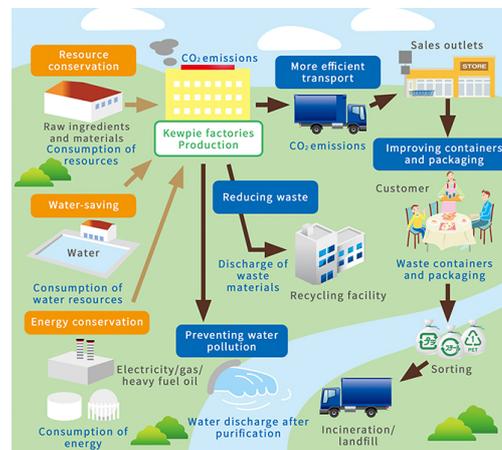
The Kewpie Group has its criteria for legal compliance, development of management and promotion procedures, and facility management standards. We conduct regular internal audits based on the above criteria and promote environmental conservation activities accordingly. Furthermore, we conduct standard-based audit by external institutions at locations with ISO14001 certification to ensure a proper compliance to those standards.

Environmental Impact of Business Activities

In the production process, we consume natural resources, such as raw materials, ingredients, water, and energy, including electricity, gas, and heavy oil that cause industrial waste products, wastewater, and CO₂ emissions. In addition, we recognize the environmental burden due to product transportation and consumer waste, such as disposed containers and packaging.

Therefore, we recognize that it is our responsibility to identify the environmental burden caused by our business activities and product development, procurement of raw materials, production, selling, and distribution. Based on the recognition, we strive to promote environmental conservation activities on energy and resource conservation, waste reduction, improvement in containers and packaging, streamlining transportation, and pollution control.

Energy and material flows in Kewpie Group production divisions



We strive to utilize resources effectively throughout the value chain.

Energy and material flows in Kewpie Group production divisions (Fiscal 2019)

Input

| | | |
|------------|----------------------------------|------------------------------|
| Energy use | Electricity purchased | 2,218,000GJ (222,698,000kWh) |
| | Fuel*1 | 1,290,000GJ |
| | Total energy | 3,508,000GJ |
| Water use | Water (groundwater, piped water) | 8,508,000m ³ |

Output

| | | |
|--------------------------|----------------------------------|--------------------------|
| Atmospheric emissions | CO ₂ | 178,600 Tons |
| | NO _x | 32.7 Tons |
| | SO _x | 8.87 Tons |
| Emissions to waterways*2 | Emissions | 6,708,000 m ³ |
| Emissions of waste | Volume of waste (recycling rate) | 50,800 Tons (97%) |

*1: Including fuel used to generate electricity

*2: Including rivers and public sewer systems

Applicable facilities: Kewpie Group factories

Consideration for Local Environments

Kewpie Group production facility operations consider nearby residents and local environments.

Preventing Water Pollution

We have set voluntary water quality standards for discharge of water after purification in wastewater treatment facilities, and comply with standards applying in each region. We also ensure that tanks for liquid ingredients, fuel, etc. are leak-proof, and conduct exercises to prepare for the unlikely eventuality of such substances seeping into public water areas or groundwater.

Preventing Atmospheric Pollution

Operation of equipment such as boilers and co-generation systems is managed appropriately, and we carry out regular checks, maintenance, and smoke measurement. We are progressively shifting to fuels for boilers, etc. that emit low levels of soot, dust, and sulfur oxide.

Controlling Noise and Odors

We deal with odors arising from wastewater treatment and cooking by improving processes and installing deodorizing equipment. To prevent noise, we install soundproof walls, conduct noise assessments when introducing new equipment, and issue instructions and guidelines to employees and contractors.

Environmental Communication

All business activities at the Kewpie Group have never been feasible without the existence of rich nature. To ensure a sustainable society in the future, we provide our stakeholders with the information of our efforts to identify negative environmental impacts caused by our business activities, reduce its burden, and conserve the environment.

Environmental Education

At the Kewpie Group, we raise employees' awareness towards environmental conservation and conduct environmental education to put their awareness into practice.

Our efforts also include seminars specifically designed for environment-related operations among departments within the Group, as well as supervisions on wastewater and waste management on a regular basis.

Furthermore, at each location, we offer general education regarding environmental issues and hold drills to prepare for environment-related emergencies.

Lectures at new-employee training

As part of the new-employee training program: "Your Role as a Member of Society" in FY2019, we held a lecture on the Kewpie Group initiatives and surrounding social issues.

Food loss as a familiar example, we discussed our expectations for sustainability-conscious behavior not only at work but also in daily life for our employees. Overall, as we work toward a sustainable growth of the society and Kewpie Group itself, each employee is expected to work and act with awareness to social issues and responsibility.

Environmental activities at factories and facilities for touring

Panel Permanent Display

At Mayo-Terrace (Chofu, Tokyo), our environmental activity panels are displayed as permanent exhibits for visitors.

Environment Events

June is our Environment Month every year, and we publicly introduce our environmental activities at five factories in Japan (Goka, Fujiyoshida, Koromo, Kobe, and Tosu) as well at Mayo-Terrace (Chofu, Tokyo). (reach in 2019: approx. 5,800 people)
We introduced three initiatives to this year's visitors: "Effective Utilization of Egg Shells," "Recycled Bags Made from Mayonnaise Bottle Chips," and "Effective Utilization of the Unused Parts of Vegetables" as part of our effort to raise awareness toward the importance of the environment.



An environment event at the Mayo-Terrace

Top > Sustainability > Environmental Initiatives > Effective Use of Resources

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives -
- Environmental Management >
- Effective Use of Resources >**
- Initiatives on Global Warming >
- Conservation of Biodiversity >
- Sustainable Use of Water >
- Environmentally Friendly Products >
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >

Effective Use of Resources

Policy for Effective Use of Resources

The effective and waste-free utilization of limited food resources is a key responsibility of a food manufacturer. Therefore, it is essential to improve supply chains in order to balance sustainable food production with well-being of many.

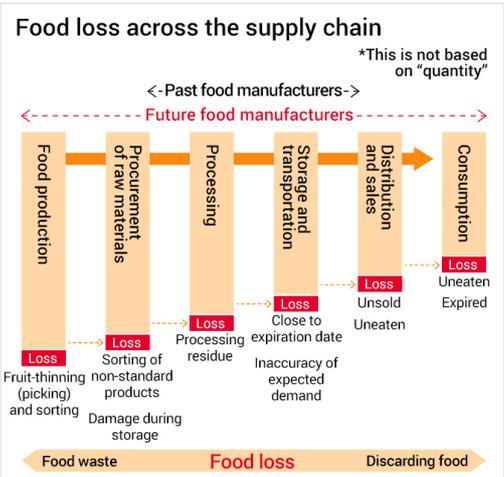
The Kewpie Group works toward the "Effective Use of Resources" to achieve waste reduction and the effective utilization of food waste.

With an initiative for the "Efficient Use of Resources and Sustainable Procurement", we strive to implement the effective utilization of unused part of vegetables and the reduction in product waste. In addition, our Risk Management Committee has been planning initiatives for plastic waste reduction since FY2019.

Response to food loss reduction

The utilization of limited food resources is a key responsibility for a food manufacturer. At the Kewpie Group, we have reduced food loss, and we have worked on the effective utilization of resources.

In recent years, food loss reduction has gained further importance, and climate change directly elicits negative impacts on the yield and quality of agricultural products that we use for raw materials, for instance. Moreover, we are committed to meet expectations from our stakeholders, particularly customers, who are increasingly concerned with food loss reduction. Therefore, at Kewpie Group, we challenge ourselves to understand food loss at each stage of the supply chain (refer to the diagram). Through partnerships within the Kewpie Group, and by working together with stakeholders, we are committed to develop initiatives for the effective utilization of resources at each stage of the supply chain and continue to achieve food loss reduction.



The food loss that occurs at each stage of the supply chain

Reduction of Generated Waste

Waste generation reduction targets

- Total volume generated and output per unit of production volume Year-on-year reduction

The Kewpie Group is engaged in the reduction of waste generation as a top priority, through improvements in production yields in manufacturing processes and improvements in containers and packaging.

The main types of waste generated in the production plants include food residue generated in the manufacturing processes, waste plastics from packaging material losses, and the sludge remaining after the treatment of waste water in waste water treatment facilities.

In FY2019, the amount of waste totaled 508,000 tons (16% decline from the previous year) and the amount of waste emitted per ton of product produced (output rate) was 62.8kg (11% decrease from the previous year).

The significant decline in food loss can be attributed to the partial disposal of the salad and delicatessen sector by sale.

Volume of waste generated*



Figures are for Kewpie Group production plants
 * Excludes bi-products that are recycled within the Group, e.g. eggshell powders.

Promotion of Recycling

The Kewpie Group is working toward the 100% recycling of waste products, etc. generated in our production plants (zero landfill disposal or incineration without energy recovery). This involves recycling of food residue within the Group, such as converting eggshells into fertilizer and the unused parts of vegetables into animal feed, and outsourcing of the recycling of waste products, etc.

The recycling rate for FY2019 was 97%. Also, 27 out of 74 production locations achieved a 100% factory recycling rate.

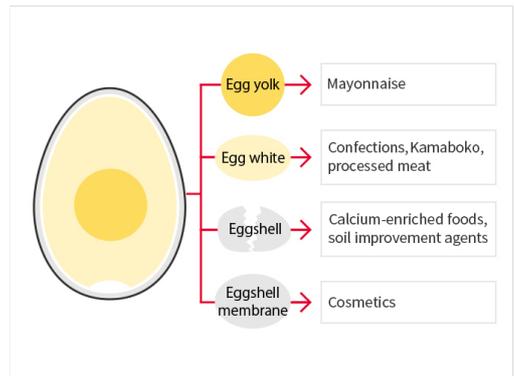
100% effective use of eggs

The Kewpie Group products a variety of processed egg products besides mayonnaise. 10% of the eggs produced in Japan are used by the Kewpie Group.

Kewpie Mayonnaise is made with the egg yolks, and the whites are used as food ingredients in processed seafood paste products such as kamaboko, and confectionery products such as cakes.

The approximately 28,000 tonnes (FY2019) of eggshells generated annually are also put to effective use in soil improvement agents, an additive for calcium-enriched foods, and other products, with 100% of eggshells being recycled. We are also working on advanced uses for eggshell membranes, such as in cosmetic products.

- Ministry of Agriculture, Forestry and Fisheries' Prize in the Reduce, Reuse, Recycle (3Rs) Promotion Merit Awards 2019
- Award from the Director of Food Industry Affairs Bureau at the Ministry of Agriculture, Forestry and Fisheries, the Seventh Food Industry Mottainai (Reducing Wastefulness) Awards



Effective use of eggs

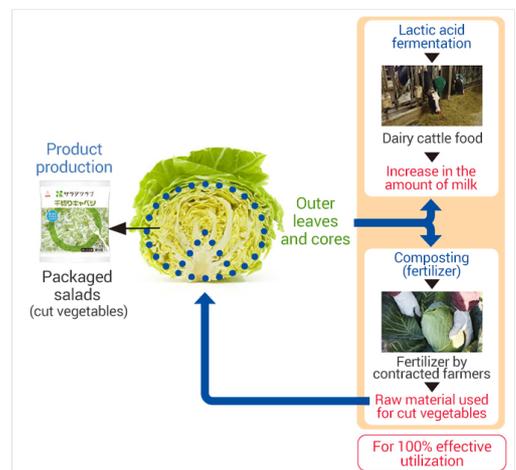
Recycling of vegetables

The Kewpie Group is engaged in finding ways to make effective use of the unused parts of vegetables used in the processing of salads and delicatessen foods. These unused portions include the core, calyx, outer leaves, and peel. In FY2017, the cut vegetables production plant, Green Message, had success in converting leafy vegetables, such as cabbage and lettuce, into stock feed, something that had previously been considered difficult to do on a commercial scale. In a joint research project* between Kewpie Corporation and Tokyo University of Agriculture and Technology, it was reported that dairy cattle that were fed this feed produced greater yields of milk.

We will continue to explore new ways of using the unused parts of vegetables more effectively.

* Presented at the 124th Meeting of the Japanese Society of Animal Science (March 2018).

- Prime Minister's Prize in the Reduce, Reuse, Recycle (3Rs) Promotion Merit Awards 2018
- Award from the Director of Food Industry Affairs Bureau at the Ministry of Agriculture, Forestry and Fisheries, the Sixth Food Industry Mottainai (Reducing Wastefulness) Awards



Effective use of unused parts of vegetables (e.g. cabbage)

Reduction in product waste

Based on our sustainability target, "Reduction in Product Waste," we will devote ourselves to achieving the SDGs.

Indeed, product waste is mainly caused by the gap between production and actual sales or even from returned products at the distribution level.

At the Kewpie Corporation Group, we strive to find sustainability solutions across sectors or divisions, while we also actively donate to foodbanks.

We have achieved 29.9% reduction of product waste in FY2019 and already exceeded the FY2021 target of 25% (compared to 2015).

We will continue to enhance existing initiatives towards our next goal of over 50% reduction by 2030.

Topics: A working group with the objective of reduction in food loss that integrates production, sales, and distribution

Since 2015, related departments hold a working group every month.

At this working group, we focus on "product inventory" and discuss various issues and solutions surrounding production to distribution.

Thanks to such monthly engagement, we have seen a consistent rise in the awareness of food loss within the company. Furthermore, outside our Group, drug stores and restaurant companies have agreed to join our initiatives for food loss as the concept of the SDGs has also become commonplace across industries.

Reduction in plastic

At the Kewpie Group, we use plastic for food containers and packaging. Indeed, plastic is useful for its advantage in lightweight and durability, though negative environmental impacts, such as marine plastic litter, are also severe.

At the Kewpie Group, we recognize the enormous impact that plastic has on ecosystems and the environment as a significant issue. Therefore, we will further commit ourselves to reducing the use of petroleum-derived plastic.

Weight reduction of containers

In 2000 we reduced the weight of the containers of our flagship product, mayonnaise, and subsequently, we have reduced the weight of containers of dressings.

Adoption of recycled plastic

In February 2020, we began to use recycled plastics for part (approx. 15%) of the outer packaging of stick type dressings.

Main initiatives to be pursued going forward

- Further reduction in the plastic used in product containers and packaging, and factories
- Easy to separate product design
- Proactive introduction of recycled plastics and biomass plastics
- Proactive participation in material collection and recycle to achieve circular economy



Weight reduction of mayonnaise containers



Weight reduction of dressing containers



Use recycled plastic in outer packaging

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives -
 - Environmental Management >
 - Effective Use of Resources >
 - Initiatives on Global Warming >**
 - Conservation of Biodiversity >
 - Sustainable Use of Water >
 - Environmentally Friendly Products >
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >

Initiatives on Global Warming

Response to Climate Change Policy

We consider climate change as a universal issue. Therefore, the Kewpie Group is thoroughly devoted to reducing CO₂ emissions at all stages of our business, including procurement, production, distribution, sales, and in offices.

Our initiatives for the material issue for sustainability: "Reduction of CO₂ Emissions (Response to Climate Change)" specifies a clear target for the reduction in CO₂ emissions at all domestic locations.

Initiatives in individual divisions



Production initiatives

We are engaged in the prevention of global warming through CO₂ reductions and the promotion of energy conservation.



Logistics initiatives

K.R.S. Corporation, which is the core player in the Kewpie Group's logistics systems business, is engaged in CO₂ reductions and eco-friendly driving practices.



Office initiatives

We are engaged in the reduction of environmental load through energy conservation and waste reduction efforts.

CO₂ Emissions across the supply chain

Based on the Ministry of the Environment's standards, we calculated CO₂ emissions from our supply chain. The result shows that emissions related to the procurement of raw materials were the highest, followed by transportation and disposal.

We will continue to calculate CO₂ emissions from our supply chain, including Group companies, in order to take quick measures for reducing CO₂ emissions.

CO₂emissions in the value chain (FY2019)

| Scope | CO ₂ Emissions (thousand tonnes of CO ₂ equivalent) |
|---------------------------------|---|
| Scope 1 Fuel | 69.2 |
| Scope 2 Purchased power | 113.4 |
| Scope 3 Category 4 Transport | 32.4 |

Scope 1 & 2: Domestic production plants and offices

Scope 3: Two companies subject to regular reporting under the Energy Conservation Law

Responses to Climate Risks

Our Risk Management Committee has begun scenario analysis on “Climate Change Risks” based on advice from the TCFD (Task Force on Climate-Related Financial Disclosures) in FY2020. We identify climate risks to be ours, reduce the risk, and create new business opportunities.

> [Risk Management](#)

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives -
- Environmental Management >
- Effective Use of Resources >
- Initiatives on Global Warming >
- Conservation of Biodiversity >
- Sustainable Use of Water >
- Environmentally Friendly Products >
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >

Production initiatives

Reducing CO₂ Emissions by the Production Division

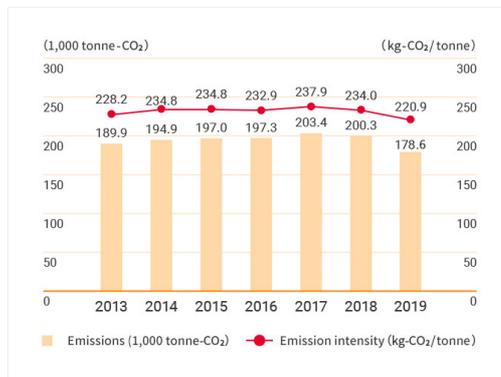
The Kewpie Group is committed to saving energy by improving the efficiency of production processes and by installing new equipment. We are converting from using Heavy Fuel Oil A to city gas and natural gas, and we are promoting the use of co-generation and solar power. We are also working to reduce CO₂ emissions by sharing and developing the outstanding initiatives taken by group plants.

CO₂ emission reduction targets of the production division

- Total year-on-year reduction
- Emissions per unit of production volume: 1% year-on-year reduction

In fiscal 2019, CO₂ emissions from the energy used by Kewpie Group production plants totaled 178,600 tonnes, a 10.8% decrease from the previous year. CO₂ emissions per tonne of production (emissions per unit) totaled 220.9 kg, a 5.6% decrease from the previous year. The significant decline in food loss can be attributed to the partial disposal of the salad and delicatessen sector by sale.

CO₂ Emissions



Targeted plants: Kewpie Group production plants

Coefficients used in calculating CO₂ volume (fixed since fiscal 2013)

Coefficients are from the Enforcement Order for the Act on Promotion of Global Warming Countermeasures (December 2002 revision); Agency for Natural Resources and Energy, "Tables of Standard Calorific Values by Energy Sources," February 2002; and Ministry of Economy, Trade and Industry and Ministry of the Environment, "Emission Coefficients by Electric Utility Operator," fiscal 2011 results).

Purchased electricity

0.491kg-CO₂/kWh

Heavy Fuel Oil A: 2.710kg-CO₂/L

City gas (13A): 2.188kg-CO₂/m³

LPG: 6.007kg-CO₂/m³

Utilizing natural refrigerants

By incorporating natural refrigerants when upgrading our refrigeration units, we have eliminated CO₂ emissions and fluorocarbon use. We also have introduced natural refrigerants when we retired equipment at our Nakagawara plant (Fuchu, Tokyo) in FY2017 to help achieve our goal of eliminating fluorocarbons.

CO₂ emission reductions via natural refrigerants (▲530 t-CO₂ planned)

- FY2018 ▲940 t-CO₂
- FY2019 ▲947 t-CO₂

In the Kewpie Group, we introduce energy efficient equipment including freezers and work to optimize our equipment.

* This initiative receives assistance through the Ministry of the Environment’s “Project to promote energy efficient commercial refrigeration and air conditioning for the creation of a CFC-free society.”

Conserving Energy by the Production Division

The Kewpie Group is promoting energy conservation in a number of ways. We are visualizing energy use at production facilities by installing energy measurement devices at each stage of production. We are also improving the operation of equipment, performing comprehensive maintenance, and are installing energy saving equipment at all group companies.

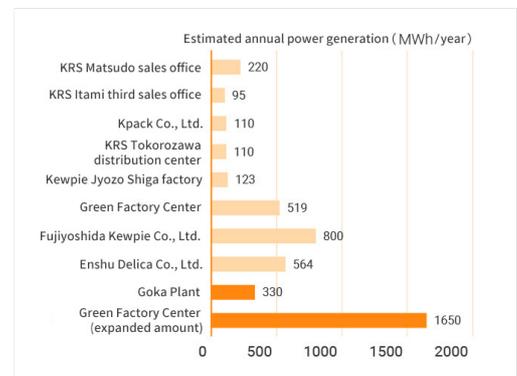
In fiscal 2019, energy use at Kewpie Group production plants was equivalent to 3,508,000 GJ, a decrease of 10.5% from the previous year. Energy use per 1-tonne of production Volume (usage intensity) was equivalent to 4.34 GJ, a decrease of 5.2% from the previous year. The significant decline in food loss can be attributed to the partial disposal of the salad and delicatessen sector by sale.

Making Use of Renewable Energy

The Kewpie Group began to promote renewable energy by installing a solar power system at the K.R.S. Corporation’s Matsudo sales office and Itami third sales office in March 2013. This system is now installed at 10 facilities, and it generates 4,500 MWh in electricity, about 2% of the electricity used by group production divisions (as of November 2019). At Aohata Corporation, a heat exchange cooling system using underground cold heat has been in operation since 2005.



Solar power equipment installed at the Goka Plant



Installation of solar power generation by the Kewpie Group

Topics:
Expanding Our Solar Power Systems

We continue to introduce solar power systems both domestically and overseas.

Domestically, the Shunsai Deli Co. Ltd. Akishima site began its on-site solar power generation in April 2020, the 2nd site to implement solar power generation after the Kewpie Goka plant. Overseas, we have expanded the solar power system at our Thailand manufacturing plant so that it can generate approximately 2MW of renewable energy.

We continue to make progress converting the Kewpie Group to renewable energy.



Solar power generation at manufacturing plant in Thailand

[Logistics initiatives](#)



[Office initiatives](#)



Sustainability

- [Sustainability](#) >
- [Top Message](#) >
- [Governance](#) +
- [Sustainability Management](#) +
- [Stakeholder Engagement and Outside Evaluation](#) +
- [Initiatives Toward Creating Healthy Eating Habits](#) +
- [Initiatives Toward People and Working Styles](#) +
- [Initiatives Toward a Society Focusing on Dietary Education](#) +
- [Environmental Initiatives](#) -
- [Environmental Management](#) >
- [Effective Use of Resources](#) >
- [Initiatives on Global Warming](#) >
- [Conservation of Biodiversity](#) >
- [Sustainable Use of Water](#) >
- [Environmentally Friendly Products](#) >
- [Disclosure Policy](#) >
- [Kewpie Reports](#) >
- [GRI Standards Content Index](#) >

Logistics initiatives

Reducing CO₂ Emissions by the Distribution Division

The Kewpie Group is collaborating with business partners and group companies to reduce the environmental burden of all transport and delivery from the transportation of raw materials to the delivery of products.

In fiscal 2019, we were able to reduce CO₂ emissions associated with transportation and delivery.

| | | FY2018 | FY2019 | Year-on-year comparison |
|------------------------|------------------------------------|---------|---------|-------------------------|
| Kewpie | Transport volume (1,000 tonne-km) | 144,842 | 142,238 | 98.2% |
| | CO ₂ emissions (tonnes) | 23,220 | 22,539 | 97.1% |
| Kewpie Egg Corporation | Transport volume (1,000 tonne-km) | 170,848 | 190,806 | 111.7% |
| | CO ₂ emissions (tonnes) | 7,514 | 9,892 | 131.7% |
| Total | Transport volume (1,000 tonne-km) | 315,690 | 333,044 | 105.5% |
| | CO ₂ emissions (tonnes) | 30,734 | 32,432 | 105.5% |

* Reporting on the two companies that are subject to regular reporting under the Energy Conservation Law.

* The calculation range for the Kewpie Egg Corporation is being reviewed due to the merger.

Promoting Greater Transportation Efficiency

We are working to improve transportation efficiency by shortening delivery distances and by improving the efficiency of delivery lots (load efficiency).

- Optimizing production facilities to delivery areas
- Reducing delivery frequency by improving transport and delivery lot efficiency
- Controlling relay transport
- Controlling the use of external warehouses by optimizing product inventories

Reducing CO2 Emissions as a Freight Carrier

K.R.S. Corporation, a major food distribution company in Japan, is responsible for the storage and delivery of Kewpie Group Products. The company uses an empty vehicle management system to reduce the number of empty vehicles and is improving load efficiency through combined deliveries. The company is also improving efficiency through the joint development with manufacturers of flexible vehicles (FCD3+1) where the cargo space can be adjusted to handle up to three temperatures (room temperature, chilled, and frozen).



Flexible vehicles improve the efficiency of combined deliveries.

Promoting Green Driving

We began to install digital tachographs* in vehicles in 2004. Currently more than 90% of transportation vehicles are furnished with such devices. Evaluation data from digital tachographs are used to instruct drivers, strengthen safe driving, prevent accidents, and improve driving behavior and fuel efficiency.

*Digital tachographs are driving recorders that can record such data as distance, time, speed, and temperature.

Achieving Modal Shifts

We acquired eight exclusive-use 31-foot containers and are promoting modal shifts*¹ in coordination with freight carriers. Our modal shift ratio*² was 16% in fiscal 2015, 31% in fiscal 2016, 40% in fiscal 2017, 41% in fiscal 2018, and 36% in fiscal 2019.

*1Modal shift: Shifting long-haul trucking of 500 km or more to containers via railroads and ships.

*2Modal shift ratio: Ratio of tonnes shipped by railroads and ships to total tons shipped 500 km or more.



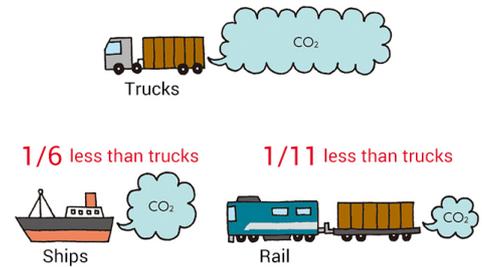
We acquired six 31-foot containers for rail and ship transport and are promoting modal shifts in coordination with freight carriers.

Change in the modal shift ratio

Reduction in CO₂ Emissions with Modal Shifts

We are constantly collaborating with our business partners and group companies to improve transportation and shipment efficiency. Within our distribution system, we instituted the eco-friendly driving initiative for improved safety and reduced fuel consumption, began a shared truckload program, and implemented modal shifts that transfer truck shipments to less impactful ship and rail transportation all in an effort to continue making strides toward reducing CO₂ emissions.

Comparison of CO₂ emissions for trucks vs. ships and rail



Source: Ministry of Land, Infrastructure, Transport and Tourism: Carbon Dioxide Emissions in the Transportation Sector

Respecting the environment through collaborative shipping with other Businesses

Since FY2018, Kewpie has partnered with the toiletries company Lion Corporation and the rental pallet company Japan Pallet Rental Corporation for collaborative shipping that reduced empty truck runs to less than 1%.

In addition, by implementing modal shifts, we have been able to reduce CO₂ emissions by switching shipments for some sections from trucks to ships. This initiative received high praise from outside organizations and groups, earning it the FY2018 Excellent Green Logistics Partnership Award from the Ministry of Land, Infrastructure, Transport and Tourism.

- 2018 Excellent Green Logistics Partnership Award from the Ministry of Land, Infrastructure, Transport and Tourism

[Production initiatives](#) >

[Office initiatives](#) >

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives -
- Environmental Management >
- Effective Use of Resources >
- Initiatives on Global Warming >**
- Conservation of Biodiversity >
- Sustainable Use of Water >
- Environmentally Friendly Products >
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >

Office initiatives

Reducing CO2 emissions by offices

Having completed Sengawa Kewport in October 2013, the Kewpie Group is proceeding to consolidate and transfer its offices centering on the head office and the research division. We have adopted energy saving designs and equipment, are collaborating between offices to share know-how on achieving the best energy saving performance, and are making ongoing operational facility improvements.

Initiatives at the Shibuya office

The Shibuya office (Shibuya Toyu Building) of the Kewpie Group has a double-skin glass facade that achieves a high degree of thermal insulation from natural ventilation between the glass layers. The office has installed highly efficient air conditioners, LED lighting, and other energy saving equipment.

Through such environmental designs, the Shibuya office building has been given an overall rating of A by the Comprehensive Assessment System for Built Environment Efficiency (CASBEE). In addition, the building has been designated a project for receiving interest subsidies to promote green financing.*



The double-skin glass facade of the Shibuya office.

* Project for receiving interest subsidies to promote green financing: These are projects selected through a public offer by the Ministry of the Environment to receive a subsidy for part of the interest paid on the financing of capital expenditures addressing global warming.

Topics:
Optimal Utilization of Air Conditioners with AI

Energy saving features of Sengawa Kewport include air wells providing natural ventilation, a co-generation system, solar power generation, and LED lighting. To maximize the performance of energy saving design, we are deepening our collaboration with equipment makers and are surveying many employees at Sengawa Kewport to operate energy saving equipment more precisely.

With help from Hitachi, Ltd., Kewpie has used cloud-based AI to analyze and implement optimal operational patterns based on weather forecast data and the operating status of air-conditioning systems (coolers, heat pumps, gas boilers and cogeneration power generation systems).

Compared with before the system was introduced, the amount of energy used by air-conditioning systems (crude oil conversion) has been reduced by 11-12% during the summer and winter seasons, and by 37% during the spring. We aim to further optimize the systems further with AI.



Natural ventilation system

Initiatives of Group Companies

Energy saving measures taken at the head office building of K.R.S. Corporation include sensors that automatically control the LED lighting of corridors. TV monitors (digital signage) display electricity usage by floor in real time. By visualizing energy use, employees are made more aware of how well energy is being conserved.



Signage displaying the amount and cost of electricity consumption by floor.

[Production initiatives >](#)

[Logistics initiatives >](#)

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives -
- Environmental Management >
- Effective Use of Resources >
- Initiatives on Global Warming >
- Conservation of Biodiversity >
- Sustainable Use of Water >
- Environmentally Friendly Products >
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >

Conservation of Biodiversity

Approach to Preserving the Natural Environment

The business operations of the Kewpie Group are closely tied to an abundant natural environment. Upholding the spirit of “good products begin with good ingredients,” we are thankful for nature’s blessings, we will endeavor to preserve a natural environment that is bountiful and biologically diverse, and we will leave future generations with a sustainable society.

Respecting biodiversity in our national parks

Fujiyoshida Kewpie Co., Ltd., is located within a national park. Since the company is situated over a protected area and adjacent areas, we are taking initiatives to preserve nature. We keep the natural environment in the company premises in good condition and have set aside green space for nurturing water resources. We have also installed solar panels to convert the site’s ample sunlight into renewable energy.

Going forward, we will evaluate and analyze the relationship between business operations and the natural environment, and we will share information with regional communities to determine and then implement needed activities.



The solar panels of Fujiyoshida Kewpie Co., Ltd.

Kewpie Forest

In September 2007, the Kewpie Group joined the Yamanashi Forest Creation Commission and founded the “Kewpie Forest” in Fuji Hokuoku, Fujiyoshida, Yamanashi to conserve the forest and protect water resources. Employees and their families volunteer, working with local NPOs to hold workshops (cooking regional cuisine, crafts) and forest walks that focus on planting trees and thinning. Workshops on issues facing the local environment have been offered since FY2016.

We held thinning and planting activities in the spring and fall of FY2019 as well as workshops to help people understand the gifts of nature and how to use them, for instance, by reusing materials from thinning activities to make wooden butter knives.



Photograph of participants

There have been 22 activities between FY2007 and FY2019, with approximately 1,100 people participating.



A nature lecture

Support of the Kiritappu Wetland National Trust

The Kiritappu Wetland, Japan's third largest wetland, has been recognized internationally as a Ramsar Convention Wetland in 1993 for its natural value.

Since FY2014, the Kewpie Group has provided financial support to the Kiritappu Wetland National Trust, the NPO working to preserve this vital natural environment. Furthermore, we participate in conservation activities of the wetland. An ecological survey in FY2017 confirmed that it is a habitat for *Gerris babai*, a species of water strider on the red list of endangered species compiled by the Ministry of the Environment.

The decision to landfill the artificial pond next to the wet land has been overturned in order to protect migratory birds that inhabit in the area. This preservation program is called "Hagukumi Pond" in 2016.



Maintaining a wooden walkway



The Kiritappu Wetland

Procurement that Considers Biodiversity

The "Kewpie Group Fundamental Policy for Sustainable Procurement" was formulated in FY2018 and promotes procurement that respects the environment and human rights.

Palm oil

In FY2018, we joined the RSPO* to promote the sustainable procurement of palm oil.

* RSPO: Roundtable on Sustainable Palm Oil

Paper

Together with cardboard and paper manufacturers, we promote the use of FSC certified materials under proper forest management.

> [Procurement Initiatives](#)

Top > Sustainability > Environmental Initiatives > Sustainable Use of Water

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives -
- Environmental Management >
- Effective Use of Resources >
- Initiatives on Global Warming >
- Conservation of Biodiversity >
- Sustainable Use of Water >**
- Environmentally Friendly Products >
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >

Sustainable Use of Water

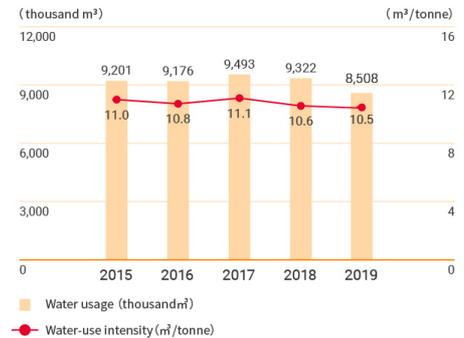
Water is the essential resource for human life and various manufacturing processes. Meanwhile, we use a large amount of water to clean or cool agricultural raw materials in our manufacturing processes. To continue our business, we consider water as a vital and limited resource, ensure its effective use, and reduce the environmental impact when collecting and discarding water.

Water Risk Assessments

In order to verify the impact of water risk, we adapt "AQUEDUCT" from the World Resources Institute (WRI) and conduct local hearings at all domestic locations.

Effective Use of Water

We, the Kewpie Group, are committed to the improvement of our production methods, effective use of water, and reduction in overall water usage. Our manufacturing plants consumed a total of 8,508,000 m³ of water (10.5 m³ per 1 ton) in FY2019, and this was just 1% lower than the previous year.



Use of highly treated water

In newly built plants, as part of our efforts to build human-friendly and environmentally-friendly factories, we are engaging in water conservation with the introduction of advanced waste water treatment equipment.

Shunsai Deli Akishima Plant

Shunsai Deli's Akishima Plant, which began production in November 2012, has introduced equipment that uses membrane process (reverse osmosis) technology for recycling waste water from the production line. This equipment produces an average of 160 tonnes of pure water a day, which is used in

various ways around the plant, including in the toilets, to water the trees in the factory grounds, wash the factory floors, spray onto the factory roof, and to cool the outdoor units of the air-conditioning system.



Reverse Osmosis (RO) Filtration Equipment

Kewpie Egg Corporation Hanno Plant

At Kewpie Egg Corporation's Hanno Plant, which began production in March 2015, treated water from hollow-fiber membrane treatment equipment is purified with activated charcoal and reverse osmosis membranes, before being re-used for toilet flushing and cooling the outdoor units of the plant's freezers. The plant plans to expand the range of the reclaimed water's re-use as an energy-saving measure for its freezer outdoor units.



Hollow fiber membrane module unit



Hollow fiber membrane module unit (air diffusion)



Activated charcoal tower



Reverse osmosis membrane unit

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives -
- Environmental Management >
- Effective Use of Resources >
- Initiatives on Global Warming >
- Conservation of Biodiversity >
- Sustainable Use of Water >
- Environmentally Friendly Products >
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >

Environmentally Friendly Products

We at the Kewpie Group strive to design products that reduce our impact on the environment - from procurement to consumption - while upholding our "Put Product Quality First".

We invent lighter containers, develop recyclable materials, and incorporate packaging with less environmental footprint. Moreover, we are determined to reduce food loss by extending life of food product.

In order to achieve zero food loss in the household, we will continue to introduce useful recipes for underrated parts of vegetables, such as stems, leaves, and cores.

Lighter, Simpler Containers and Packaging

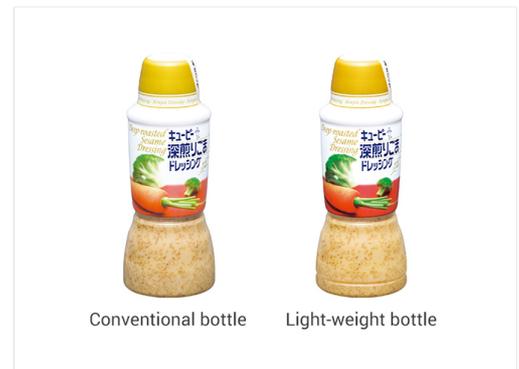
Product containers and packaging are essential to maintaining the quality of the product and preserving its good taste, but their production consumes energy and they turn into waste after use. The Kewpie Group remains committed to simplifying and reducing the weight of containers and packaging.

Basic policy on container and packaging selection

- It must be suitable for use as a food container
- It must not generate environmental pollutants
- Strive to achieve conservation of resources and energy and eliminate multi-layered packaging
- Improve and promote recyclability of containers and packaging
- Strive to establish environmentally-friendly packaging technologies

Creating Lighter, Simpler Packaging

We renewed our well-known 380ml Kewpie dressing bottle to make it lighter but without undermining its durability. As a result, the use of plastic is reduced by 80 tons annually. (Available for shipment since April 2019)



Using Packaging With a Lower Environmental Impact

The outer packaging for Kewpie dressing stick-type uses approximately 15% recycled plastic bottles.

This enables us to reduce the petroleum-derived materials and lower CO₂ emissions.

(Available for shipment since mid-February 2020)



Reduction of Product Wastage by Extending Shelf Life

The reduction of food wastage is a global issue. Such wastage includes food products that are thrown away in homes due to their use-by dates expiring.

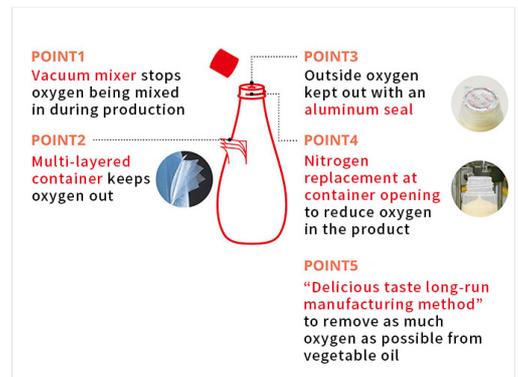
The Kewpie Group will contribute to the reduction of food wastage by extending the shelf life of its products through improvements in manufacturing methods and containers and packaging.

Extension of shelf life of mayonnaise

If mayonnaise is kept for a long time, the quality can deteriorate due to the effects of oxygen and other causes.

Ever since Kewpie Mayonnaise was first launched, we have pursued a range of innovations in manufacturing methods and containers and packaging to increase the shelf life of the product. These innovations include the use of multi-layered containers that keep oxygen out, the introduction of the “delicious taste long-run manufacturing method,” which eliminates to the greatest extent possible the oxygen dissolved in the vegetable oil, and reducing oxygen levels during manufacturing processes. We have also succeeded in improving the quality standard of Kewpie Half by changing the product formula.

With these innovations, we have been able to extend the shelf life of Kewpie Mayonnaise (50 g–450 g) and Kewpie Half from the previous 10 months to 12 months.



Extension of shelf life of packaged salads

In April 2015, Salad Club, which manufactures and distributes packaged salads, extended the shelf life of its mainstay products, shredded cabbage and mixed salad (including Big Packs) by one day. In addition to the application of Kewpie's patented "Vegetable-friendly manufacturing method" (Japanese Patent No. 4994524), this was made possible by Salad Club's ongoing efforts in its cold chain (low-temperature control), the adoption of functional packaging film, and other innovations.



Recipes to Reduce Food Waste

We are eager to help our customers reduce food waste through introducing practical approaches. One of our suggestions is to use overlooked parts of vegetables, such as outer leaves and stems, for our various recipes and tips.

In fact, those underrated parts of vegetables tend to serve key functions in plant growths and therefore carry unique nutrients and benefits of their own.

On the other hand, since FY2019, we have collaborated with Tokyo Kasei University, who made a significant contribution to "Totteoki Recipes" available at our website, to further promote the importance of food and reduction of its loss.

Our goal is to promote lifestyles that use ingredients more effectively. Please keep your eye on various vegetables and recipes that we introduce to you.

[Recipes
\(Japanese site only\)](#)



Top > Sustainability > Disclosure Policy

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >**
- Kewpie Reports >
- GRI Standards Content Index >
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

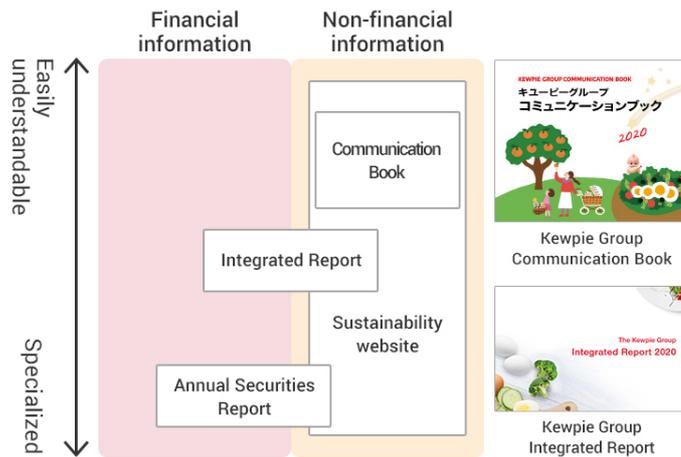
Disclosure Policy

Basic Concept

The Kewpie Group website provides a comprehensive report on sustainability considerations and initiatives with our stakeholders. This report is prepared in line with the GRI Sustainability Reporting Standard.

In addition, we offer easily understandable information on sustainability through the Kewpie Group Communication Book to help website visitors familiarize themselves with the idea of sustainability. Furthermore, we release the Kewpie Group Integrated Report for all shareholders and investors. It reports on our mid and long-term strategies to create corporate values that integrates both financial and non-financial information.

Tools to communicate sustainability information



Reporting Period and Covered Organizations

Covered organizations: Kewpie Corporation, its consolidated subsidiaries and its equity-method affiliates, totaling 62 organizations

Reporting period: Fiscal 2019 (December 1, 2018 – November 30, 2019) *includes some activities conducted outside of the reporting period

Reporting cycle: Updated each year in an annual report

Publication: July 2020

This website has been created in accordance with the set of GRI (Global Reporting Initiative) Sustainability Reporting Standards.

Contact Information

For additional sustainability-related information, please contact us at the following:

Environmental Team, Sustainability Promotion Department, Management Promotion Division, Kewpie Corporation

1-4-13, Shibuya, Shibuya-ku, Tokyo, Japan

Changes in Our Reports

| | |
|---------------|--|
| Fiscal 2001 – | Environmental Report |
| Fiscal 2005 | Environmental and Social Report |
| Fiscal 2006 – | Social and Environmental Report |
| Fiscal 2019 | Website, Integrated Report, Communication Book |
| Fiscal 2020 | Website, Integrated Report, Communication Book |

Top > Sustainability > Kewpie Reports

Sustainability

- [Sustainability](#) >
- [Top Message](#) >
- [Governance](#) +
- [Sustainability Management](#) +
- [Stakeholder Engagement and Outside Evaluation](#) +
- [Initiatives Toward Creating Healthy Eating Habits](#) +
- [Initiatives Toward People and Working Styles](#) +
- [Initiatives Toward a Society Focusing on Dietary Education](#) +
- [Environmental Initiatives](#) +
- [Disclosure Policy](#) >
- [Kewpie Reports](#) >
- [GRI Standards Content Index](#) >
- [ESG Data Sheet](#) >
- [History of Our Social and Environmental Activities](#) >

Kewpie Reports

[Download Report](#)

Back number

Kewpie Group Integrated Report 2020

In putting together the Integrated Report 2020, the Kewpie Group hopes to deepen the understanding of all stakeholders, beginning with its shareholders and investors, regarding efforts to create value over the medium to long term. The Integrated Report 2020 therefore provides an overview of the Group's business as well as comprehensive details of the strategies and plans aimed at creating corporate value.

[Integrated Report](#) >



Kewpie Group Communication Book 2020

Focusing on our efforts in material issues for sustainability, The Kewpie Group Communication Book introduces our ambitions and initiatives in an easy-to-understand format to the general public regarding issues related to society and the environment.

 [Kewpie Group Communication Book 2020 \(4.2MB\)](#)
(Japanese language only)



Top > Sustainability > Kewpie Reports

Sustainability

- [Sustainability >](#)
- [Top Message >](#)
- [Governance +](#)
- [Sustainability Management +](#)
- [Stakeholder Engagement and Outside Evaluation +](#)
- [Initiatives Toward Creating Healthy Eating Habits +](#)
- [Initiatives Toward People and Working Styles +](#)
- [Initiatives Toward a Society Focusing on Dietary Education +](#)
- [Environmental Initiatives +](#)
- [Disclosure Policy >](#)
- [Kewpie Reports >](#)
- [GRI Standards Content Index >](#)
- [ESG Data Sheet >](#)
- [History of Our Social and Environmental Activities >](#)

Kewpie Reports

[Download Report](#)

[Back number](#)

| Kewpie sustainability site PDF | |
|--------------------------------|--|
| 2019 |  Kewpie sustainability site 2019 (19.3MB) |

Top > Sustainability > GRI Standards Content Index

Sustainability

- Sustainability >
- Top Message >
- Governance +
- Sustainability Management +
- Stakeholder Engagement and Outside Evaluation +
- Initiatives Toward Creating Healthy Eating Habits +
- Initiatives Toward People and Working Styles +
- Initiatives Toward a Society Focusing on Dietary Education +
- Environmental Initiatives +
- Disclosure Policy >
- Kewpie Reports >
- GRI Standards Content Index >**
- ESG Data Sheet >
- History of Our Social and Environmental Activities >

GRI Standards Content Index

This website has been created in accordance with the set of GRI (Global Reporting Initiative) Sustainability Reporting Standards 2016.

| No. | Title | Page | ISO26000 (Core subject) |
|--------------------------------|--|--|---|
| Common standard | | | |
| 102:General Disclosures | | | |
| Organizational profile | | | |
| 102-1 | Name of the organization | > Corporate Data | 6.3.10 6.4.1 -6.4.2 6.4.3 6.4.4 6.4.5 6.8.5 Issue 8: Fundamental principles and rights at work Employment and employment relationships Conditions of work and social protection Issue 3: Social dialogue Issue 3: Employment creation and skills development |
| 102-2 | Activities, brands, products, and services | > Our Business | Same as above |
| 102-3 | Location of headquarters | > Corporate Data | Same as above |
| 102-4 | Location of operations | > Operating Sites & Group Companies | Same as above |
| 102-5 | Ownership and legal form | > Our Business | Same as above |
| 102-6 | Markets served |  Annual Report> Principal Facilities and Equipment (Japanese site only) > Our Business > Stakeholder Engagement | Same as above |
| 102-7 | Scale of the organization | > Corporate Data | Same as above |
| 102-8 | Information on employees and other workers | > Initiatives for Human Resources Development | Same as above |

| | | | | |
|-----------------------------|--|---|--------------|---|
| 102-9 | Supply chain | <ul style="list-style-type: none"> > Material Issues and Promotion Framework > Raw Material & Procurement Quality > Procurement Initiatives > Fundamental Policy for Sustainable Procurement > Initiatives for Supply Chain | | Same as above |
| 102-10 | Significant changes to the organization and its supply chain | Not applicable to the reporting period | | Same as above |
| 102-11 | Precautionary Principle or approach | <ul style="list-style-type: none"> > Operational Risks (Japanese site only)  Annual Report> Corporate governance (Japanese site only)  Integrated_Report> Working to Improve Corporate Governance | | Same as above |
| 102-12 | External initiatives | > Outside Evaluation | | Same as above |
| 102-13 | Membership of associations | <ul style="list-style-type: none"> > Japan Food Safety Management Association (JFSM)  > Kewpie Mirai Tamago Foundation (Japanese site only)  | | Same as above |
| Strategy | | | | |
| 102-14 | Statement from senior decision-maker | <ul style="list-style-type: none">  Integrated_Report> Message from the President > Top Message | 4.7 6.2 | Respect for international norms of behaviour Organizational governance |
| 102-15 | Key impacts, risks, and opportunities | > Operational Risks (Japanese site only) | | Same as above |
| Ethics and integrity | | | | |
| 102-16 | Values, principles, standards, and norms of behavior | <ul style="list-style-type: none"> > Corporate Philosophy > The Kewpie Promise | 4.4 6.6.3 | Ethical behaviour Anti-corruption |
| 102-17 | Mechanisms for advice and concerns about ethics |  Integrated_Report> Working to Improve Corporate Governance | | Same as above |
| Governance | | | | |
| 102-18 | Governance structure | > Corporate Governance | 6.2 | Organizational governance |
| 102-19 | Delegating authority | | | Same as above |

| | | | | |
|--------|---|--|--|---------------|
| | |  Annual Report> Corporate governance structure (Japanese site only) | | |
| 102-20 | Executive-level responsibility for economic, environmental, and social topics |  Annual Report> Corporate governance structure (Japanese site only) | | Same as above |
| 102-21 | Consulting stakeholders on economic, environmental, and social topics | > Material Issues and Promotion Framework > Stakeholder Engagement  Integrated_Report> Management Advisory Board | | Same as above |
| 102-22 | Composition of the highest governance body and its committees | > Corporate Governance | | Same as above |
| 102-23 | Chair of the highest governance body | > Corporate Governance | | Same as above |
| 102-24 | Nominating and selecting the highest governance body | > Corporate Governance | | Same as above |
| 102-25 | Conflicts of interest | > Corporate Governance | | Same as above |
| 102-26 | Role of highest governance body in setting purpose, values, and strategy | > Sustainability Management | | Same as above |
| 102-27 | Collective knowledge of highest governance body | > Corporate Governance | | Same as above |
| 102-28 | Evaluating the highest governance body's performance | > Corporate Governance | | Same as above |
| 102-29 | Identifying and managing economic, environmental, and social impacts | > Sustainability Management > Stakeholder Engagement  Integrated_Report> Management Advisory Board | | Same as above |
| 102-30 | Effectiveness of risk management processes | > Corporate Governance | | Same as above |
| 102-31 | Review of economic, environmental, and social topics | > Sustainability Management  Integrated_Report> Value Creation Process  Integrated_Report> ESG Initiatives | | Same as above |
| 102-32 | Highest governance body's role in sustainability | > Sustainability Management | | Same as above |

| | | | | |
|--------|--|--|--|---------------|
| | reporting | | | |
| 102-33 | Communicating critical concerns | > Corporate Governance | | Same as above |
| 102-34 | Nature and total number of critical concerns | > Corporate Governance | | Same as above |
| 102-35 | Remuneration policies | > Corporate Governance Integrated_Report > Remuneration of Board Members | | Same as above |
| 102-36 | Process for determining remuneration | > Corporate Governance Integrated_Report > Remuneration of Board Members | | Same as above |
| 102-37 | Stakeholders' involvement in remuneration | Annual Report 2019 > Compensation of Officers (Japanese site only) Proposition No. 3 Payment of Bonuses to Directors (Japanese site only) Integrated_Report > Remuneration of Board Members | | Same as above |
| 102-38 | Annual total compensation ratio | | | Same as above |
| 102-39 | Percentage increase in annual total compensation ratio | | | Same as above |

Stakeholder engagement

| | | | | |
|--------|----------------------------------|--|---|--|
| 102-40 | List of stakeholder groups | > Stakeholder Engagement > Kewpie Mirai Tamago Foundation > Activity Overview  (Japanese site only) | 5.3 | Stakeholder identification and engagement |
| 102-41 | Collective bargaining agreements | > Initiatives for Human Resources Development | 6.3.10 6.4.1 -6.4.2 6.4.3 6.4.4 6.4.5 6.8.5 | Issue 8: Fundamental principles and rights at work Employment and employment relationships Conditions of work and social protection Issue 3: Social dialogue Issue 3: Employment creation and skills development |

| | | | | |
|---------------|---|---|---------------------|--|
| 102-42 | Identifying and selecting stakeholders | <ul style="list-style-type: none"> > Stakeholder Engagement > Kewpie Mirai Tamago Foundation > Apply For Subsidies  (Japanese site only) | 5.3 | Stakeholder identification and engagement |
| 102-43 | Approach to stakeholder engagement | <ul style="list-style-type: none"> > Stakeholder Engagement > Kewpie Mirai Tamago Foundation > Apply For Subsidies  (Japanese site only) > Voluntary Declaration of Consumer-Oriented Management (Japanese site only) | 5.3 4.6 6.7.6 | Stakeholder identification and engagement Respect for the rule of law Issue 4: Consumer service, support, and complaint and dispute resolution |
| 102-44 | Key topics and concerns raised | <ul style="list-style-type: none"> > Stakeholder Engagement | 5.3 | Stakeholder identification and engagement |
| Report | | | | |
| 102-45 | Entities included in the consolidated financial statements | <ul style="list-style-type: none">  Annual Report> Status of Associated Companies (Japanese site only) | 5.2 | Recognizing social responsibility |
| 102-46 | Defining report content and topic Boundaries | <ul style="list-style-type: none"> > Material Issues and Promotion Framework | | Same as above |
| 102-47 | List of material topics | <ul style="list-style-type: none"> > Material Issues and Promotion Framework | | Same as above |
| 102-48 | Restatements of information | Not applicable to the reporting period | | Same as above |
| 102-49 | Changes in reporting | Not applicable to the reporting period | | Same as above |
| 102-50 | Reporting period | <ul style="list-style-type: none"> > Disclosure Policy | | |
| 102-51 | Date of most recent report | July 27, 2020 | | |
| 102-52 | Reporting cycle | Annual | | |
| 102-53 | Contact point for questions regarding the report | <ul style="list-style-type: none"> > Disclosure Policy | | |
| 102-54 | Claims of reporting in accordance with the GRI Standards 2016 | <ul style="list-style-type: none"> > This website has been created in accordance with the set of GRI (Global Reporting Initiative) Sustainability Reporting Standards. | | |
| 102-55 | GRI content index | <ul style="list-style-type: none"> > GRI Standards Content Index | | |
| 102-56 | External assurance | | | |

| 103:Management Approach | | | | |
|--------------------------|--|---|--|--|
| 103-1 | Explanation of the material topic and its Boundary | <ul style="list-style-type: none"> > Sustainability Management > Operational Risks (Japanese site only) | 5.2 | Recognizing social responsibility |
| 103-2 | The management approach and its components | <ul style="list-style-type: none"> > Sustainability Management > Initiatives Toward Creating Healthy Eating Habits > Initiatives Toward a Society Focusing on Dietary Education > Environmental Initiatives > Initiatives Toward People and Working Styles | | |
| 103-3 | Evaluation of the management approach | <ul style="list-style-type: none">  Integrated_Report> Value Creation Process  Integrated_Report> ESG Initiatives | | |
| Material topics | | | | |
| Economic | | | | |
| 201:Economic Performance | | | | |
| 201-1 | Direct economic value generated and distributed | <ul style="list-style-type: none">  Annual Report> Outline of the Company | 6.8.1 -6.8.2 6.8.3 6.8.7 6.8.9 | Community Involvement and Development principles and considerations Issue 1: Community involvement Issue 5: Wealth and income creation Issue 7: Social investment |
| 201-2 | Financial implications and other risks and opportunities due to climate change | <ul style="list-style-type: none"> > Operational Risks (Japanese site only) > Risk Management | 6.5.5 | Issue 3: Climate change mitigation and adaptation |
| 201-3 | Defined benefit plan obligations and other retirement plans | <ul style="list-style-type: none">  Annual Report> Retirement Benefits (Japanese site only) | 6.8.7 | Issue 5: Wealth and income creation |
| 201-4 | Financial assistance received from government | | | |
| 202:Market Presence | | | | |
| 202-1 | Ratios of standard entry | Not applicable to the | 6.3.7 | Issue 5: |

| | | | | |
|---------------------------------------|--|---|--|---|
| | level wage by gender compared to local minimum wage | reporting period | 6.3.10 6.4.3 6.4.4 6.8.1 -6.8.2 | Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships Issue 2: Conditions of work and social protection Community Involvement and Development principles and considerations |
| 202-2 | Proportion of senior management hired from the local community | > Initiatives for Diversity | 6.4.3 6.8.1 -6.8.2 6.8.5 6.8.7 | Issue 1: Employment and employment relationships Community Involvement and Development principles and considerations Issue 3: Employment creation and skills development Issue 5: Wealth and income creation |
| 203: Indirect Economic Impacts | | | | |
| 203-1 | Infrastructure investments and services supported | > Initiatives Toward a Society Focusing on Dietary Education > Initiatives Toward Creating Healthy Eating Habits > Developments that Align with a Global Food Culture > Kewpie Mirai Tamago Foundation > Activity Overview  (Japanese site only) | 6.5.9 6.8.1 -6.8.2 6.8.7 6.8.9 | Issue 7: Economic, social and cultural rights Community Involvement and Development principles and considerations Issue 5: Wealth and income creation Issue 7: Social investment |
| 203-2 | Significant indirect economic impacts | Not applicable to the reporting period | 6.3.9 6.6.6 6.6.7 6.7.8 6.8.1 -6.8.2 6.8.5 | Issue 7: Economic, social and cultural rights Issue 4: Promoting social responsibility in the value chain Issue 5: Respect |

| | | | | |
|----------------------------------|--|--|--|---|
| | | | 6.8.7 6.8.9 | for property rights Issue 6: Access to essential services Community Involvement and Development principles and considerations Issue 3: Employment creation and skills development Issue 5: Wealth and income creation Issue 7: Social investment |
| 204:Procurement Practices | | | | |
| 204-1 | Proportion of spending on local suppliers | | 6.4.3 6.6.6 6.8.1 -6.8.2 6.8.7 | Issue 1: Employment and employment relationships Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations Issue 5: Wealth and income creation |
| 205:Anti-corruption | | | | |
| 205-1 | Operations assessed for risks related to corruption |  Annual Report 2019 > Operation status of internal control system (Japanese site only) | 6.6.1 -6.6.2 6.6.3 | Overview of fair operating practices principles and considerations Issue 1: Anti-corruption |
| 205-2 | Communication and training about anti-corruption policies and procedures | > Code of Ethics > Establishment of Kewpie Group Anti-Bribery Basic Policy | 6.6.1 -6.6.2 6.6.3 6.6.6 | Overview of fair operating practices principles and considerations Issue 1: Anti-corruption Issue 4: Promoting social responsibility in the value chain |
| 205-3 | Confirmed incidents of corruption and actions | Not applicable to the reporting period | 6.6.1 -6.6.2 | Overview of fair operating |

| | | | | |
|--------------------------------------|---|---|-----------------------------------|---|
| | taken | | 6.6.3 | practices principles and considerations Issue 1: Anti-corruption |
| 206:Anti-competitive Behavior | | | | |
| 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | Not applicable to the reporting period | 6.6.1 -6.6.2 6.6.5 6.6.7 | Overview of fair operating practices principles and considerations Issue 3: Fair competition Issue 5: Respect for property rights |
| Environment | | | | |
| 301:Materials | | | | |
| 301-1 | Materials used by weight or volume | > Environmental Management | 6.5.4 | Issue 2: Sustainable resource use |
| 301-2 | Recycled input materials used | > Environmentally Friendly Products | 6.5.4 | Issue 2: Sustainable resource use |
| 301-3 | Reclaimed products and their packaging materials | > Effective Use of Resources > Environmentally Friendly Products | 6.5.3 6.5.4 6.7.5 | Issue 1: Prevention of pollution Issue 2: Sustainable resource use Issue 3: Sustainable consumption |
| 302:Energy | | | | |
| 302-1 | Energy consumption within the organization | > Environmental Management > Initiatives on Global Warming | 6.5.4 | Issue 2: Sustainable resource use |
| 302-2 | Energy consumption outside of the organization | > Initiatives on Global Warming | 6.5.4 | Issue 2: Sustainable resource use |
| 302-3 | Energy intensity | > Production initiatives | 6.5.4 | Issue 2: Sustainable resource use |
| 302-4 | Reduction of energy consumption | > Initiatives on Global Warming | 6.5.4 6.5.5 | Issue 2: Sustainable resource use Issue 3: Climate |

| | | | | |
|-------------------------|---|--|----------------|---|
| | | | | change mitigation and adaptation |
| 302-5 | Reductions in energy requirements of products and services | | 6.5.4 6.5.5 | Issue 2: Sustainable resource use Issue 3: Climate change mitigation and adaptation |
| 303:Water | | | | |
| 303-1 | Water withdrawal by source | > Environmental Management > Sustainable Use of Water | 6.5.4 | Issue 2: Sustainable resource use |
| 303-2 | Water sources significantly affected by withdrawal of water | | 6.5.4 | Issue 2: Sustainable resource use |
| 303-3 | Water recycled and reused | > Sustainable Use of Water | 6.5.4 | Issue 2: Sustainable resource use |
| 304:Biodiversity | | | | |
| 304-1 | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | > Conservation of Biodiversity | 6.5.6 | Issue 4: Protection of the environment, biodiversity and restoration of natural habitats |
| 304-2 | Significant impacts of activities, products, and services on biodiversity | Not applicable to the reporting period | 6.5.6 | Issue 4: Protection of the environment, biodiversity and restoration of natural habitats |
| 304-3 | Habitats protected or restored | > Conservation of Biodiversity | 6.5.6 | Issue 4: Protection of the environment, biodiversity and restoration of natural habitats |
| 304-4 | IUCN Red List species and national conservation list species with habitats in areas affected by operations | Not applicable to the reporting period | 6.5.6 | Issue 4: Protection of the environment, biodiversity and restoration of natural habitats |
| 305:Emissions | | | | |
| 305-1 | Direct (Scope 1) GHG emissions | > Initiatives on Global Warming | 6.5.5 | Issue 3: Climate change mitigation and adaptation |

| | | | | |
|---------------------------------|---|--|-------------------------|---|
| 305-2 | Energy indirect (Scope 2) GHG emissions | > Initiatives on Global Warming | 6.5.5 | Issue 3: Climate change mitigation and adaptation |
| 305-3 | Other indirect (Scope 3) GHG emissions | > Initiatives on Global Warming | 6.5.5 | Issue 3: Climate change mitigation and adaptation |
| 305-4 | GHG emissions intensity | > Production initiatives > Logistics initiatives | 6.5.5 | Issue 3: Climate change mitigation and adaptation |
| 305-5 | Reduction of GHG emissions | > Initiatives on Global Warming | 6.5.5 | Issue 3: Climate change mitigation and adaptation |
| 305-6 | Emissions of ozone-depleting substances (ODS) E | | 6.5.3 6.5.5 | Issue 1: Prevention of pollution Issue 3: Climate change mitigation and adaptation |
| 305-7 | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | > Environmental Management | 6.5.3 | Issue 1: Prevention of pollution |
| 306: Effluents and Waste | | | | |
| 306-1 | Water discharge by quality and destination | > Environmental Management | 6.5.3 6.5.4 | Issue 1: Prevention of pollution Issue 2: Sustainable resource use |
| 306-2 | Waste by type and disposal method | > Effective Use of Resources | 6.5.3 | Issue 1: Prevention of pollution |
| 306-3 | Significant spills | Not applicable to the reporting period | 6.5.3 | Issue 1: Prevention of pollution |
| 306-4 | Transport of hazardous waste | Not applicable to the reporting period | 6.5.3 | Issue 1: Prevention of pollution |
| 306-5 | Water bodies affected by water discharges and / or runoff | > Environmental Management > Sustainable Use of Water | 6.5.3 6.5.4 6.5.6 | Issue 1: Prevention of pollution Issue 2: Sustainable resource use Issue 4: Protection of the environment, biodiversity and |

| | | | | |
|--|--|--|----------------|---|
| | | | | restoration of natural habitats |
| 307:Environmental Compliance | | | | |
| 307-1 | Non-compliance with environmental laws and regulations | Not applicable to the reporting period > Environmental Management | 4.6 | Respect for the rule of law |
| 308:Supplier Environmental Assessment | | | | |
| 308-1 | New suppliers that were screened using environmental criteria | > Procurement Initiatives > Fundamental Policy for Sustainable Procurement > Initiatives for Supply Chain | 6.3.5 6.6.6 | Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain |
| 308-2 | Negative environmental impacts in the supply chain and actions taken | > Material Issues and Promotion Framework > Environmental Management > Procurement Initiatives > Effective Use of Resources > Sustainable Use of Water > Operational Risks (Japanese site only) | 6.3.5 6.6.6 | Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain |
| Social | | | | |
| 401:Employment | | | | |
| 401-1 | New employee hires and employee turnover | > Initiatives for Human Resources Development > ESG Data Sheet | 6.4.3 | Issue 1: Employment and employment relationships |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | > Initiatives for Human Resources Development > Initiatives for Work Style Reform and Work-Life Balance | 6.4.4 6.8.7 | Issue 2: Conditions of work and social protection Issue 5: Wealth and income creation |
| 401-3 | Parental leave | > Initiatives for Human Resources Development > ESG Data Sheet | 6.4.4 | Issue 2: Conditions of work and social protection |
| 402:Labor / Management Relations | | | | |
| 402-1 | Minimum notice periods regarding operational changes | | 6.4.3 6.4.5 | Issue 1: Employment and employment relationships |

| | | | | |
|--|---|--|-----------------------------------|--|
| | | | | Issue 3: Social dialogue |
| 403:Occupational Health and Safety | | | | |
| 403-1 | Workers representation in formal joint management– worker health and safety committees | | 6.4.6 | Issue 4: Health and safety at work |
| 403-2 | Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities | > Initiatives for Health-based Management and Occupational Health and Safety | 6.4.6 6.8.8 | Issue 4: Health and safety at work Issue 6: Health |
| 403-3 | Workers with high incidence or high risk of diseases related to their occupation | | 6.4.6 6.8.8 | Issue 4: Health and safety at work Issue 6: Health |
| 403-4 | Health and safety topics covered in formal agreements with trade unions | | 6.4.6 | Issue 4: Health and safety at work |
| 404:Training and Education | | | | |
| 404-1 | Average hours of training per year per employee | > Initiatives for Human Resources Development | 6.4.7 | Issue 5: Human development and training in the workplace |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | > Initiatives for Human Resources Development | 6.4.7 6.8.5 | Issue 5: Human development and training in the workplace Issue 3: Employment creation and skills development |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | > Initiatives for Human Resources Development | 6.4.7 | Issue 5: Human development and training in the workplace |
| 405:Diversity and Equal Opportunity | | | | |
| 405-1 | Diversity of governance bodies and employees | > Initiatives for Human Resources Development > Initiatives for Respect for Human Rights > Initiatives for Diversity | 6.2.3 6.3.7 6.3.10 6.4.3 | Orgnization of making important decisions Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: |

| | | | | |
|-------|--|--|-----------------------------------|--|
| | | | | Employment and employment relationships |
| 405-2 | Ratio of basic salary and remuneration of women to men | | 6.3.7 6.3.10 6.4.3 6.4.4 | Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships Issue 2: Conditions of work and social protection |

406:Non-discrimination

| | | | | |
|-------|--|--|---|---|
| 406-1 | Incidents of discrimination and corrective actions taken | > Code of Ethics > Initiatives for Respect for Human Rights | 6.3.1 6.3.2 6.3.6 6.3.7 6.3.10 6.4.3 | Overview of human rights principles and considerations Issue 4: Resolving grievances Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships |
|-------|--|--|---|---|

407:Freedom of Association and Collective Bargaining

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|-------|--|--|--|---|
| 407-1 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | > Initiatives for Respect for Human Rights | 6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.5 6.6.6 | Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 6: Civil and political rights Issue 8: Fundamental principles and |
|-------|--|--|--|---|

| | | | | |
|---------------------------------------|--|---|--|---|
| | | | | rights at work Issue 3: Social dialogue Issue 4: Promoting social responsibility in the value chain |
| 408:Child Labor | | | | |
| 408-1 | Operations and suppliers at significant risk for incidents of child labor | <ul style="list-style-type: none"> > Code of Ethics > Procurement Initiatives > Initiatives for Supply Chain > Initiatives for Respect for Human Rights | 6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 6.6.6 6.8.4 | Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 4: Promoting social responsibility in the value chain Issue 2: Education and culture |
| 409:Forced or Compulsory Labor | | | | |
| 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | <ul style="list-style-type: none"> > Code of Ethics > Procurement Initiatives > Initiatives for Supply Chain > Initiatives for Respect for Human Rights | 6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.3.10 6.6.6 | Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 8: Fundamental principles and rights at work Issue 4: Promoting social responsibility in the value chain |
| 410:Security Practices | | | | |

| | | | | |
|---|---|--|--|--|
| 410-1 | Security personnel trained in human rights policies or procedures | > Code of Ethics > Initiatives for Respect for Human Rights | 6.3.1 6.3.2 6.3.4 6.3.5 6.6.6 | Overview of human rights principles and considerations Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain |
| 411:Rights of Indigenous Peoples | | | | |
| 411-1 | Incidents of violations involving rights of indigenous peoples | Not applicable to the reporting period | 6.3.1 6.3.2 6.3.4 6.3.6 6.3.7 6.3.8 6.6.7 6.8.3 | Overview of human rights principles and considerations Issue 2: Human rights risk situations Issue 4: Resolving grievances Issue 5: Discrimination and vulnerable groups Issue 6: Civil and political rights Issue 5: Respect for property rights Issue 1: Community involvement |
| 412:Human Rights Assessment | | | | |
| 412-1 | Operations that have been subject to human rights reviews or impact assessments | > Code of Ethics > Initiatives for Respect for Human Rights | 6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 | Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity |
| 412-2 | Employee training on human rights policies or procedures | > Code of Ethics > Initiatives for Respect for Human Rights | 6.3.1 6.3.2 6.3.5 | Overview of human rights principles and considerations Issue 3: Avoidance of complicity |

| | | | | |
|---------------------------------------|--|---|---|---|
| 412-3 | Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening | | 6.3.1 6.3.2 6.3.3 6.3.5 6.6.6 | Overview of human rights principles and considerations Issue 1: Due diligence Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain |
| 413:Local Communities | | | | |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | <ul style="list-style-type: none"> > Initiatives Toward a Society Focusing on Dietary Education > Contributing to Society through Food > Contributing to Local Communities > Conservation of Biodiversity | 6.3.9 6.5.1 -6.5.2 6.5.3 6.8 | Issue 7: Economic, social and cultural rights Overview of the environment principles and considerations Issue 1: Prevention of pollution Community Involvement and Development |
| 413-2 | Operations with significant actual and potential negative impacts on local communities | | 6.3.9 6.5.3 6.8 | Issue 7: Economic, social and cultural rights Issue 1: Prevention of pollution Community involvement and development |
| 414:Supplier Social Assessment | | | | |
| 414-1 | New suppliers that were screened using social criteria | <ul style="list-style-type: none"> > Procurement Initiatives > Initiatives for Supply Chain > Fundamental Policy for Sustainable Procurement | 6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.4.3 6.6.1 -6.6.2 6.6.6 6.8.1 -6.8.2 | Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 1: Employment and employment relationships Overview of fair operating practices |

| | | | | |
|---------------------------------------|---|---|---|---|
| | | | | principles and considerations Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations |
| 414-2 | Negative social impacts in the supply chain and actions taken | <ul style="list-style-type: none"> > Material Issues and Promotion Framework > Procurement Initiatives > Initiatives for Respect for Human Rights > Initiatives for Supply Chain > Operational Risks (Japanese site only) | 6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.4.3 6.6.1 -6.6.2 6.6.6 6.8.1 -6.8.2 | Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 1: Employment and employment relationships Overview of fair operating practices principles and considerations Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations |
| 415:Public Policy | | | | |
| 415-1 | Political contributions | | 6.6.1 -6.6.2 6.6.4 | Overview of fair operating practices principles and considerations Issue 2: Responsible political involvement |
| 416:Customer Health and Safety | | | | |
| 416-1 | Assessment of the health and safety impacts of product and service categories | <ul style="list-style-type: none"> > Quality & Safety > A Passion for Quality | 6.7.1 -6.7.2 6.7.4 | Overview of the Consumer issues principles and considerations |

| | | | | |
|-------|---|--|---|---|
| | | | 6.7.5 6.8.8 | Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 6: Health |
| 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | Not applicable to the reporting period > Customer Service Office > Voluntary Declaration of Consumer-Oriented Management (Japanese site only) | 4.6 6.7.1 -6.7.2 6.7.4 6.7.5 6.8.8 | Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 6: Health |

417:Marketing and Labeling

| | | | | |
|-------|---|--|--|--|
| 417-1 | Requirements for product and service information and labeling | > Product Labelling > Universal Design Initiatives (Japanese site only) > Voluntary Declaration of Consumer-Oriented Management (Japanese site only) | 6.7.1 -6.7.2 6.7.3 6.7.4 6.7.5 6.7.9 | Overview of the Consumer issues principles and considerations Fair marketing, factual and unbiased information and fair contractual practices Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 7: Education and awareness |
| 417-2 | Incidents of non-compliance concerning product and service information and labeling | Not applicable to the reporting period > Customer Service Office > Voluntary Declaration of Consumer-Oriented Management (Japanese site only) | 4.6 6.7.1 -6.7.2 6.7.3 6.7.4 6.7.5 6.7.9 | Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 1: Fair marketing, factual and unbiased information and fair contractual practices Issue 2: Protecting consumers' health and safety |

| | | | | |
|-------------------------------------|--|--|---------------------------------|--|
| | | | | Issue 3: Sustainable consumption Issue 7: Education and awareness |
| 417-3 | Incidents of non-compliance concerning marketing communications | Not applicable to the reporting period > Customer Service Office > Voluntary Declaration of Consumer-Oriented Management (Japanese site only) | 4.6 6.7.1 -6.7.2 6.7.3 | Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 1: Fair marketing, factual and unbiased information and fair contractual practices |
| 418:Customer Privacy | | | | |
| 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Not applicable to the reporting period > Privacy Policy > Information (Japanese site only) | 6.7.1 -6.7.2 6.7.7 | Overview of the Consumer issues principles and considerations Issue 5: Consumer data protection and privacy |
| 419:Socioeconomic Compliance | | | | |
| 419-1 | Non-compliance with laws and regulations in the social and economic area | Not applicable to the reporting period > Customer Service Office | 4.6 6.7.1 -6.7.2 6.7.6 | Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 4: Consumer service, support, and complaint and dispute resolution |

Top > Sustainability > ESG Data Sheet

Sustainability

| | |
|--|---|
| Sustainability | > |
| Top Message | > |
| Governance | + |
| Sustainability Management | + |
| Stakeholder Engagement and Outside Evaluation | + |
| Initiatives Toward Creating Healthy Eating Habits | + |
| Initiatives Toward People and Working Styles | + |
| Initiatives Toward a Society Focusing on Dietary Education | + |
| Environmental Initiatives | + |
| Disclosure Policy | > |
| Kewpie Reports | > |
| GRI Standards Content Index | > |
| ESG Data Sheet | > |
| History of Our Social and Environmental Activities | > |

ESG Data Sheet

Data of ESG (Environment, Society, and Governance) on Kewpie Group's sustainability activities.

 [Kewpie ESG Data Sheet 2019 \(317KB\)](#)

Click on the relevant item to download a PDF file of data. You will need [Adobe Reader](#) to view PDF files.

Sustainability

- [Sustainability](#) >
- [Top Message](#) >
- [Governance](#) +
- [Sustainability Management](#) +
- [Stakeholder Engagement and Outside Evaluation](#) +
- [Initiatives Toward Creating Healthy Eating Habits](#) +
- [Initiatives Toward People and Working Styles](#) +
- [Initiatives Toward a Society Focusing on Dietary Education](#) +
- [Environmental Initiatives](#) +
- [Disclosure Policy](#) >
- [Kewpie Reports](#) >
- [GRI Standards Content Index](#) >
- [ESG Data Sheet](#) >
- [History of Our Social and Environmental Activities](#) >

History of Our Social and Environmental Activities

| Year | Social Activities | Environmental Activities |
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| 1956 | | Began sun-drying eggshells and selling them to farms as soil conditioner |
| 1960 | Started sponsorship of the Bellmark educational aid foundation | |
| 1961 | Started Open Kitchen factory tours | |
| 1962 | Began broadcasting "Kewpie Three-Minute Cooking" | |
| 1963 | | Started reducing waste materials as part of streamlining |
| 1969 | | Installed equipment for crushing and drying eggshells (Former Sengawa Factory) |
| 1971 | | Introduced activated sludge water treatment facilities (installed in all factories by 1975) |
| 1973 | Launched the monthly magazine Kewpie News to spread food and health knowledge | |
| 1975 | Began distributing videos on dietary life | |
| 1978 | Began cosponsorship of the JCA Mothers' Chorus Festival (organized by the Japan Choral Association and the Asahi Shimbun Company) | |
| 1980 | Began cosponsorship of the Naha Mothers' Chorus Festival (now the Okinawa Mothers' Chorus Festival) | |
| 1981 | | Began selling eggshells as source of calcium for food products (achieved by developing membrane-removal technology and sold under the product name Calhope) |
| 1984 | Started running food-themed seminars | |
| 1991 | | Established Environmental Issue Investigation Committee (Chair: General Manager of Production Division) |

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| | | Processed eggshell membrane and began selling it as a raw ingredient for cosmetics |
| 1992 | | Reduced container bulk (introduced lightweight round bottle for dressings, etc.) |
| 1993 | | Established system for group companies to conduct mutual safety and environmental checks |
| 1997 | | Appointed an officer in charge of environmental management and established Environmental Measures Office |
| | | Reorganized environmental organizations and established Environmental Committee to include all group companies (Chair: officer in charge of environmental management) |
| | | Launched umami condiment using eggshell membrane as an ingredient (Product name: Ransho). Note: This product has been discontinued. |
| 1998 | | Set standards for assessing environmental impact of containers and packaging |
| | | Set basic principles for green purchasing, and developed and began operating guidelines for use of printer paper, etc. |
| | | Formulated basic policy for environmental conservation (set goals for each division and embarked on activities) |
| 2000 | | Reduced bulk of mayonnaise containers and cardboard boxes, eliminated use of packaging partitions, etc. |
| | | Itami Factory obtained ISO14001 certification |
| | | Began cosponsoring and donating to the Kiritappu Wetland National Trust, an NPO |
| 2001 | | Started publishing Environmental Report |
| | | Goka Factory obtained ISO14001 certification |
| | | Developed Group Environmental Management Manual |
| 2002 | Started Mayonnaise Classes | Abolished waste incinerators at all |

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| | | Kewpie factories |
| | Established the Toichiro Nakashima Memorial endowed health food science course at graduate school of the Tokyo University of Fisheries (now Tokyo University of Marine Science and Technology) | Achieved 100% recycling rate for waste at Goka Factory |
| 2003 | | Achieved 100% recycling rate for waste at all Kewpie factories |
| 2004 | Kewpie News awarded top prize in the 4th "Excellent Material Awards concerning Consumer Education for Companies and Organizations" (organized by the National Institute on Consumer Education) | Tosu Factory obtained ISO14001 certification |
| 2005 | Appointed officer in charge of CSR, reorganized Environmental Measures Office into Social & Environmental Promotion Office | Nakagawara Factory obtained ISO14001 certification |
| | Started publishing Environmental and Social Report (added information on social activities to Environmental Report) | |
| 2006 | Began cosponsorship of the Shibuya Music Scramble festival | Joined the Japanese Government's "Team Minus 6%" global warming prevention initiative |
| | | Joined the "Container and Packaging Diet Declaration" initiative promoted by eight local governments |
| | Began publishing the Social and Environmental Report (increased content relating to social contribution initiatives and published print and online versions) | |
| 2007 | Began supporting food bank activities | Fujiyoshida Factory obtained ISO14001 certification |
| | Launched social and environmental blog | Started Kewpie Forest conservation activities in Fujiyoshida, Yamanashi Prefecture, in the aim of fostering water sources |
| 2008 | Launched QPeace donation-matching scheme | Reduced inks used for printing on cardboard boxes from 39 colors to 18 standard colors |
| | Social and environmental blog won Goo Environmental Award (blog category) | |
| 2009 | Restructured Social & Environmental Promotion Office and Legal and Intellectual Property Office to form CSR Promotion Division and reorganized Social & Environmental Promotion Office as Social & Environmental Promotion Department | |
| | Established "Mayonnaise Factory" activity at the KidZania Koshien activity park | Introduced Toyota Prius hybrid cars into sales fleet |
| 2010 | Launched "Kazoku de Wakuwaku | |

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| | Cooking” (exciting family cooking) classes with guest chef Kiyomi Mikuni | |
| 2011 | Won Minister of Agriculture, Forestry and Fisheries Prize in the CSR category of the 32nd Food Industry Excellent Company Award | |
| | Began five-year program of donations to educational support activities in areas affected by the Great East Japan Earthquake conducted by the Bellmark educational aid foundation | |
| 2012 | Restructured Social & Environmental Promotion Department and Public Relations Office to form the Public Relations and CSR Division | |
| | Began production and publication of picture books for children (one volume per year published until 2016) | |
| | Opened the Aohata Jamdeck visitor facility at the Aohata Jam Factory | |
| 2013 | Established the “Food for Health” endowed research department at Ochanomizu University | Joint initiative by Kato Sangyo Co., Ltd., K.R.S. Corporation, and Kewpie to promote and expand green distribution won a Green Partnership Council special award |
| | Started cosponsorship of All-Japan Elementary School Dance Competition | Installed solar power generation facilities at K.R.S. Corporation’s Matsudo Sales Office and Itami No. 3 Sales Office, and Kpack Co., Ltd. |
| | Aohata Corporation entered into comprehensive partnership agreement with the Hiroshima prefectural government | Started 2nd stage of Kewpie Forest activities |
| 2014 | Opened Mayoterrace visitor facility at Sengawa Kewport | Exhibited sample uses of eggshells in the Ministry of the Environment’s “Fun to Share” booth at the EcoPro 2014 trade fair for eco-products |
| | | Installed solar power generation facilities at K.R.S. Corporation’s Tokorozawa distribution center and Kewpie Jyozo Co., Ltd.’s Shiga Factory |
| | | Joined the “Container and Packaging Diet Declaration” initiative promoted by nine local governments. Showcased products with lightweight containers via a campaign run by 75 supermarkets in the Kanto region. |
| | | Began production of livestock feed for pigs from potato peel (chiefly potato skin and sprouts) |

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| 2015 | Social & Environmental Promotion Department reorganized to form the CSR Department | |
| | | Started promoting modal shift for long-distance transport (500 km or more) |
| | | Extended expiry dates for some packaged salad products |
| | | Installed solar power generation facilities at Green Factory Center and Fujiyoshida Kewpie Co., Ltd. |
| 2016 | Signed a Shibuya Social Action Partner agreement with the municipal government of Shibuya Ward | Extended expiry dates for some sizes of Kewpie Mayonnaise and Kewpie Half Salad Dressing (to reduce food waste) |
| | | Started 3rd stage of Kewpie Forest activities |
| | | Kewpie Kobe factory began operation based on the concept of halving energy use |
| | | Installed solar power generation facilities at Enshu Delica Co., Ltd.* and the Goka Factory *now the Salad Club, Inc. Enshu Factory |
| 2017 | Staged a CSR display at the General Meeting of Shareholders | |
| | Established CSR Committee and restructured Environment Committee to form an organization that promotes overall CSR activities including food education and social contribution | |
| | Drew up CSR priorities | |
| | Started Open Kitchen factory tours at Kewpie Kobe factory | Expanded solar power generation facilities at Green Factory Center |
| | Established the Kewpie Mirai Tamago Foundation (*Since April 1, 2019, switched to a Public Interest Incorporated Foundation) | Fujiyoshida Kewpie won Facility Excellence Award in the FY2016 Kanto Region Electricity Usage Rationalization Committee Chairman's Awards |
| | Kewpie Mirai Tamago Foundation convened 1st Summit on Creating Meaningful Spaces in which Children Can Relax and Gain a Stronger Sense of Belonging in Regions | Aprons dyed with vegetable residue from factory processes (food textiles) adopted for use in Mayonnaise Classes |
| | | Green Message Co., Ltd. started making silage from vegetable residue |
| 2018 | Certified under the 2018 Health and Productivity Management Organization Recognition Program ("White 500" category for large organizations) | Formulated Kewpie Group Fundamental Policy for Sustainable Procurement |
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| | Certified under the Platinum Kurumin program recognizing organizations that support child-raising | Kewpie changed expiration labelling from year/month/day to year/month (on retort pouches for the Yasashii Kondate commercial nursing food series) for the first time |
| | Entered into comprehensive partnership agreement with the Hiroshima prefectural government (to engage in local production/local consumption initiatives, dietary education, health promotion, etc.) | Switched from glass containers to plastic bottles for Kewpie dressing (Reduced greenhouse gas emissions by around 20% in raw ingredient procurement, container production, and container transport) |
| | Established the "Aichi Minna no Salad" Executive Committee (supporting an increase in vegetable consumption for Aichi residents) | Installed solar power generation facilities at Kewpie (Thailand) Co., Ltd. |
| | | Kewpie, Lion Corporation, and Japan Pallet Rental Corporation, three companies from different industries, launched a joint-route transportation scheme |
| | | Kewpie Corporation and Green Message Co., Ltd. receive the Prime Minister's Prize for the FY2018 3Rs (Reduce, Reuse, and Recycle) Promotion Merit Awards. (promotion of upcycling of unused parts of vegetables) |
| | | Received the FY2018 Excellent Green Logistics Partnership Award from the Ministry of Land, Infrastructure, Transport and Tourism |
| | | Joined the RSPO* (*RSPO: Roundtable on Sustainable Palm Oil) |
| 2019 | FY2019 Health and Productivity Management Outstanding Organizations Recognition Program (White 500) Certified for the 2nd consecutive year | Achieved 100% use of unused vegetable parts (Salad Club Enshu Factory) |
| | Reached 100,000 total people attending Mayonnaise Classes (remote visits) | Recycled plastics used in outer packaging for Kewpie Dressing stick-type |
| | "Kewpie Smile Concert," a centennial anniversary celebration, held at 10 day cares, kindergartens, and nursing facilities across Japan | Kewpie, Sunstar Inc., and Japan Pallet Rental Corporation launched a tri-company initiative to share truck and sea shipments (between Kansai and Kyushu) |
| | Kewpie Corporation and Kewpie Egg Corporation receive the Minister of Agriculture, Forestry and Fisheries Award for the FY2019 3Rs (Reduce, Reuse, and Recycle) Promotion Merit Awards. (campaign to increase added value of egg shells and contributions to society) | Kewpie Corporation and Green Message Co., Ltd. receive the Ministry of Agriculture, Forestry and Fisheries' Food Industry Affairs Bureau's Top Award in the Sixth Food Industry Mottainai (Reducing Wastefulness) Awards (promoting upcycling using unused parts of vegetables) |
| | Comprehensive partnership agreement | |

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| | with Yamagata Prefecture (promoting the revitalization of the region and increasing residents' quality of life) | |
| | Kewpie Corporation received 2nd place in the IT Japan Award 2019 for efforts to use AI in the raw material inspection system | |
| | Kewpie Corporation wins the grand prize in the Deep Learning Business Awards for the use of deep learning in AI raw material inspection systems (organized by Nikkei x TECH) | |
| 2020 *As of the end of July 2020 | A reorganization establishes the Sustainability Promotion Department (formerly CSR) inside the Management Promotion Division | |
| | Established a Sustainability Committee (formerly CSR Committee) chaired by the director in charge of sustainability | |
| | The CSR website changed its name to the Sustainability Website | |
| | FY2020 Health and Productivity Management Outstanding Organizations Recognition Program (White 500) Certified for the 3rd consecutive year | Solar power generation equipment installed at the Shunsai Deli Co. Ltd. Akishima site |
| | Kewpie Corporation and Kewpie Egg Corporation receive the Ministry of Agriculture, Forestry and Fisheries' Food Industry Affairs Bureau's Top Award in the Seventh Food Industry Mottainai (Reducing Wastefulness) Awards (on the exploration in value of eggshells and eggshell membranes and contributions to food and health) | Developed initiatives for 100% effective use of unused vegetable parts (Salad Club Mihara Factory and Salad Club Maniwa Factory) |
| | Kewpie Corporation received the Minister of Agriculture, Forestry, and Fisheries Award in the 2nd Japan Open Innovation Prize for use of AI in raw material inspection system | |

Covers Kewpie Corporation and the Kewpie Group