

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



Sustainability
Management



Kewpie Sustainability Initiatives

Introducing our Material Issues for Sustainability Initiatives.



Initiatives Toward Creating
Healthy Eating Habits



Initiatives Toward a Society
Focusing on Dietary Education



Environmental Initiatives

Governance

Initiatives Toward
People and
Working Styles



Quality & Safety





Disclosure policy

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



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



Outside Evaluation

Third-party assessments of the Kewpie Group



Kewpie Reports

Click here to download a variety of Kewpie reports



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

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Top Message



Amid the significant changes taking place in the environment surrounding the Kewpie Group, we have formulated a four-year Medium-term Business Plan that starts in FY2021. The theme of the business plan is to “transition to a structure that realizes sustainable growth.” Our aim is to create a structure that remains steadfast even in the face of big changes.

In recent years, in addition to the drastic changes taking place in society and the natural environment, various issues are also arising in our lifestyles and the circumstances surrounding food. The entire Kewpie Group aims to address such challenges, and as such, we have set “Redoubling Efforts Involving Society and the Global Environment” as one of our management policies.

Furthermore, by using the UN Sustainable Development Goals (SDGs) as our point of reference, we have established three material issues: **“contributing to food culture and health,” “effective use and recycling of resources”** and **“deal with climate change.”** We have set sustainability targets by creating indices for each initiative that we plan to undertake by 2030.

In terms of “contributing to food culture and health,” we will continue to support healthy dietary lifestyles suitable for each generation with vegetables and egg products so that everyone can remain healthy, in body and mind, throughout their lives.

We are also actively engaged in initiatives for the “effective use and recycling of resources.” We already recycle egg shells 100% and are now turning our focus to cabbages, which is the main ingredient of our packaged salads. We are aiming to ferment unused parts of the cabbage, such as its stems and outer leaves, and turn them into fertilizers and feed so that we can provide them to contract farmers.

In terms of “deal with climate change,” we are working to reduce CO₂ emissions by revising our manufacturing process and transitioning to the use of renewable energy.

Founder Toichiro Nakashima aspired to “contribute to society through healthier dietary lifestyles.”

As successors of his will, we are committed to contributing to the food culture and health of the world through “great taste, empathy, and uniqueness.” At the same time, we will redouble our sustainability

efforts so that we can leave a better society and natural environment to the children who will create the future.

› [Material Issues and Promotion Framework](#)

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Sustainability Management

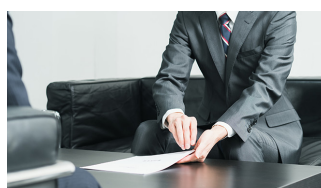
To contribute to improving social sustainability and sustainable corporate growth, the Kewpie Group has established our Basic Approach to Sustainability. Based on this approach, we have defined “Material Issues for Sustainability”. The Sustainability Committee, chaired by the director of sustainability, coordinates subcommittees and projects centered on different themes to address these issues.

Furthermore, we will actively hold dialogues with our stakeholders who support our initiatives. 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.



➤ Stakeholder Engagement

Our stance toward and principal means of dialog with stakeholders



➤ Outside Evaluation

Third-party assessments of the Kewpie Group

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Material Issues and Promotion Framework

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

Featured here are our basic approach to sustainability, our sustainability promotion system, the material issues that the group is addressing, and each related sustainability target.

We are also promoting the spread of sustainability awareness among our employees.

Basic Approach to Sustainability

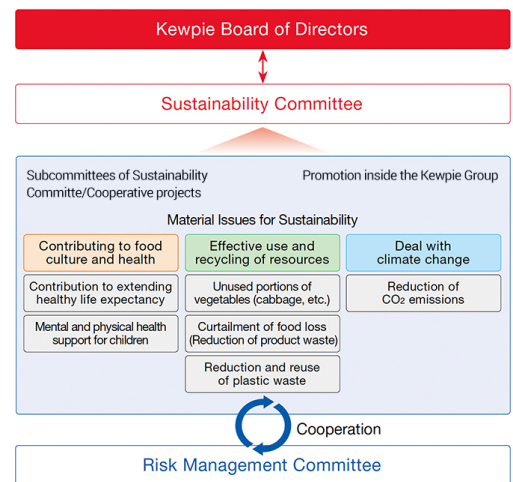
Through the practice of the Corporate Philosophy and Group Policies, we will contribute to a sustainable society while building the foundation for sustainable growth of the Kewpie Group.

Sustainability Promotion System

Chaired by the director in charge of sustainability, the Sustainability Committee promotes the formulation of policies and plans as well as initiatives toward the achievement of the sustainability targets.

We are working to instill and establish groupwide material issue targets and initiatives examined in subcommittees and cooperative projects.

In cooperation with the Risk Management Committee, we will respond to climate change and strengthen our business foundation.



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.

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

In order to respond to a changing society, we believe it is necessary to raise sustainability awareness and perspectives among as many employees as possible and encourage them to engage in a broad range of sustainability activities. To this end, we revised our material issues based on the management policies of the Medium-term Business Plan, which was newly formulated for fiscal years 2021 to 2024. We have set indices (Sustainability Targets) for each of these priorities to use them in our business practices.

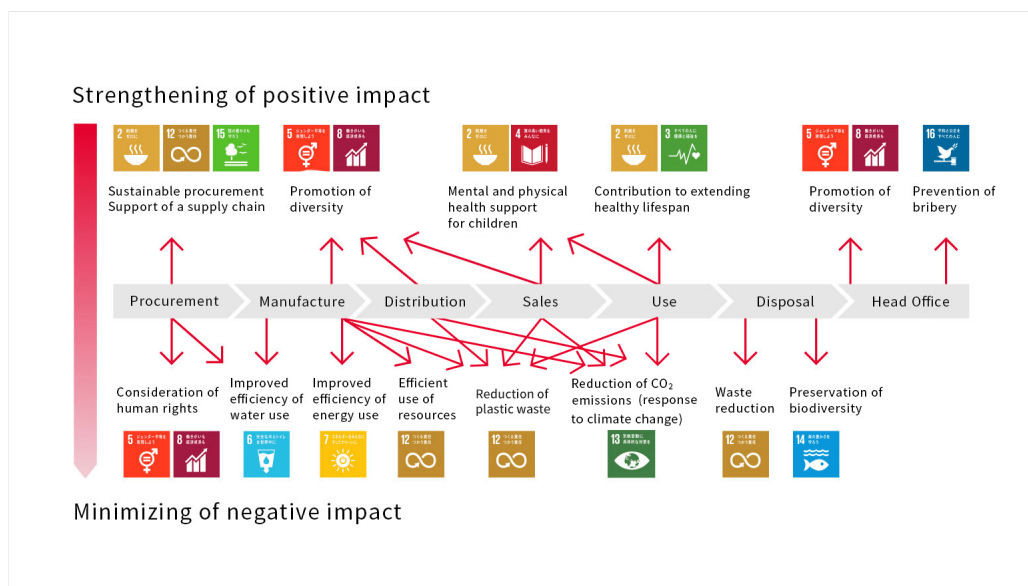
Process for Selecting Material Issues

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, as well as a risk and opportunity analysis of the effects of social change, 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 which themes to engage in and set them as the Kewpie Group's Material Issues for Sustainability.

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

Identification of Social Issues to be Addressed by the Kewpie Group

Risks and Opportunities Analysis of our Value Chain

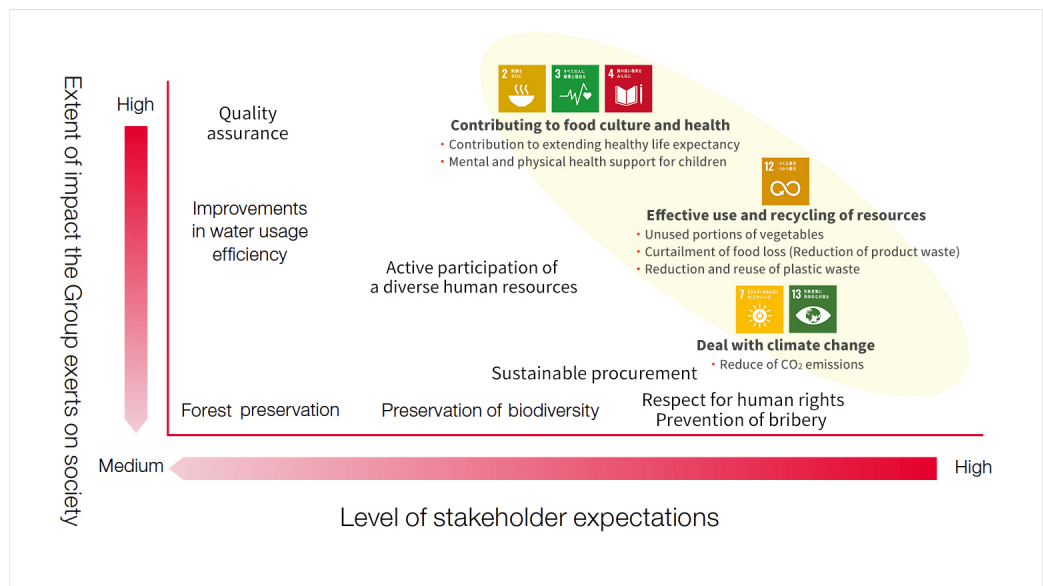


Risks and Opportunities Associated with Changes in Society

Area	Changes in Society	Risks and Opportunities
Society	<ul style="list-style-type: none"> • Super-aged society • Spread of COVID-19 • Increasing numbers of nuclear households and single-parent families • Increasing poverty/widening inequality • Spread of divergent worldview 	<ul style="list-style-type: none"> • Increased awareness of healthy dietary lifestyles • Fewer opportunities for dining out • Insufficient food-related communications • Loss of interest in food knowledge and experiences • Growing awareness of human rights

Global Environment	<ul style="list-style-type: none"> • Climate change, Paris Agreement • Increase in natural disasters and unforeseen events • Destruction of forests, water resource loss • Degradation in crop quality and yields 	<ul style="list-style-type: none"> • Decarbonization of society, ethical consumption • Marine plastic pollution • Realization of a recycling-oriented society • Lack of food resources, reduction of food waste • Increasing awareness of global environmental protection
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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.

Sustainability Targets: Achieving our 2030 Vision

The Sustainability Targets are each linked to the Material Issues for Sustainability and are indices for the activities that the Kewpie Group will engage in.







They were revised from the targets announced in 2019 to reflect the social situation we now face in FY2021.

In terms of "Effective Use and Recycling of Resources," we have added the reduction and reuse of plastic waste as a target to our existing initiatives.

In terms of “deal with climate change,” our efforts to contribute to and carry out appropriate countermeasures aimed at mitigating the climate crisis led to adjusting our targets. This will be done by revising our manufacturing processes, formulating plans to use renewable energy, promoting modal shifts, and coordinating with agricultural goods procurement.

Through our Group Philosophy and Group Policies, our entire value chain will work together to strive to achieve these sustainability targets.

Sustainability Targets and Performance

Material Issues	Initiative Theme	Indicators	FY2021 Results	FY2021 Target	FY2024 Target	FY2030 Target	Related SDGs
Contributing to food culture and health	Contribution to extending healthy life expectancy Health Initiatives	As a food partner for every person: <ul style="list-style-type: none"> 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 Contributing to Society through Food	Number of children's smiles via our activities (Cumulative since FY2019)	177 thousand children	At least 200 thousand	At least 400 thousand	At least 1 million	
Effective use and recycling of resources	Unused portions of vegetables (cabbage, etc.) Effective Use of Resources	Effective utilization rate	40.0%	At least 30% effectively used	At least 50%	At least 90%	
	Curtailment of food loss (Reduction of product waste) Effective Use of Resources	Reduction rate in volume of product waste (compared to FY2015)	11.6%	At least 25%	At least 35%	At least 50%	
	Reduction and reuse of plastic waste Effective Use of Resources	Reduction rate in volume of plastic waste (compared to FY2018)	—	—	At least 8 %	At least 30%	
Deal with climate change	Reduction of CO ₂ emissions Initiatives on Global Warming	Reduction rate in CO ₂ emissions (compared to FY2013)	10.5%	At least 7.5%	At least 20%	At least 35%	 

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

We use publications such as integrated reports and books on communication to educate employees. We also disseminate information on sustainability via in-house tools such as the Kewpie Group newsletter “iQP” and the sustainability email newsletter “NewS.”

Kewpie Group Official 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.

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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 2020

	Our commitment	Major programs (FY2020 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 (26,814 inquiries/comments) • Voluntary Declaration of Consumer-Oriented Management • Kewpie Community website: "Ohanashi Dining" (15,463 members) • Kewpie Community website: "Kewpie Mayonnaise Fan Club" (98,711 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) • Joint Labor-Management Committee
> 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"> • Diversity Survey • Communication via operating Diversity discussions activities • Scheduled and unscheduled visits to supplier sites and on-site get-togethers (30 visits per year) * Meetings were held online instead of making physical visits in light of COVID-19 • 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 (0 times per year) * Postponed due to COVID-19

<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 (21,016 visitors) * Including online • “Mayonnaise Class” (food education) (2,938 participants) * Including online • Public lectures on food topics (56 lectures) * Including online • Nursing care events (116 lectures) * Including care manager participation online • Communication with international and domestic communities in each area
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Outside Evaluation

Selection as ESG/SRI Index Constituent

MSCI Japan ESG Select Leaders Index*

MSCI is a leader in Environmental, Social and Governance (ESG) research and index development. The MSCI Japan ESG Select Leaders Index consists of the highest-rated ESG performers in each industry sector, chosen from Japan's top 700 listed companies by market capitalization. For five consecutive years, 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.

2021 CONSTITUENT MSCIジャパン
ESGセレクト・リーダーズ指数

* 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

Sompo Asset Management Co., Ltd. uses independent criteria to select around 300 brands with top ESG initiatives and reviews the index every year. Pension funds and institutional investors purchase the Sompo Sustainable Management investment product, which follows the index. Kewpie was added to this list for the first time in 2019 and has been included for three 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

Intellectual Property

- Won the FY2020 "Intellectual Property Achievement Award" for the Award from the Commissioner of the Japan Patent Office

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

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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: Contributing to food culture and health(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

Number of lectures
on vegetables, eggs, and health
Subject: General consumers

56 times
(FY2020)

Tamago Star in-house
certification system

255 people
(as of the end of March 2021)

Events related to Nursing Care
Audience: General consumers,
specialists, trade partners

116 times
(FY2020)



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.



Universal Design Initiatives (Only in Japan)

Our universal design initiative is to make it easy for as many people as possible to use.

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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 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

Health-Focused Products

Food Allergy Initiatives

Initiatives in Medicine

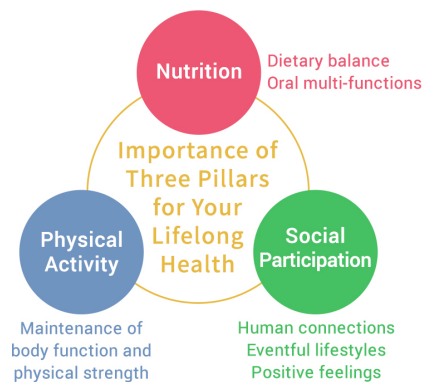
Initiatives Toward Pre-Symptomatic Illnesses (Cancer Prevention)

Health Initiatives Overseas

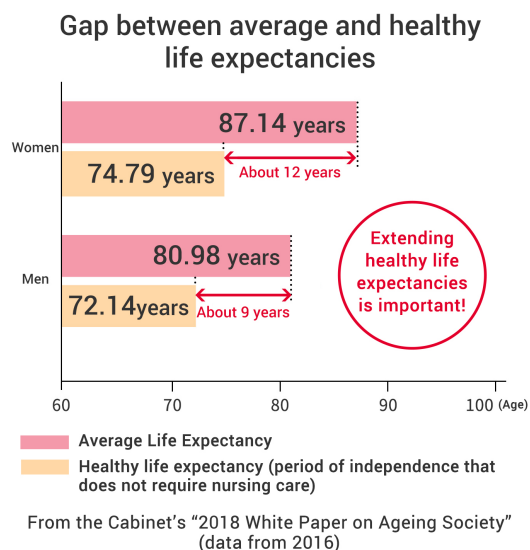
Initiatives Toward Extending Healthy Lifespans

The University of Tokyo Institute of Gerontology promotes three pillars to prevent frailty, which is key to achieving healthy longevity: nutrition, exercise and social participation. In fact, this applies to all generations, not just the elderly. It is important to incorporate all three of these pillars, not just one, into your lifestyle cycle. The Kewpie Group is focused on "nutrition" in particular. We aim to contribute to extending healthy life expectancies by supporting nutritionally balanced and delicious diets with vegetables and egg products.

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



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.

Nursing Care Events

In 1998, Kewpie released Japan's first retail nursing care foods. In 2005, Japan became the world's first super-aged society and the need for nursing care foods continues to rise.

We hold study sessions with professionals involved in the nursing care field as well as students to facilitate greater understanding of foods for the elderly and universal design foods. We also hold events for the general public.

Tamago Star in-house certification system

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.



Tamago Star certificate

Initiatives in collaboration with The University of Tokyo Institute of Gerontology

In partnership with The University of Tokyo Institute of Gerontology, we participate in food consortiums with other companies that hold similar aspirations. Our aim is to work together and coordinate as an industry to improve foods for the elderly. Based on the three pillars for lifelong health, we strive to develop new industry-academia business models at the consortiums and promote the discovery and sound development of various industries that can help prevent frailty.



The University of Tokyo Institute of Gerontology

Presentation of the Results of 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 diseases, it is said we need to avoid excessive salt intake and eat plenty of vegetables.

Residents of Nagano Prefecture are known for their longevity and high intake of vegetables, so to make healthy diet recommendations, we carried out a joint study with Matsumoto City in Nagano Prefecture on the diet and health of its citizens. In addition to the analysis of the study, we carried out joint research with Matsumoto University on how eating salads (vegetables) and eggs is connected to health awareness, motor function, and state of health. We presented our results at the 9th World Health Capital Conference (October 17, 2019), 8th Academic Conference of Japanese Society of Shokuiku (May 23, 2020), and 67th Annual Meeting of Japanese Society of Nutrition and Dietetics (September 2, 2020).

Going forward, we will present our results in a research paper and make recommendations for healthy diets.



Explaining the research to the participants







Joint Study with the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology in Shibuya-ku, Tokyo

In 2016, Kewpie signed a comprehensive partnership (Shibuya Social Action Partner Agreement, or S-SAP) with Shibuya-ku, Tokyo. Since then, we have worked together on initiatives to promote eating vegetables, such as by proposing Shibuya's original salad called “#SHIBUSALA.”

Now, with support from Shibuya-ku, we will be conducting a joint study with the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology. The study will focus on how much vegetables and proteins, such as eggs, are consumed by the ward residents. We will use the results obtained from an analysis of the study to make recommendations for a healthy diet.

Health-Focused Products

The Kewpie Group has historically worked to spread what was then a new food culture of eating vegetables as salads. As such, the company grew hand-in-hand with the expansion of salad menus. Going forward, we will continue to research and develop products so that we can contribute to the diet and health of all generations as everyone's dietary partner.

	Approved by the Ministry of Health, Labour and Welfare Food for Specified Health Uses	Foods with Function Claims				Low calorie and reduced sodium products
Household use products						
	> Kewpie Defe	> Kewpie Flaxseed Oil Mayonnaise	> Kewpie Fitte	> Dressings with food function claims	> Diare	> Janef Non-Oil Dressing
	Household use products * Japanese site only					
Food service use products	Food service use products * Japanese site only					
Hospital and care facility use products	Hospital and care facility use products * Japanese site only					
Fine Chemicals Business	Fine Chemicals					

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

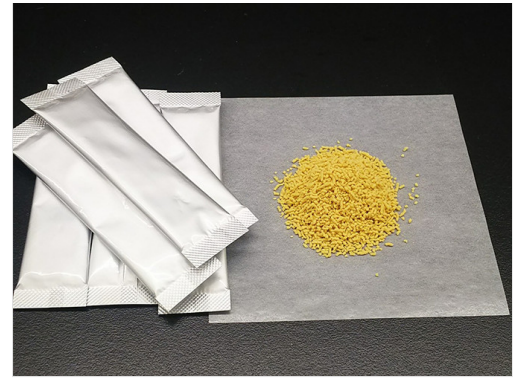
In spring 2014, to cater to students with egg allergies Kewpie launched an egg-free mayonnaise-style condiment for commercial use in school meals. After it went on sale, we perceived a growing household need for such products and in February 2015 we launched an egg-free mayonnaise-type condiment on the 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.

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



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

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.

Initiatives Toward Pre-Symptomatic Illnesses (Cancer Prevention)

In 2013, Kewpie began research on how diet can prevent cancer. In 2018, we began to research methods of being able to diagnose a person's future risk of developing cancer.

This research aims to prevent cancer by identifying 1) the relationship between the amount of microRNA synthesized in the blood and the future risk of developing cancer, and 2) whether certain food ingredients can affect the amount of microRNA synthesized. Our future aspirations include developing a cancer prevention service for the general public.

To create this sort of business, we will need a device that can measure microRNA in the blood at an early stage and at a reasonable cost.

To this end, we are moving forward with a joint research to develop a microRNA measurement device that can determine the risk of developing cancer and other illnesses. The device draws on the super-high sensitivity gene measurement technologies developed jointly by Tokyo Kasei University and Yokowo Co., Ltd.

Health Initiatives Overseas

Through our overseas initiatives, we hope to contribute to people's health, in both body and mind, all over the world. By understanding each country's lifestyle and the history and culture of their diet, we strive to meet their needs and offer new tastes and culinary opportunities with the Kewpie Group's great taste, empathy, and uniqueness.

Development of products that align with the food culture of each country

The Kewpie Group aims to maintain the original taste of our Japanese mayonnaise while also focusing on developing condiments at our overseas locations that go well with local ingredients and dishes.

In China, we developed a sweet type of mayonnaise that goes well with fruit salads, and the product is now widely used. Furthermore, we also developed a dressing that goes well with a mixed vegetable dish commonly eaten in northern China. The product is now incredibly popular in Beijing.

In Malaysia, Indonesia and Thailand, we produce Halal certified products and sell them in the local markets and neighboring countries where food is increasingly becoming westernized.

In this way, we develop products that meet the needs of each country and offer great taste to people across the world.



Left: Sweet Type Mayonnaise
Right: Mix Vegetable Salad Dressing



Kewpie Mayonnaise Japanese Style
(halal-certified)

Nutritional supplement product using calcium from egg shells

In Vietnam, insufficient intake of calcium is increasing osteoporosis cases (a health condition that causes bones to weaken), and it is becoming a social issue. Kewpie conducted a joint research with the National Institute of Nutrition in Hanoi on Vietnamese women. Based on the results of the basic research, Kewpie Vietnam released a nutritional supplement product using calcium from egg shells (calcium carbonate derived from egg shells) in December 2017. Since rice is a staple food in Vietnam, users can include the supplement when cooking rice to easily add calcium to their diet. A similar product is also available in Japan under the name “Genki na Hone” (Healthy Bones).



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



Sampling promotion in a Vietnamese rice store.

Related information



Research into Health and Nutrition

Introducing research on health function benefits

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Universal Design Initiatives (Only in Japan)

In Japan our universal design initiatives focus on making products easy to use for as many people as possible. Our efforts in this field embody the Kewpie Group's ideal of aiming "to be a group contributing to the food culture and health of the world through great taste, empathy, and uniqueness."

The Kewpie Group has a Customer Feedback Committee where members of various departments, including the Customer Consultation Office, gather to discuss topics related to universal design. They then take the results back to each of their departments and discuss specific measures to improve products.



Kewpie's Universal Design Principles (Only in Japan)

1. Anyone can use the product
2. Users can use the product with a high degree of flexibility
3. Users can easily and quickly understand how to use the product
4. The product effectively communicates necessary information
5. Use of the product does not lead to accidents or hazards
6. The product can be used easily with little strength and without straining the user
7. The product provides enough space and size for easy access
8. The product does not harm humans
9. The product is environmentally friendly
10. The product offers outstanding convenience

Universal Design Foods

Kewpie has developed a broad range of delicious food products that are easy to eat so that they can be enjoyed by anyone. Our aim is to provide people with a rich dietary lifestyle so that they can continue to enjoy eating.









"Yasashii Kondate" is a Universal Design Food that focuses on being easy to eat. Products are available in four levels of softness to accommodate people with different chewing and swallowing abilities.



About Universal Design Foods (Only in Japan)

Universal Design Foods (UDF) are food products that focus on being easy to eat and can be used for a wide range of purposes, such as for everyday meals or as nursing care foods. In 2002, the Japan Care Food Conference (with 88 affiliated companies as of December 2020) was established. Taking into consideration people's varying abilities to chew and swallow, it categorizes products into four levels based on softness and consistency so that consumers can easily differentiate them. Each of the categorized products are labeled with a Universal Design Foods logo.



Category	Easy to chew	Can be chewed with gums	Can be broken down with tongue	Does not have to be chewed
Ability to chew	Somewhat difficult to eat hard or large pieces of food	Difficult to eat hard or large pieces of food	Can eat soft, small pieces of food	Cannot eat solid food, even if they are small pieces
Ability to swallow	Can swallow normally	Some foods are difficult to swallow	Beverages are sometimes difficult to swallow	Beverages are difficult to swallow
Softness (rice)	Between regular rice and soft rice 	Between soft rice and rice porridge 	Rice porridge 	Mashed rice porridge 
Softness (eggs)	Thick Japanese omelet 	Rolled Japanese omelet 	Scrambled eggs 	Soft steamed egg custard (no solid food ingredients) 

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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: Contributing to food culture and health(Mental and physical health support for children)

Sustainability Targets

Number of children's smiles via our activities(Cumulative since FY2019)

FY2021Target: At least200,000 FY2024Target:At least400,000 FY2030Target:At least 1 million

FY2020Results:177,000 children

KEY DATA

Number of Factory Tour and Mayo-Terrace Visitors
Target: For eight factories in Japan and the Mayo-Terrace (FY2020)
21,016 people
* Including online

Number of Mayonnaise Classes held
Number of participants: 2,938(FY2020)
62 times
* Including online

Kewpie Miraitamago Foundation
Number of organizations supported (FY2020)
133 Organizations
* Including online

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.



Other Social Contribution Activities

As a member of local communities and international communities, we continuously engage in community-based contribution activities and support cultural activities such as singing and dancing events.

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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.

Until 2019, we had been hosting around 70,000 visitors every year.

Physical tours are currently suspended to prevent the spread of COVID-19, but we offer online tours instead.

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 FY2020, Kewpie Group offices in Japan donated to 17 food banks in each of their 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.



Kewpie Mirai Tamago Foundation
(Japanese site only)

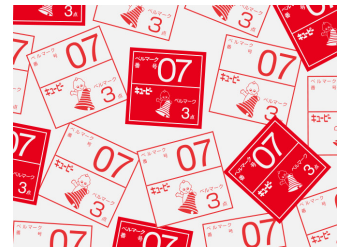


Bellmark Campaign

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

Kewpie mayonnaise and dressings carry the Bellmark.



Products displaying the Bellmark

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.



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Other Social Contribution Activities

The Kewpie Group contributes to society through a variety of support activities and continues to support a happy and healthy lifestyle for all age groups.



- Community Ties
- Community Contribution Activities
- Cultural Contribution
- Education Support Activities
- QPeace Donation-Matching Scheme

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 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

Activities

- Holding classes on mayonnaise in prefectural elementary schools
- Carrying out "Less Salt, More Veggies" projects in collaboration with the delicatessen foods departments of local supermarkets
- Distributing dressings and soup mixes to prefectural children's cafeterias

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



Activities

- Conducting a joint study with the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology on how much vegetables and proteins such as eggs, which prevent frailty, are consumed by Shibuya-ku residents
- Holding online baby food classes for Shibuya-ku residents

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

Activities

- Providing food products to Hiroshima Prefecture's "Breakfast Promotion Model Project," which is organized by community volunteers who encourage elementary school children to gather before school and eat breakfast
- Reviewing menus and providing food products to Hiroshima Prefecture's "1 Million Hiroshima School Lunch Project," which invites the public to submit school lunch menus unique to Hiroshima and prepares the menus that are selected

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.

Activities

- Participating in the "Cucumber Harvest Grand Project" organized by JA ZEN-NOH FUKUSHIMA and holding online mayonnaise classes

Initiatives with Aichi Prefecture

Aichi Minna no Salad (Everyone's Salad) Project

Although Aichi Prefecture is one of the top prefectures in Japan in terms of agricultural production, its residents do not eat enough vegetables.

To tackle this issue and increase the amount of vegetable intake among Aichi Prefecture residents, we partnered with local governments and experts, established the Aichi Minna no Salad Project and set up an executive committee in August 2018.

Together with the project members, we came up with a dish called "Aichi Salad Rice Bowl," which combines three elements Aichi residents love: delicious flavors, a hearty serving, and an unexpected surprise. We are recommending the Aichi Salad Rice Bowl to restaurants across the prefecture.

As of the end of November 2020, over 110 restaurants support the project and 100 restaurants offer the dish.

Furthermore, for Vegetable Day in 2018 and 2019, we held events to raise recognition for the project,

popularize the Aichi Salad Rice Bowl and make it a staple menu in restaurants. In 2020, we continued our dissemination efforts by using medias like television and radio.

Going forward, we plan to extend the project beyond just restaurant foods to ready-made foods and home-cooked foods. In this way, we are supporting a dietary lifestyle that allow people to enjoy the deliciousness of vegetables.

Community Contribution Activities

As a member of local communities and international communities, we promote continuous community-based activities. Our employees actively take part in these initiatives with the aim to continuously engage in activities contributing to the local community.

Community 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.



Aohata Corporation: Participation in the Adopt Program

The comprehensive partnership agreement signed between Aohata Corporation and Hiroshima Prefecture includes a promise to engage in “environmental measures and recycling” efforts. As part of the initiative, Aohata joined the prefecture’s Road Adopt Program* in 2013 and was certified by Hiroshima Prefecture as a participating organization. The company has been engaged in the project’s activities ever since. Aohata’s main office is located on the prefectural road (Higashi-Hiroshima Hongo Tadanoumi Line) in front of Tadano-Umi Station. The company conducts cleanup activities along the road around five to six times a year. The road is marked by a board inscribed with “Aohata Corporation.” Although the cleanup members don’t find much trash, those that they do find empty cans, plastic bags and cigarette butts. In addition to picking up trash, they also pull weeds growing on the sidewalk. People passing by greet the members and thank



them for their work, which shows that the initiative is strengthening the company's bond with the local community.

Aohata plans to continue engaging in Adopt Program activities so that its members and community residents alike can enjoy clean roads.

* The Adopt Program allows residents and organizations to adopt sections of public areas and take loving care of them (such as by cleaning and weeding) as if caring for adopted children.

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," "Community Contribution" and "Support for Children." This is also in line with the corporate policy of the Saha Group, our local joint venture. For environmental activities, we are reducing environmental impact by 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 (FY 2020: 300 trees *due to COVID-19). In terms of community contributions, we are supporting medical facilities in the fight against COVID-19 by providing medical equipment, masks and dust-free garments. We also support neighboring communities by distributing alcohol disinfectants. Furthermore, we are continuing initiatives to compost waste residue and distribute them to local residents. In terms of educational support, we provide tuition aid to children of our employees. We also support nearby elementary schools by remodeling their libraries and playground equipment as well as installing and maintaining sanitary facilities such as drinking water.



Medical equipment support to medical facilities



Providing neighboring communities with alcohol disinfectants



Library remodeling support



Improved playground equipment at an elementary school

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 Shimpō 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

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 Nijima, 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.



Education Support Activities

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.

Kewpie and Kewpie Egg Corporation have been holding "Egg Seminars" for general consumers at supermarkets and sports gyms since 2017. The seminars aim to spread awareness of the nutritional value and health function of eggs. We also publish the "Egg White Paper," which summarizes survey results on public egg perception, ways of eating eggs and an analysis of trends. Our goal is to provide readers with correct egg information and recommend fun ways of enjoying egg dishes.

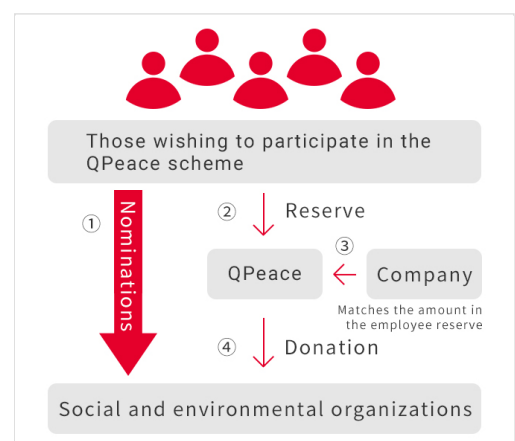
QPeace Donation-Matching Scheme

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.



Sustainability

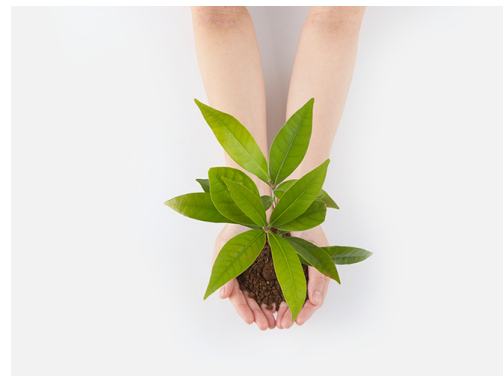
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Environmental Initiatives

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 "Effective use and recycling of resources," and "Deal with 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: Effective use and recycling of resources

Sustainability Targets

Effective utilization unused portions of vegetables(cabbage, etc.)

FY2021Target: At least 30% FY2024Target:At least 50% FY2030Target:At least 90%

Reduction rate in volume of product waste (compared with FY2015)

FY2021Target: At least 25% FY2024Target:At least 35% FY2030Target:At least 50%

Reduction rate in volume of plastic waste (compared with FY2018)

FY2024Target:At least 8% FY2030Target:At least 30%

FY2020Results

Effective utilization unused portions of vegetables(cabbage, etc.):40.0%

Reduction rate in volume of product waste (compared with FY2015):11.6%

Material issues: Deal with climate change

Sustainability Targets

Reduction rate in CO₂ emissions (compared with FY2013)

FY2021Target: At least 7.5% FY2024Target:At least 20% FY2030Target:At least 35%

FY2020Results

Reduction rate in CO₂ emissions (compared with FY2013):10.5%

KEY DATA

Amount of egg shell waste
28,000 tons annually

100% recycling

Elimination of vegetable waste
(Implemented in FY2020)
Out of 7 factories operated
by Salad Club, Inc.,

4 factories succeeded

Modal shift rate
(FY2020 Actual)

33%



➤ 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.

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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 initiative of the Kewpie Group.

Fundamental Environmental Policy

Environmental Philosophy

We strive to be conscious of the environment in all of our activities, from procurement to sales, as well as with our products.

Action Principles

1. We strive to conserve resources, save energy, reduce waste, promote recycling and develop recycling technologies.
2. We promote the development of environmentally conscious products and the optimization of containers and packages.
3. We voluntarily set standards and strive to preserve the environment, abide by legal regulations, and furthermore, prepare and enhance an environmental management structure that allows us to respond to social demands.

Significant Environmental Initiatives

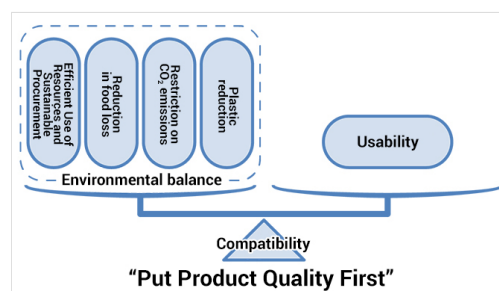
Effective Use of Resources	We will work towards the effective utilization of resources related to production centered on food resources, and aim for the realization of the circular economy.
Initiatives on Global Warming	We are working towards reducing CO ₂ emissions for the realization of a carbon-free 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.

In 2015, the United Nations General Assembly established the Sustainable Development Goals (SDGs), which are international goals for achieving a sustainable world. The Paris Agreement was also signed to address climate change, raising expectations for corporate entities to contribute to reducing environmental burdens through their business activities. Based on the mid- to long-term goals of the SDGs and Paris Agreement, the Kewpie Group has identified “Material Issues for Sustainability.” We have set indices (Sustainability Targets) for each of these priorities to use them in our business practices.

> [Material Issues and Promotion Framework](#)

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.



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, “Effective use and recycling of resources,” and “Deal with 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 72 Group production locations in Japan have obtained ISO14001 certification. (As of the end of November 2020)

Compliance with Environmental Legislation

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

* In FY2020, there were no accidents or violations of related regulations.

Environmental Audit

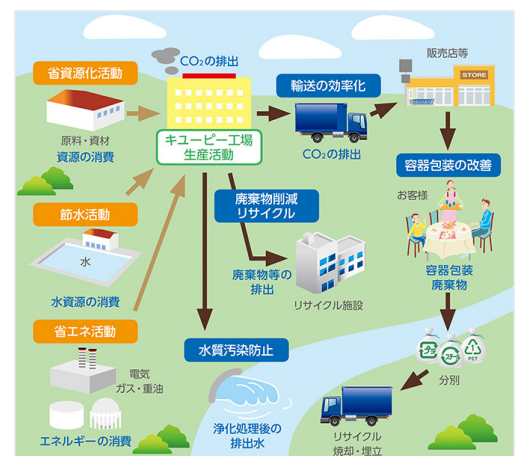
The Kewpie Group has its criteria for legal compliance, development of management and promotion procedures, and facility management standards. We conduct regular internal audits based on the above criteria and promote environmental conservation activities accordingly. Furthermore, we conduct standard-based 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 2020)

Input

Energy use	Electricity purchased	2,192,000GJ (220,382,000kWh)
	Fuel*1	1,236,000GJ
	Total energy	3,427,000GJ
Water use	Water (groundwater, piped water)	8,172,000m ³

Output

Atmospheric emissions	CO ₂	174.500 Tons
	NO _x	31.3 Tons
	SO _x	8.46 Tons
Emissions to waterways*2	Emissions	6,358,000 m ³
Emissions of waste	Volume of waste (recycling rate)	45,100 Tons (97%)

*1: Including fuel used to generate electricity

*2: Including rivers and public sewer systems

Applicable facilities: Kewpie Group factories

[> ESG Data Sheet](#)

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.

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.

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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 the well-being of many.

The “Effective Use of Resources” is one of our Significant Environmental Initiatives, and the Kewpie Group is addressing it as a priority by striving to effectively utilize unused parts of vegetables and reduce product waste.

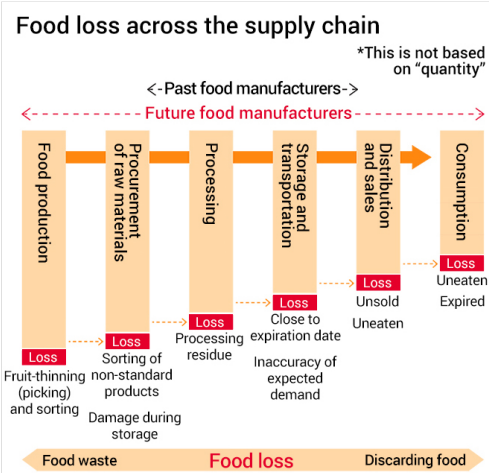
We also added the “Realization of a Recycling Economy” as a theme in our Material Issues for Sustainability and are working to reduce and reuse plastic waste.

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 in product waste

We are striving to contribute to the goals set by the SDGs with our “Curtailed food loss (Reduction of product waste)” Sustainability Target.

Product waste is mainly caused by a discrepancy between production (based on estimated demand) and actual sales, or from products that were unsold and returned during distribution. At the Kewpie Group, we strive to address this issue by not only coordinating across companies and departments, but also actively donating to foodbanks.

Furthermore, when Kewpie organized a community event, we cooperated with local social welfare organizations and NPOs to hold a food drive and asked residents to bring food products that were lying unused at home. It was a great opportunity to raise awareness for household food loss not only among our employees but also the local consumers.

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 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 FY2020, the amount of waste totaled 451,000 tons (11% decline from the previous year) and the amount of waste emitted per ton of product produced (output rate) was 58.4kg (7% decrease from the previous year).

Volume of waste generated**



Figures are for Kewpie Group production plants

* Excludes bi-products that are recycled within the Group, e.g. eggshell powders.

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

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 FY2020 was 97%. Also, 27 out of 72 production locations achieved a 100% factory recycling rate.

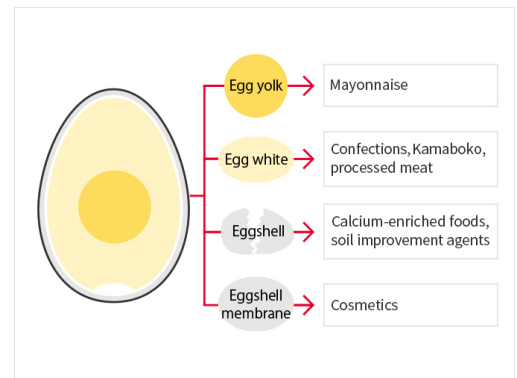
100% effective use of eggs

The Kewpie Group produces 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 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

Egg shells fortify rice and strengthen human bones

The Kewpie Group is conducting a joint research on the value of egg shells as fertilizers with Professor Yoshimasa Tsujii and Associate Professor Taku Kato from the Faculty of Applied Biosciences at the Tokyo University of Agriculture. So far, we have been able to determine that adding egg shell fertilizers to rice paddies reduces the effects of unseasonal weather, such as extreme heat, on the rice. This improves harvest yield and enhances rice quality. Since rice makes up most of Japan's crop acreage*, we are hopeful that egg shells can be effectively utilized in the future, not only by the Kewpie Group but also across the whole country.

Furthermore, a separate joint study conducted with the National Institute of Nutrition in Hanoi, Vietnam revealed that calcium from egg shells (biomaterial consisting mainly of calcium carbonate from egg shells finely ground for eating purposes) improves bone density in humans. This shows that egg shells can contribute to resolving the global issue of osteoporosis (bone weakness) that is emerging as the population ages. In Vietnam, we are currently selling a nutritional supplement product that contains egg shell calcium while also working to raise awareness and propose the solution to schools and medical facilities. In this way, we are striving to improve children's physical build and resolve the issue of osteoporosis among the elderly.

* Based on the 2018 statistics from the Ministry of Agriculture, Forestry and Fisheries on the aggregated planted (growing) area of agricultural crops and utilization rate of cultivated land

Message

Our challenge going forward is to uncover the full potential of egg shells.

We believe calcium, which is the main component of egg shells, not only strengthens each of the cells in a plant but also facilitates various bioactivities within the cells. Meanwhile, global climate change is triggering extreme heat to such extents that even humans are having a hard time coping. This heat is one of the causes behind reduced rice harvest. We believe the calcium from egg shells can prevent heat exhaustion in the rice and stabilize harvests. Our challenge going forward is to uncover the mechanism behind this.



Associate Professor Taku Kato
Laboratory of Soil Fertility and Fertilizers, Department of
Agricultural Chemistry, Faculty of Applied Biosciences, Tokyo
University of Agriculture

Function of eggshell membranes

Using methods developed by Kewpie, we successfully separated eggshell membranes from egg shells. We discovered that water soluble eggshell membranes can increase type III collagen, which makes skin more smooth and supple. As such, we have been utilizing it as a raw ingredient for cosmetics since 1991.

Calcium fertilizer born from egg shells and vinegar

Kewpie Jyozo Co., Ltd. developed and distributes a calcium fertilizer called "Yokatsusu," which is made by dissolving egg shells in vinegar.

Regularly spraying the fertilizer on the leaves of vegetables, fruits and flowers prevents calcium deficiency and allows the plants to grow healthily.

Since the product is derived from food products, it is both human and environmentally friendly and can be used without concern.

History of utilizing egg shells

1956: Began sun-drying egg shells and selling them to farms as soil conditioner
 1969: Installed equipment for crushing and drying egg shells (former Sengawa Factory)
 1981: Began selling egg shells as a source of calcium for food products (achieved by developing membrane-removal technology)
 1991: Processed eggshell membranes and began selling them as a raw ingredient for cosmetics
 2007: Began selling egg shells as a raw material for construction materials and regular commodities (wallpaper, tires, etc.)
 2012: Began research on rice grown using egg shell fertilizers
 2017: Began selling Egg Shell Calcium Sauce as a nutritional supplement product in Vietnam
 2019: Our egg shell initiatives won the "3Rs (Reduce, Reuse, and Recycle) Promotion Merit Awards" for the Minister of Agriculture, Forestry and Fisheries Award
 2020: Our egg shell initiatives won the "Food Industry Mottainai (Reducing Wastefulness) Awards" for the Ministry of Agriculture, Forestry and Fisheries' Food Industry Affairs Bureau's Top Award

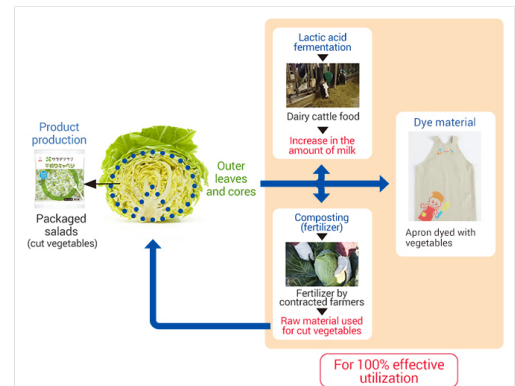
Recycling of vegetables

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 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

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Initiatives on Global Warming

- Response to Climate Change Policy 
- TCFD Initiatives 
- CO₂ Emissions across the supply chain 
- Production initiatives 
- Logistics initiatives 
- Office initiatives 

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.

Reduction of CO₂ Emissions

In response to the progression of climate change, we reviewed our Sustainability Target "Reduction of CO₂ Emissions" in FY2021 and adjusted the targets to 20% by FY2024 and 35% by FY2030.

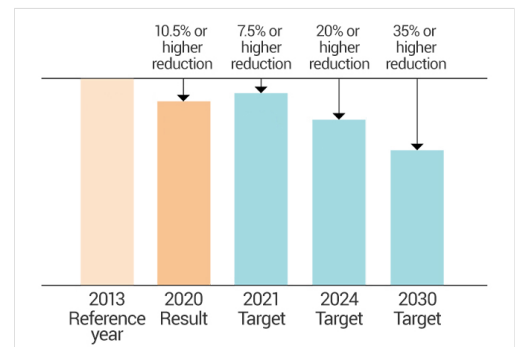
All companies within the Kewpie Group are working to reform manufacturing and processing operations and discussing the installation of renewable energy sources to achieve a carbon-free society. To this end, in addition to existing initiatives, we are looking to improve efficiency at production plants and install energy-saving equipment to further reduce CO₂ emissions.

In terms of distribution, we are actively promoting a modal shift from long-distance truck transportation to rail and ship, while also engaging in joint transportation operations with manufacturers in other industries.

In our offices, we are working to optimize energy usage by utilizing new technologies such as AI.

Furthermore, we calculate and strive to reduce CO₂ emissions across our entire supply chain.

Upward revision of CO₂ emission reduction targets



Making Use of Renewable Energy

The Kewpie Group is steadily installing renewable energy at our locations in Japan and abroad. Domestically, the Shunsai Deli Co., Ltd. Akishima site (Akishima City, Tokyo) began its on-site solar power generation in FY2020. It is our group's second site to implement solar power generation after the Kewpie Goka plant (Sashima District, Ibaraki Prefecture). Internationally, we expanded the solar power system at our Thailand production plant. Panels now cover the roof of the building and above the detention basin. Going forward, we will continue to actively engage in transitioning to renewable energy.



On-site solar power generation system at the Shunsai Deli Akishima site



Solar power generation at manufacturing plant in Thailand

TCFD Initiatives

The operations of the Kewpie Group are highly dependent on the blessings of nature. Accordingly, these operations could incur impact from climate change in a variety of ways, including through lower harvest yields and reduced quality of ingredients. Moving forward, we will address and respond to future climate-change related events as management risks, while at the same time identifying new opportunities and incorporating them into our corporate strategies.

The Kewpie Group endorses the Task Force on Climate-related Financial Disclosure (TCFD)^{*1} and has joined the TCFD Consortium^{*2}, which serves as a forum for collaborations among companies and financial institutions that support TCFD. Internally, the Kewpie Group created the TCFD Project and launched its own initiatives in 2021.



^{*1} Established by the Financial Stability Board (FSB) in 2015 at the behest of the G20. The TCFD recommends that companies assess the financial impacts of climate change risks and opportunities on management and disclose information pertaining to governance, strategies, risk management, metrics and targets.

> [TCFD website](#) 

^{*2} Established in 2019 as a forum for discussing efforts leading to effective corporate information disclosure and the disclosure of information facilitating appropriate investment decisions by financial institutions and other organizations. Companies and financial institutions that support the TCFD recommendations are promoting the initiative.

> [TCFD Consortium website](#) 

CO₂ Emissions across the supply chain

As a company backed by the Ministry of the Environment, we calculated Kewpie's 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 decisive measures toward reducing CO₂ emissions.

[> ESG Data Sheet](#)

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.

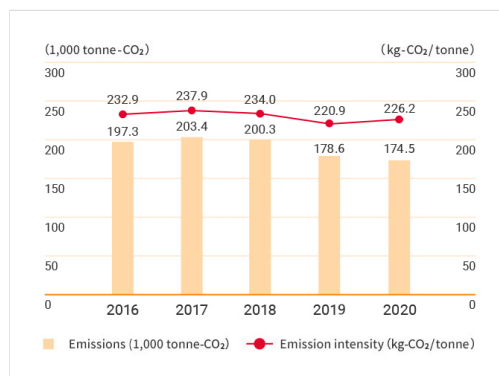
CO₂ emission reduction targets of the production division

1% or more reduction in total emissions per year

In FY2020, CO₂ emissions from the energy used by Kewpie Group production plants totaled 174,500 tonnes, a 2.3% decrease from the previous year. CO₂ emissions per tonne of production (emissions per unit) totaled 226.2 kg, a 2.4% increase from the previous year. COVID-19 decreased production and total CO₂ emissions, but emissions per unit increased.

Here, we have fixed the coefficients used to calculate CO₂ emissions since fiscal 2013 in order to illustrate how the initiatives at our production plants have contributed toward our goals.

CO₂Emissions



Targeted plants: Kewpie Group production plants

CO₂ emissions coefficients (fixed since FY2013)

Coefficients are from the "Standard Heat Generation by Energy Source and Carbon Emission Coefficients" (Agency for Natural Resources and Energy, 2005); and the "Emission Coefficients by Electric Utility Operator" (Ministry of Economy, Trade and Industry and Ministry of the Environment, FY2011 results).

Purchased electricity: 0.491kg-CO₂/kWh

Heavy Fuel Oil A: 2.710kg-CO₂/L

City gas (13A): 2.267kg-CO₂/m³

LPG: 3.036kg-CO₂/kg

Utilizing natural refrigerants

The Kewpie Group is installing energy-saving equipment and working to optimize the operation of our facilities. By incorporating natural refrigerants when upgrading our freezer units, we have reduced CO₂ emissions and eliminated fluorocarbon use.

In 2018, we introduced natural refrigerants when we upgraded the freezer units at our Nakagawara Plant (Fuchu, Tokyo). We are continuing to verify their effectiveness in reducing CO₂ emissions.

CO₂ emission reductions by installing freezer units with natural refrigerants (530.3t-CO₂ planned)

FY2018 940.3t-CO₂

FY2019 947.1t-CO₂

FY2020 977.5t-CO₂

* Government fiscal year report that includes CO₂ emissions converted by the fluorocarbon refrigerants that were removed



Ammonia freezer units

* 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."

Logistics initiatives

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

We are working to improve efficiency by shortening transportation and delivery distances and by improving load efficiency. We also implement eco-friendly driving, which consumes less fuel and offers greater safety. Furthermore, we are promoting a modal shift from long-distance truck transportation to rail and ship to reduce CO₂ emissions.

CO₂ emissions from the transportation and delivery of Kewpie products in FY2020 was 22,000 tonnes and a 2.3% decrease from the previous year.

CO₂ emissions from transportation and delivery

		FY2019	FY2020	Year-on-year comparison
Kewpie products	Transport volume (1,000 tonne-km)	142,237	138,443	-2.7%
	CO ₂ emissions (tonnes)	22,539	22,010	-2.3%

Promoting a modal shift

We acquired ten exclusive-use 31-foot containers (of which four are freezer containers) and are coordinating with transportation professionals to promote modal shifts*1.

In July 2019, Kewpie was certified with the Eco Rail Mark as a company that uses cargo trains for more than a certain percentage of product transportations.

Our modal shift ratio*2 was 33% in FY2020, a decrease from the previous year as a result of increased transportation and delivery.

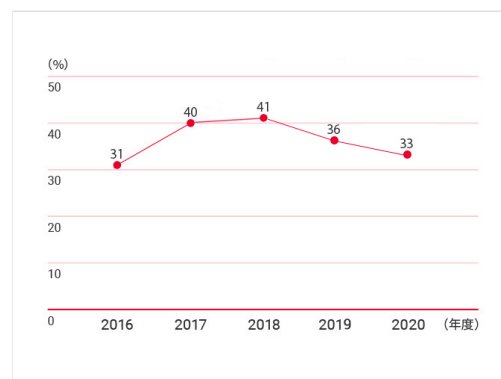


*1 Modal shift: Shifting long-haul trucking of 500 km or more to container transportation via railroads and ships.

*2 Modal shift ratio: Ratio of tonnes shipped by railroads and ships to total tonnes 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

Joint transportation initiatives with businesses in other industries

Having completed Sengawa Kewport in October 2013, the Kewpie Group is proceeding to consolidate the location of its offices, including the head office and research departments. 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 and repairs.

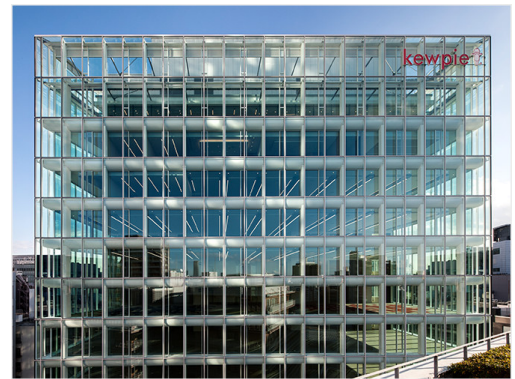
Office initiatives

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.

Initiatives at Sengawa Kewport

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

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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.

Kewpie Group environmental conservation activities

Based on the Approach to Preserving the Natural Environment, the Kewpie Group has been engaging in environmental preservation activities for many years.

From September 2007 to March 2020, the Kewpie Group participated in the Yamanashi Forest Creation Commission and founded the “Kewpie Forest” in Fuji Hokuroku, located in Fujiyoshida, Yamanashi Prefecture. There, we carried out forest conservation activities to protect and cultivate water sources.

Our employees and their families volunteered, working with local NPOs to plant trees and thin the forest. They also held workshops to learn about the various issues faced by the surrounding environment. The initiative created an opportunity to gain a deeper understanding of biodiversity and the natural environment.

Furthermore, from 2014 to 2019, the Kewpie Group conducted preservation activities in the marsh areas of the Kiritappu Wetland, which is registered and recognized by the Ramsar Convention as Japan’s third largest wetland. Kewpie also provided financial support to the activities of the NPO Kiritappu Wetland National Trust.

Going forward, we will work to gain a greater understanding of how the Kewpie Group’s business activities affect the natural environment. We will revise and improve our activities accordingly so that we can pass on a sustainable society to the next generation.



A nature lecture



Maintaining a wooden walkway

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](#)

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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.

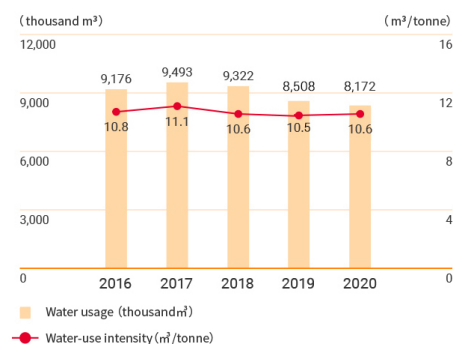
Water Risk Assessments

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

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 8,172,000 m³ of water in FY2020.

Water usage per tonne of production (water usage per unit) was 10.6 m³.



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

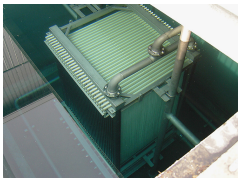
Shunsai Deli's Akishima Plant, which began production in November 2012, has introduced equipment that uses membrane process (reverse osmosis) technology for recycling waste water from the production line. This equipment produces an average of 160 tonnes of pure water a day, which is used in various ways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

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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.

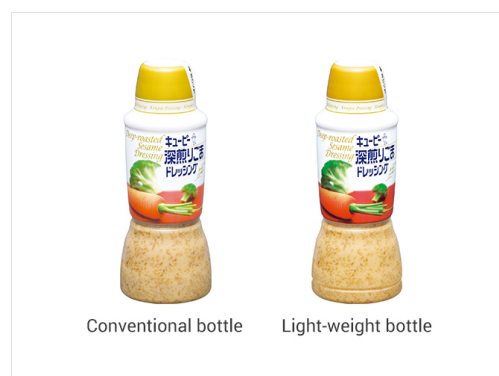
Basic policy on container and packaging selection

- 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

380ml Kewpie dressing bottle

In April 2019, we released a new bottle that is more lightweight while maintaining its original shape and durability. As a result, the use of plastic has been reduced.



Kewpie baby snack Tamago Tappuri Boro (Round Biscuits with Plenty of Egg)

In March 2021, we released a new package that uses around 25% less plastic for the inner and outer packaging.



Kewpie “Smile Cup” series “Yasashii Kondate” cup type

In March 2021, we released a new package without the outer lid, which the product used to have on its top. Doing so reduces the amount of plastic used by 10%.



Improved palette stacking

We changed the way we stack palettes for our main product, mayonnaise, when transporting them. By adopting a stacking method that capitalizes on the characteristics of cardboard boxes, we were able to reduce the amount of materials used. Producing less paper waste leads to reducing the burden on the environment. Using this method, we were able to reduce the amount of cardboard boxes used by around 590 tonnes a year.



Using Packaging With a Lower Environmental Impact

Kewpie dressing stick-type

In February 2020, we released a new package that uses approximately 15% recycled plastic* for the outer packaging. As a result, we were able to reduce petroleum-derived materials and reduce CO₂ emissions.

* Plastic that was recycled using a method called mechanical recycling (physical recycling), whereby mainly soft drink PET bottles are collected, crushed, cleaned and then processed for a certain amount of time under high temperatures to remove contaminants and ensure high quality.



“Salad Club Ingredients Pouch” series
In August 2020, as part of our environmental initiatives, we renewed 12 out of all 19 pouches to use plant-based plastic* as part of their packaging material. Changing the material of the pouches led to reducing greenhouse gas emissions by around 18 tonnes a year.

* Plant-based plastic: Biomass plastic that uses renewable organic resources (vegetable byproducts of sugarcane) as raw material.



Kewpie Tasty Dressings

In June 2021, we released a new bottle that contains recycled plastic*, taking steps to further reduce environmental burdens.

* Plastic that was recycled using a method called mechanical recycling (physical recycling), whereby mainly soft drink PET bottles are collected, crushed, cleaned and then processed for a certain amount of time under high temperatures to remove contaminants and ensure high quality.



Reduction of Product Waste by Extending Shelf Life and Switching to “Month, Year” Expiration Date Labels

Reducing product waste is a global issue. Such waste includes food products that are thrown away in homes due to their use-by dates expiring.

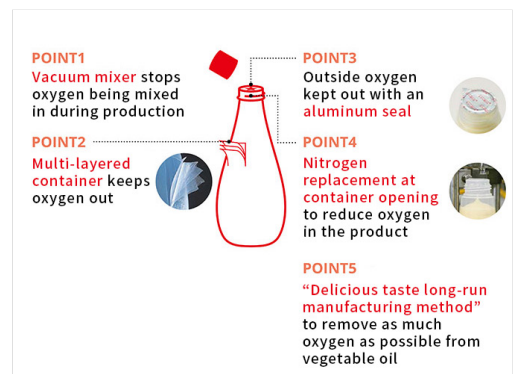
The Kewpie Group contributes to the reduction of product waste by extending the shelf life of its products through improvements in manufacturing methods and container packaging as well as by switching to expiration labels that show “month, year.”

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

Salad Club, which manufactures and distributes packaged salads, in addition to the application of Kewpie's patented "Vegetable-friendly manufacturing method" (Japanese Patent No. 4994524), this was made ongoing efforts in its cold chain (low-temperature control), the adoption of functional packaging film, and other innovations. As a result, we were able to extend the expiration date for shredded cabbage by a day, to a total of five days including the day of processing. (Does not include Okinawa Prefecture)



Shelf life extension and start of "month, year" expiration date labeling for nursing care foods and Ingredients Pouches

We extended the shelf life of 47 nursing care food products in the Yasashii Kondate series (with 18-month or 12-month expiry periods) in September 2018, and for some of the products in the Salad Club, Inc. Ingredients Pouch series in March 2019. In addition to extending the shelf lives of these two series, we changed the expiration labels to show "month, year" instead of "day, month, year." Extending the shelf lives and switching to a "month, year" expiration label will reduce returned products and product waste.



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
\(Japanese site only\)](#)



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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

Response rate from awareness survey given to all employees
11,307 employees eligible (FY2020 Actual)

89.3%

Mind-Up Program participants
Eligibility: All employees (excluding KRS, Aohata Group)

12,000
people annually

Reports/consultations over our helpline

38 incidents
(FY2020)



> 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.



> Risk Management

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

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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](#)

> [Establishment of Kewpie Group Anti-Bribery Basic Policy](#)

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](#)

 [Kewpie Group Human Rights Policy \(36.1KB\)](#)

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](#)

Creating a system for compliance with the Competition Law (Antimonopoly Act / Subcontract Act)

The Kewpie Group complies with the Competition Law (Antimonopoly Act / Subcontract Act) as an initiative to practice fair and sound corporate activities.

Correspondence to the Antimonopoly Act

- Establishment of "Antimonopoly Act Compliance Manual"
- Education of employees through e-learning for dissemination purpose
- Implementation of in-house training by lawyers at major overseas group companies

Correspondence to the Subcontract Act

- Construction and operation of an ordering / payment system that complies with the Subcontract Act
- Regular implementation of education and training on the Subcontract Act through e-learning and in-house study sessions
- Preparation of "manual for the Subcontract Act", various formats of necessary documents such as purchase orders, and self-checklist of the Subcontract Act
- Appointment of the Subcontract Act personnel in related departments, promotion of self-checks and voluntary improvement activities

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](#)

[> Corporate Governance](#)

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.

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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

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Corporate Governance

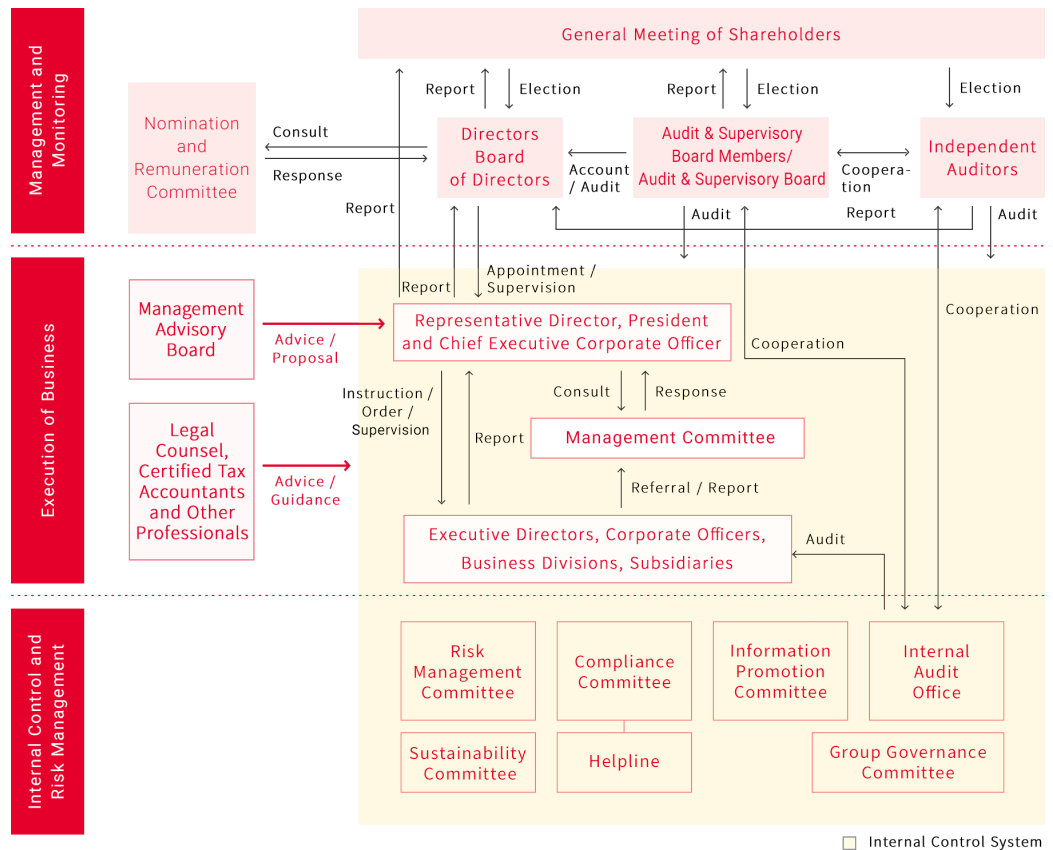
Basic Concepts of Corporate Governance

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



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.

[PDF 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 Tokyo 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.

Sustainability

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

Risk Management

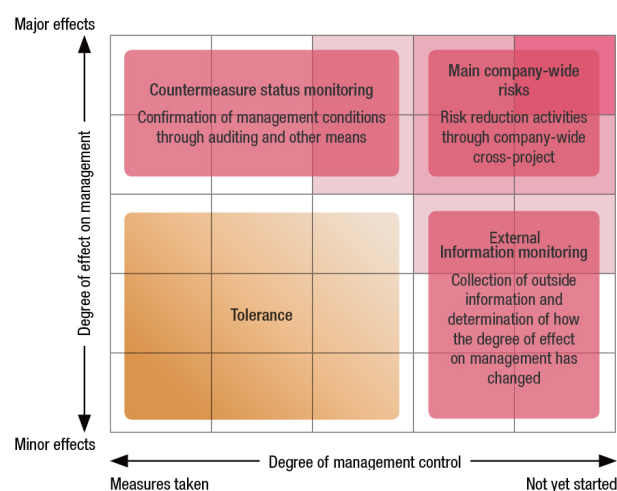
At the Kewpie Group, we recognize uncertainty that results in losses to business as risk. In order to realize Kewpie's ideal 2030 vision, we are working on risk management and addressing risks that may interfere with our vision.

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 Assessment



Risk Management System

The Kewpie Group recognizes events with the potential to affect the continued and stable development of management as risks and strives to enhance internal controls through the practice of risk management.

In recognizing risks, we assess the potential of actual risks occurring in accordance with the magnitude of impact and degree of control, and select risk items that must be addressed. Each department in charge continuously monitors individual risks, while the Risk Management Committee shares information related to risk factors that affect the Company as a whole to comprehensively manage the evaluation and prioritization of such risks, and formulate countermeasures. Specifically, we have positioned the following eight items as major risks and are working to manage and avoid them.

- Market developments
- Overseas expansion
- Human resources and labor-related
- Product liability
- Procurement of principal ingredients
- Global environmental issues
- COVID-19
- Natural disasters and other such contingencies

The Director in charge of risk management regularly reports Company-wide risk assessments and the status of response policies to the Board of Directors.

* 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.

Risk Management Structure



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

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Initiatives Toward Creating Healthy Eating Habits	+
Initiatives Toward a Society Focusing on Dietary Education	+
Environmental Initiatives	+
Governance	+
Initiatives Toward People and Working Styles	
Initiatives for Empowering a Diverse Range of Talent	>
Initiatives for Respect for Human Rights	>
Disclosure Policy	>
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Initiatives Toward People and Working Styles

To realize our corporate motto, “RAKU-GYOU-KAI-ETSU,” we are committed to respecting the human rights of everyone involved in the Kewpie Group. Furthermore, we will develop a framework for empowering a diverse range of talent to transition to a structure that realizes sustainable growth. We will strive to increase the experience and skills of each individual by promoting various initiatives, including a mobilization of the Group’s human resources in line with the new business framework, expansion of learning opportunities, and cultivation of greater career awareness. In addition to improving the ability to respond to changes and risks in the social environment by leveraging the perspective and know-how of each individual, we will work to reinforce the comprehensive strengths of the Kewpie Group so that our employees can work with a sense of fulfillment.



Important Human Resources Development Indices

Percentage of women working in managerial positions(For Kewpie alone)
FY2024Target:At least 18% FY2030Target:At least 30 %
FY2020Results : 10.2%

KEY DATA

Number of employees All Kewpie Group employees (FY2020)	The rate at which male employees take childcare leave For Kewpie (FY2020)	Employment percentage of disabled people For domestic Kewpie Group (FY2020) (excluding distribution system business)
16,000	76.1%	3.67%



➤ Initiatives for Empowering a Diverse Range of Talent

The Kewpie Group promotes diversity so that personnel from all different backgrounds can flourish and work with pride and satisfaction.

➤ 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	>
Sustainability Management	+
Initiatives Toward Creating Healthy Eating Habits	+
Initiatives Toward a Society Focusing on Dietary Education	+
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Initiatives for Empowering a Diverse Range of Talent

Initiatives for Diversity	Initiatives for Human Resources Development
Flexible Work Style Initiatives	Initiatives for Health-based Management
Initiatives for Occupational Health and Safety	

Initiatives for Diversity

Approach to Diversity

With diversity forming the foundation of our growth strategy, the Kewpie Group respects the individuality and eagerness to grow of all employees around the world. As such, we strive to create a corporate culture in which each employee can work to the best of their abilities.

We carry out initiatives with a recognition that all employees must support and be engaged in diversity efforts, such as by participating in dialogue and demonstrating a mind-set of mutual understanding.

Status of measures designed to promote diversity

By promoting diversity, the Kewpie Group is working to grow the entire group and create social value by realizing a corporate culture that accepts diversity and demonstrating the abilities of each and every Group employee.

We have the opportunity of the discussion to regard an activity and the growth of the organization and employee to understand a purpose as significance to propel "diversity & inclusion" and push forward the making of place of the learning to be connected for each growth of various employees.

As of FY2020, the ratio of female managers in the group is 8.5%, and the ratio of female managers in Kewpie alone is 10.2%.

In FY2024, in order to raise the ratio of female managers to 18% in the Kewpie, we will promote the conversion from regional jobs to general jobs by introducing measures to foster female career-track employees and a career-track system that does not require "transfers that accompany relocation".

At the same time, we are also focusing on enhancing the work-life balance support system.

Important Human Resources Development Indices	FY2020 Results	FY2024 Target	FY2030 Target
Percentage of women working in managerial positions (For Kewpie alone)	10.2%	18%	30%

Fostering a corporate culture that embraces diversity

The promotion of diversity at the Kewpie Group aims to foster a corporate culture that accepts diversity and allows all employees to leverage their potential. We are working to mobilize the Group's human resources and create a framework that allows everyone to experience diversity. The aim is to leverage each individual's various perspectives, talents and skills to raise the Group's overall strength. Since FY2017, we have been carrying out a diversity survey (Kewpie Corporation only). We use this to check the employees' understanding and awareness of diversity as we strive to create a corporate culture that offers a high level of psychological safety so that employees can work in environments that allow them to take on challenges and accomplish goals.

Managers meet to discuss the significance of promoting diversity

We create opportunities for members of executive management and management to share and discuss the objectives of diversity promotion within the Group.

Participating members come from all across the organization. Under the leadership of the executive managers, they reaffirm the importance of diversity and the objectives of promoting it. They also hold discussions on how to leverage diverse skills and talents to resolve business challenges and tie them into personnel growth.

These meetings offer an opportunity to connect diverse colleagues, who work hard every day in their respective locations to achieve Group growth. They gather online to share know-how and things they notice in management, which nurtures a greater awareness for the Group and its personnel's growth.

Allowing Group Employees to Leverage Their Potential

Study Sessions for the Group's female managers

Female managers from the Kewpie Group gather for regular study sessions, which include lectures from executive managers and opportunities to gain required knowledge for management positions. The aim is to give female managers the confidence to contribute to the management position by exploring how to take further steps toward aspired goals, finding a management method unique to each individual, and creating networks among female managers.



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.

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

2016	2017	2018	2019	2020
3.02%	3.30%	3.54%	3.60%	3.67%

Initiatives at Group Companies

Production departments, in particular, are actively employing persons with disabilities. Kewpie Egg Corporation is hiring persons with disabilities at 22 production plants across Japan, reaching an employment rate of 5.64% overall, and 16.67% at their Narita Plant (as of December 1, 2020). Kewpie Ai Co., Ltd., 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.

Initiatives for Human Resources Development

Approach to Human Resources Development

The Kewpie Group cares deeply about the careers of each of its employees. In addition to specialized training and self-development programs to achieve diversity, we provide the following career support systems.

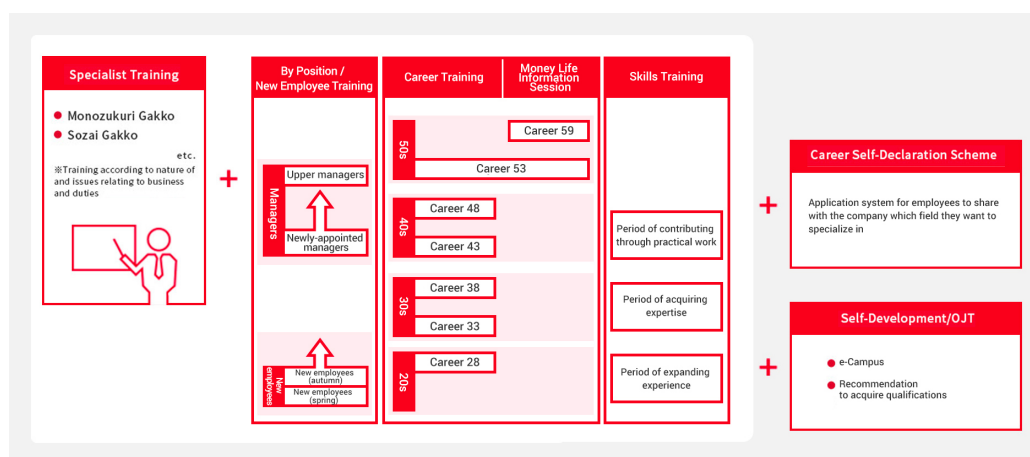
1. Growth Milestone Program
2. Career Self-Declaration Scheme
3. In-House Recruiting System

We encourage employees to identify each of their aspirations and paths to growth so that they can seek learning opportunities to that end and gain necessary experience, such as through interactions with other personnel.

Specifically, we offer the "Growth Milestone Program" and "Career Training" as well as the "Career Self-Declaration Scheme," which allows employees to independently apply for a transfer to their desired positions.

Furthermore, we established the "Kewpie Group In-House Recruiting System 2030," which calls for applications from employees across the Group who are eager for challenges. We ask them to submit ideas for new businesses or certain concepts they wish to strengthen and select applications with strong aspirations.

These career-supporting initiatives aim to bring out the greatest potential in each employee and turn their aspirations into reality. With these initiatives, we strive to not only place the right people in the right positions, but also nurture a corporate culture that encourages challenge and create a workplace in which our diverse personnel can flourish.



Kewpie Career Assistance Framework

Award Schemes

As a way to support our employees' active challenges and learning, and to encourage them to voice suggestions for the sake of the company's future, the Kewpie Group has established a variety of award schemes, including the President's Award.

President's Award

An award recognizing employees who have produced outstanding results or contributed to society by leveraging the Group's technologies or by demonstrating ingenuity. The President's Award aims to create a corporate culture unique to the Kewpie Group.

Invention Award

An award recognizing employees who have acquired patents that greatly contribute to the company or lead to making social contributions.

Kewpie Research Paper Award

An award recognizing employees who have written papers that make suggestions for the company's future, based on the changes happening in the world or issues that employees face in their day-to-day lives.

This long-standing award, which has continued for over 50 years, also hopes to encourage self-improvement in employees as they write the papers.

Qualifications Award

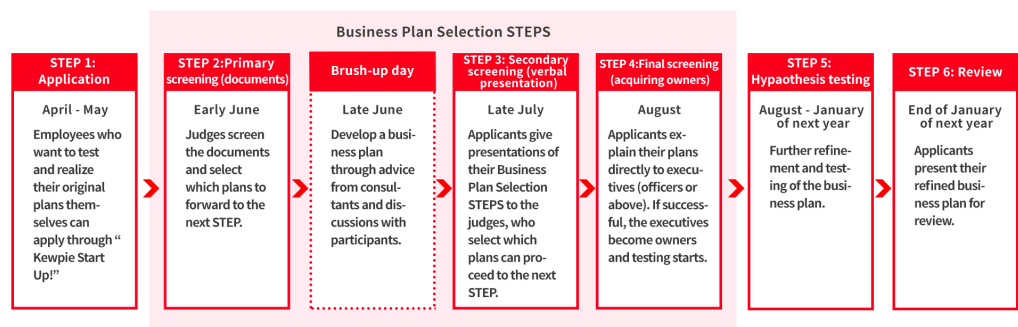
The Qualifications Award was established to support the career of each and every employee and create a corporate culture that encourages independent learning. In addition to supporting the employees' further studies, the program also notifies applicants of which qualifications the company is particularly looking for, so that both employees and the company can grow hand in hand.

Initiatives for New Challenges

The Kewpie Group is actively engaged in initiatives that look to new challenges by promoting wide-ranging research and development of mayonnaise, dressings, eggs and vegetables, while also pursuing systems for the creation of innovations. While also taking advantage of outside help, we use Group cooperation to create new values and respond to the expectations of our stakeholders.

Kewpie Startup 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

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.

GABA potato salad

The “Karada Omoi Menu” (Body-Friendly Menu) delicatessen series was developed based on the business plan that was selected from among the 2019 applications. It became the first food with function claims in the delicatessen foods industry and was released in September 2020 in the greater Tokyo area.

The product contains GABA* and features a label saying “for individuals with high blood pressure.” This makes it a salad that can be enjoyed by those who are concerned about their blood pressure levels as well as those who are health conscious.

* Gamma aminobutyric acid (GABA) is reported to lower blood pressure in individuals with high blood pressure. Going forward, we will further expand our lineup.



Products born from the Kewpie Startup Program

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.

Flexible Work Style Initiatives

Work style approach

The Kewpie Group actively supports individual growth and success by offering flexible work styles that allow employees to continue working through various life stages and by preparing environments in which they can reach their fullest potential.

Flexible work style initiatives

The working environment at Kewpie allows employees to pursue productivity while selecting flexible work styles that best fit their individual roles and the characteristics of their jobs. As such, we offer flexible working hours (flextime) with no core working hours, and employees can choose to work from home or a satellite office so that they are not confined to a particular place or time. Employees working shorter hours can also use the flextime system to balance work and child-rearing.

Birth and parenting assistance initiatives

We use the child-rearing support website to regularly provide company information to employees on childcare leave. Furthermore, before ending their leave, employees meet with their superiors to discuss career aspirations and how they want to work after returning to work. Superiors also take this time to share their hopes and expectations for the employee's continued role in the company.

We support that superiors can come through for those returning from childcare leave by using online learning materials to review relevant management knowledge, such as the company's various systems and about unconscious bias.

We also believe that experiencing child-rearing allows men to expand their perspectives and grow personally. As such, we encourage male employees to take childcare leave and make it mandatory to take at least 10 days off before their children turn two.



Parental leave guide



Child-rearing support website

Parental Leave Taken

Female employees

- Number of employees who have taken childcare leave this year
(Survey subjects: Kewpie Corporation only)



Male employees

- Number of leave takers: the number of employees who took leave before their children turned two
- Ratio of leave takers: the ratio of employees who took leave the year their children were born
(Survey subjects: Kewpie Corporation only)



[> ESG Data Sheet](#)

Initiatives for Health-based Management

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.

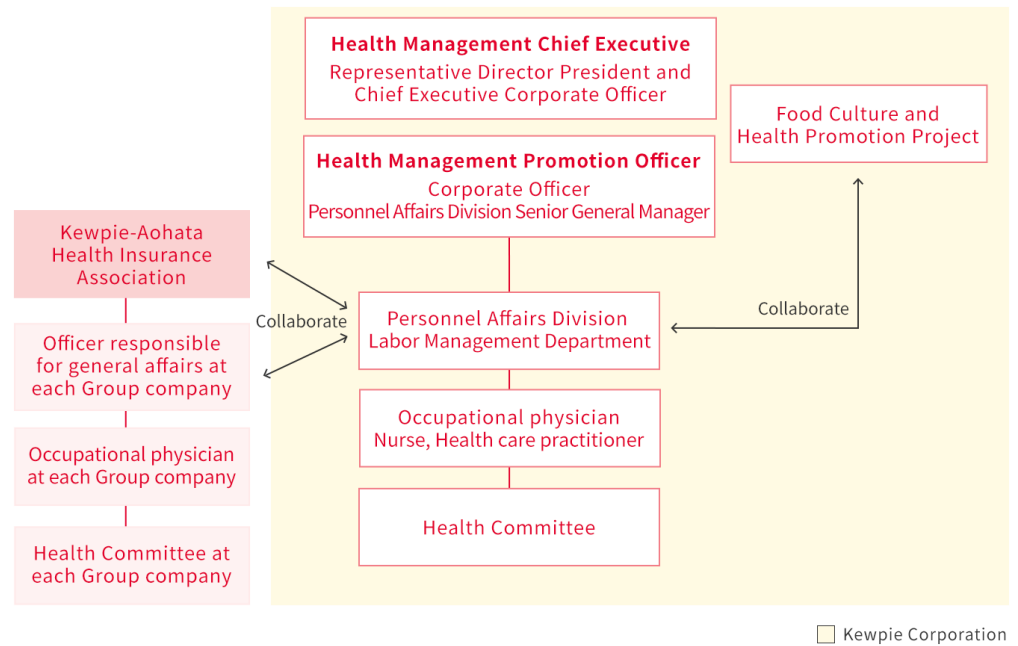
The Kewpie Group will continue to contribute to people's health through food, while maintaining a serious and supportive stance toward the health of our employees and their families.

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.

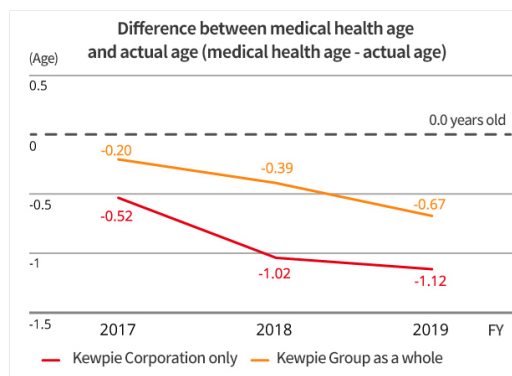


Group-Wide Health Index

The Kewpie Group has designated “Kenko Nenrei”^{*} (Healthy Age) as a common index to indicate physical health.

Healthy age is the difference between a person’s medical health age (calculated from their check-up results) and their actual age. In addition to sending individual notifications, we calculate the healthy ages at each of our locations to create a location ranking. We also publish reports to share information on health issues among the Group. By creating a Group-wide health index, we aim to raise health awareness among our employees.

^{*} “Kenko Nenrei” is a registered trademark of JMDC Inc.

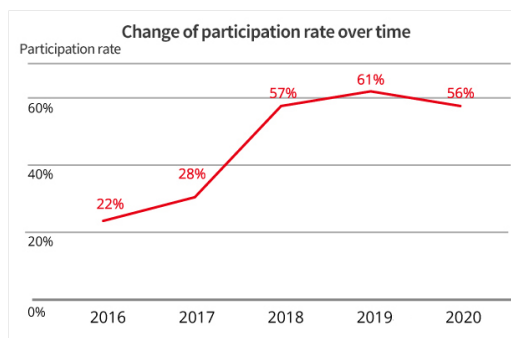


Health Improvement Campaign

The Kewpie-Aohata Health Insurance Association holds a Health Improvement Campaign every year to encourage employees to make lifestyle improvements.

From 2018, we introduced a contest between offices, which led to many more people participating. The campaign is a great opportunity for employees to improve their lifestyles.

Even during the COVID-19 pandemic, we were able to maintain a high participation rate by switching over to online activities in FY2020.



My Health Goals

In FY2020, over 11,000 employees from the Kewpie Group took part in the “My Health Declaration” initiative, in which participants declare to spend the year healthily. In FY2021, the card was redesigned to feature the theme, “Supporting Each and Every Individual with Salads and Eggs,” along with the three pillars: nutrition, exercise and social participation. With My Health Goals, we promote greater health awareness among our employees.

> Health Initiatives



Getting more employees to receive cancer screenings

All employees at the Kewpie Group receive regular health check-ups. In addition, we began offering financial assistance to employees aged 35 or above to receive a comprehensive medical check-up or the “3-Item Check-Up” (colon cancer, gastric cancer, abdominal ultrasound) offered exclusively by the Kewpie-Aohata Health Insurance Association. Financial support is also offered to female employees aged 20 or above for gynecological exams.

Offices in the Tokyo metropolitan area were already conducting mass screenings for gynecological exams, but in FY2021, we launched mass screenings for the “3-Item Check-Up” as well. Going forward, we hope to expand beyond the Tokyo area and get more employees aged 35 or above in the Kewpie Group to receive cancer screenings.

Measures against smoking

To maintain and improve the health of Group employees, on April 1, 2020, we removed the on-site smoking areas at our two offices in Tokyo (Shibuya-ku and Chofu-city), making the entire site smoke-free. At the same time, we are working on creating work environments that are free of passive smoking at all of our offices, including those of our Group companies.

Since 2017 we have also been strengthening our support for employees who wish to 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, and we are providing commemorative gifts to those who succeed in giving up smoking by themselves.

Health management of employees stationed overseas

As our international businesses expand, the number of employees stationed overseas is also increasing year by year.

To maintain the same standard of health management as employees stationed in Japan, those stationed overseas also receive a comprehensive medical check-up once a year and, if necessary, receive advice from nurses. Furthermore, we also provide mental health support by conducting interviews and stress checks three months into the employee's work overseas.

Initiatives for Occupational Health and Safety

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, 10 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)

	FY2016	FY2017	FY2018	FY2019	FY2020
Lost-time accidents	7	17	24	13	12
Frequency rate ^{*1}	0.35	0.76	0.99	0.62	0.60
Severity rate ^{*2}	0.013	0.027	0.034	0.038	0.020

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

[> ESG Data Sheet](#)

Sustainability

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Initiatives for Respect for Human Rights

Policy for Respect for Human Rights

As the Kewpie Group, we recognize that all aspects of our business activities may, directly or indirectly, affect human rights. Therefore, to respect the human rights of all the people involved in our business, we have established the Kewpie Group Human Rights Policy.

To realize our corporate motto, "RAKU-GYOU-KAI-ETSU," it is essential that we respect human rights. The directors and employees working at the Kewpie Group act with responsibility so that they do not negatively affect or indirectly violate human rights. We strive to create environments in which everyone can work with a sense of safety and fulfillment. We also hope our suppliers and business partners will likewise abide by this policy, and we will encourage them to do so.

 [Kewpie Group Human Rights Policy \(36.1KB\)](#)

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 38 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](#)

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

A Passion
for Quality



Raw Material &
Procurement
Quality



Procurement
Initiatives



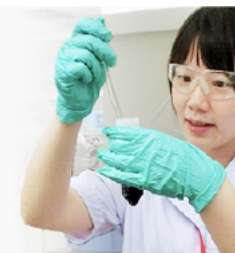
Production
Process Quality



Container and
Packaging
Quality



Food Safety
Assessment



Customer Service
Office



Product
Labelling



Learn More about Our Quality & Safety Activities



Sustainability

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

Quality & Safety

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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



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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.



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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

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.

Sustainable Procurement of Paper

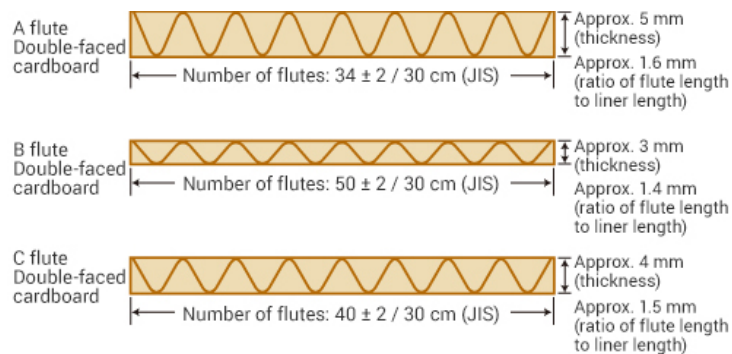
The Kewpie Group procures paper and paper products from businesses that do not contribute to new deforestations, comply by the laws of the timber producing region and international human rights standards, and produce products through proper procedures.

We therefore aim to procure paper and paper products that are recognized by forest management certifications (such as the FSC® certification*). This allows us to confirm that the products were made from recycled paper or, depending on the business partner, through activities that do not contribute to new deforestations or human rights violations.

* An international forest management certification that ensures products were appropriately procured from responsibly managed forests and that limited forest resources can continue to be used in the future.

Activities

We push forward reduction of the paper consumption by devising corrugated cardboard structure and making it thinner while maintaining its 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.

Sustainable Procurement of Vegetables

The Kewpie Group offers salads and delicatessen foods made mostly from vegetable ingredients grown in Japan. We therefore consider the procurement of vegetable ingredients crucial to business continuity. Going forward, we will continue to communicate closely with producers to achieve the sustainable procurement of vegetables for the Kewpie Group and the continued growth and development of the producers.

Activities

Cooperation with farms

The promotion and development of local agriculture is paramount to the steady procurement of quality vegetable ingredients. At the same time, agricultural businesses are facing rising social issues such as extreme weather, lack of successors and an increasing number of uncultivated and abandoned fields. The Kewpie Group cooperates with farms across Japan to help resolve such issues.

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 are also building a circular agriculture system by partnering with the producers. We create feeds and fertilizers at our production plants with unused parts of vegetables that are left over from making packaged salad products. We then provide the fertilizers to farms to expand our connections.



The Grower of Salad Club 2019 ceremony

Aohata Initiatives with Fruit Growers

The regions from which the Kewpie Group procures fruits has expanded with the times to countries all across the world.

We believe that the quality of raw ingredients determines 70% of the deliciousness of processed agricultural foods. As such, we strive to build relationships of trust with our producers while also researching cultivation technologies so that we can steadily procure high-quality raw ingredients.

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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.



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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

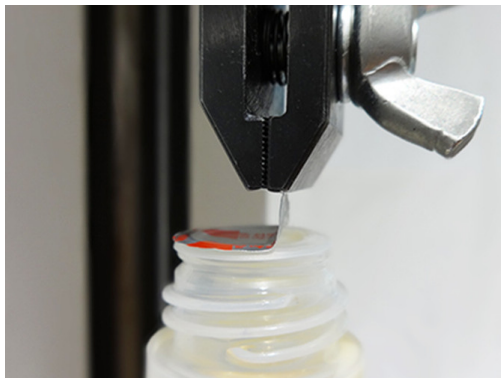


Containers are pressurized to assess the load they are capable of withstanding.



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.

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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

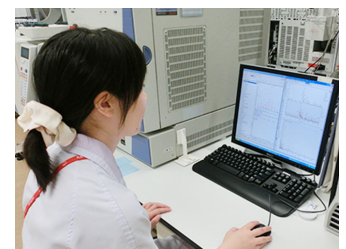
Regular tests for hazards such as agrochemical residues and veterinary drugs are carried out to confirm product and ingredient safety. We use the latest analytical equipment, including gas chromatography mass spectrometers and liquid chromatography mass spectrometers.



1. Ingredient extraction and preparation



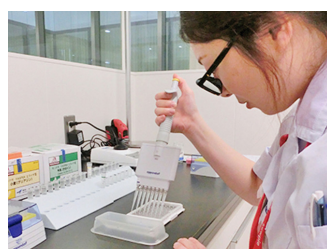
2. Measurement using analytical equipment



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



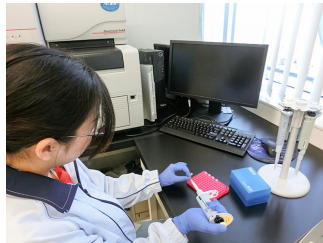
2. Measuring samples

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

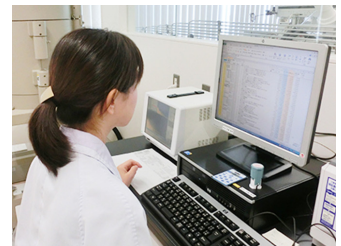
We use rigorous control systems for checking raw material sources to guarantee the safety of ingredients used in our products. To double-check, we also use germanium semiconductor detectors and NaI radioisotope identification devices to carry out regular monitoring for radioactive substances. Furthermore, 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

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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.

Voluntary Declaration of Consumer-Oriented Management

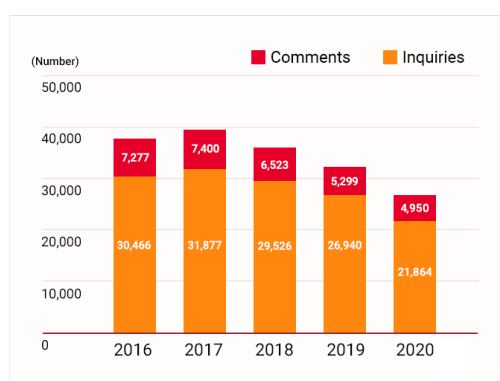
The Kewpie Group makes every effort to earn the utmost trust of our stakeholders, including our customers.

> [Voluntary Declaration of Consumer-Oriented Management\(Japanese site only\)](#)

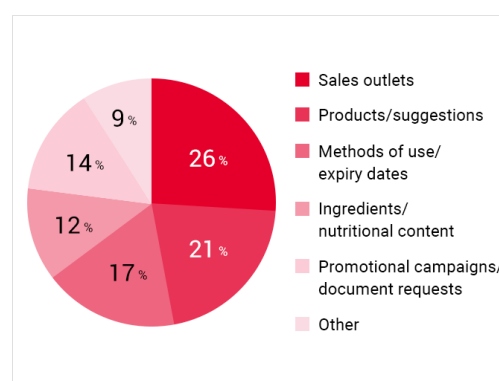
Systems for Acting on Customer Feedback

Inquiries and Comments to the Customer Helpline

Inquiries and Comments to the Customer Helpline



Fiscal 2020 Nature of Inquiries



* Does not include the number of voluntary recalls of the Deep-Roasted Sesame Dressing in FY2017, Arrange Plus in FY2019, and the carbonara pasta sauce in FY2020.

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

The Customers' Opinion Committee, led by the head of the Quality Assurance Division, holds regular meetings that are attended by leading members from various departments, including the Customer Consultation Office. The meetings review and approve matters that require improvements.



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.

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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.

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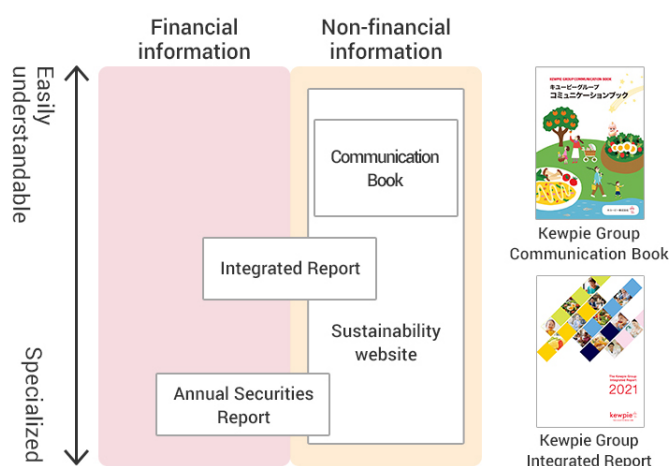
Basic Concept

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 84 organizations

Reporting period: Fiscal 2020 (December 1, 2019 – November 30, 2020) *includes some activities conducted outside of the reporting period

Reporting cycle: Updated each year in an annual report

Publication: May 2021

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

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Kewpie Reports

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Kewpie Group Integrated Report 2021

In putting together the Integrated Report 2021, the Kewpie Group hopes to deepen the understanding of all stakeholders, including its shareholders and investors, regarding efforts to create value over the medium to long term. The Integrated Report 2021 therefore provides an overview of the Group's business as well as comprehensive strategies and plans aimed at creating corporate value.

[Integrated Report](#) >



Kewpie Group Communication Book

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.

Last Updated: September 8, 2021

 [Kewpie Group Communication Book \(5.32MB\)](#)
(Japanese language only)



Sustainability



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

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ESG Data Sheet

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

 [Kewpie ESG Data Sheet 2020 \(259KB\)](#)

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

Environment

Environment Investments								
		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
Environmental conservation costs (investment)		1,000,000 JPY	343	170	210	177*	167	Kewpie only * Fixed some incorrect data
Environmental conservation costs (cost)		1,000,000 JPY	777	840	901	439*	451	Kewpie only * Fixed some incorrect data
Economic effect of environmental conservation measures		1,000,000 JPY	613	636	795	1215	611	Kewpie Group domestic production plants
Environmental Manager								
		Unit	FY2021					Notes
Third-Party Certification (ISO14001)		-	19 of the 71 plans					Kewpie Group domestic production plants
No. of environmental law violations		No.	0	0	0	0	0	Kewpie Group domestic production plants
Effective Use of Resources								
		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
Material Waste Produced	Total	1,000 tons	60.3	60.5	50.8	45.9*	41.6	Kewpie Group domestic production plants * Fixed some incorrect data
	Intensity	kg/production tons	70.5	70.6	62.8	59.4*	54.0	
Total material waste, etc. produced		1,000 tons	81.4	82.8	72.4	69.2*	66.4	Kewpie Group domestic production plants * Fixed some incorrect data
Final amount of material waste, etc. disposed (landfill)		1,000 tons	4.1	4.2	2.4	2.0*	1.7	Kewpie Group domestic production plants * Fixed some incorrect data
Recycling rate		%	95.0	95.0	97.0	97.0	97.4*	Kewpie Group domestic production plants * Fixed some incorrect data
Sustainable Procurement								
		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
Sustainable palm oil procurement	Certified credits* purchase rate	%	-	-	37	60	95	Through the RSPO Book & Claim system
Biodiversity								
Existence of a Biodiversity Protection Policy			Yes: Kewpie Group Fundamental Environmental Policy					
Existence of land managed, owned, or rented by the group inside a biodiversity protection area or area connected to such land			Yes: Located inside a national park, Fujiyoshida Kewpie conducts initiatives to protect the natural environment and maintains green spaces to replenish water resources(Until June 2021).					
Sustainable Use of Water Resources								
		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
Water Used	Inside Japan	1,000 m³	9,493	9,322	8,508	8,301*	8,091*	Kewpie Group production plants * Fixed some incorrect data
	Per unit	m³/ Production amount (tonne)	11.1	10.9	10.5	10.8*	10.5	
	Overseas	1,000 m³	679*	711*	624*	815*	451*	
Water Discarded	Inside Japan	1,000 m³	7,226	7,246	6,708	6,358	6,384*	
	Overseas	1,000 m³	417*	689*	488*	594*	260*	
Environmentally Friendly Products								
		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
Initiatives for Goods and Services		No.	-	-	3	5	4	Data collection began in FY2019 Number of news releases

Data under "Environment" are for the Kewpie Group and consolidated subsidiaries unless stated otherwise.

Environment

CO ₂ Emissions Reductions									
			Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
CO ₂ Emissions	Inside Japan	Scope 1	1,000 tons-CO ₂	82.7	78.5	68.4	65.5*	64.5	Kewpie Group production plants and offices * Fixed some incorrect data
		Scope 2	1,000 tons-CO ₂	127.8	125.1	106.5	100.3*	97.5	
		Scope 1+2	1,000 tons-CO ₂	210.5	203.6	174.9	165.8*	162.0	
		Intensity	Kg-CO ₂ / production tons	241.4*	232.9*	211.5*	210.2*	205.2	
	Overseas	Scope 1	1,000 tons-CO ₂	11.1*	12.7*	12.9*	14.1*	1.3	Kewpie Group production plants * Fixed some incorrect data
		Scope 2	1,000 tons-CO ₂	31.5*	30.9*	31.7*	32.3*	29.6	
		Scope 1+2	1,000 tons-CO ₂	42.6*	43.6*	44.6*	46.4*	30.9	
		Intensity	Kg-CO ₂ / production tons	269.4*	252.1*	236.3*	241.5*	167.6	
	Inside Japan	Scope 3 Total	1,000 tons-CO ₂	-	-	392.7	314.3	293.9	Kewpie only
		1. Purchased goods and services	1,000 tons-CO ₂	-	-	234.4	215.4	167.8	
		2. Capital goods	1,000 tons-CO ₂	-	-	28.1	20.3	22.4	
		3. Initiatives related to fuel and energy consumption (not included in Scope 1 & 2)	1,000 tons-CO ₂	-	-	6.0	4.4	8.1	
		4. Transportation and delivery (upstream)	1,000 tons-CO ₂	-	-	40.8	37.8	33.4	
		5. Material waste produced from business activities	1,000 tons-CO ₂	-	-	2.6	2.3	0.5	
		6. Business trips	1,000 tons-CO ₂	-	-	0.3	0.3	0.3	
		7. Employee commuting	1,000 tons-CO ₂	-	-	1.2	1.1	1.1	
		8. Lease assets (upstream)	1,000 tons-CO ₂	-	-	Not applicable	Not applicable	Not applicable	
		9. Transportation and delivery (downstream)	1,000 tons-CO ₂	-	-	4.0	4.2	9.9	
		10. Manufacturing products sold	1,000 tons-CO ₂	-	-	2.6	1.7	0.0	
		11. Use of products sold	1,000 tons-CO ₂	-	-	8.8	9.8	1.8	
		12. Disposal of products sold	1,000 tons-CO ₂	-	-	17.2	16.8	14.0	
		13. Lease assets (downstream)	1,000 tons-CO ₂	-	-	Not applicable	Not applicable	Not applicable	
		14. Franchises	1,000 tons-CO ₂	-	-	Not applicable	Not applicable	Not applicable	
		15. Investments	1,000 tons-CO ₂	-	-	Not applicable	Not applicable	Not applicable	
Electricity purchased	Inside Japan		Mwh	249,829	251,998	228,618	226,292	221,861	Kewpie Group production plants and offices
	Overseas		Mwh	39,736*	38,712*	40,662*	40,342*	33,668*	Kewpie Group production plants * Fixed some incorrect data
Renewable energy	Inside Japan		Mwh	366	313	330	469	452	Kewpie Group production plants and offices
	Overseas		Mwh	0	1,078	1,362	2,362	2,668	Kewpie Group production plants
NOx emissions	Inside Japan		tons	40.8	37.9	32.7	31.3	30.7	Kewpie Group production plants
SOx emissions	Inside Japan		tons	10.8	9.4	8.9	8.5	8.3	Kewpie Group production plants

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Environment

Scope 3 Calculation Methods		
Category	Calculation method	Target emission intensity, etc.
1. Goods purchased and services	Standard quantity per weight	Raw material / material purchase weight
2. Capital goods	Intensity per investment cost	Amount of capital investment
3. Fuel and energy initiatives not included in Scope 1 & 2	CFP-DB, SC-DB	Usage by energy type
4. Transportation and delivery (upstream)	Ton-Kilo method / emission intensity during transportation	Shipper transportation / transportation scenario activities for each procurement item
5. Material waste produced from business activities	Standard quantity per weight	Weight of wasted material
6. Business trips	Consumption per no. of employees	No. of employees
7. Employee commuting	Consumption per no. of employees and working days	No. of employees and no. of business days
8. Lease assets (upstream)	Included in Scope 1 & 2	Included in Scope 1 & 2
9. Transportation and delivery (downstream)	Emission intensity during transport	The scenario is shipment weight and product transportation
10. Manufacturing products sold	Energy consumed indirectly by each product	Sales volume for each product family
11. Use of products sold	Energy consumed indirectly by each product	Sales volume for each product family
12. Disposal of products sold	Standard quantity per weight	Weight of packaging materials used for products
13. Lease assets (downstream)	Not applicable	Not applicable
14. Franchises	Not applicable	Not applicable
15. Investments	Not applicable	Not applicable

Social

Human resources								
		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
No. of group employees		People	26,380	24,651	24,856	25,271	15,885	Kewpie Group *The "Distribution Business" has been transformed to an affiliated company accounted for by the equity method (From 2021).
No. of permanent employees	Total	People	14,924	14,808	15,452	16,003	10,719	Kewpie Group
	Male	People	9,282	9,249	9,549	9,838	5,348	
	Female	People	5,642	5,559	5,903	6,165	5,371	
Average no. of temporary employees		People	11,456	9,843	9,404	9,268	5,166	Kewpie Group
No. of permanent employees	Total	People	2,523	2,508	2,447	2,426	2,394	Kewpie only
	Male	People	1,388	1,382	1,335	1,308	1,296	
	Female	People	1,135	1,126	1,112	1,118	1,098	
Average no. of temporary employees	Total	People	853	774	738	569	537	Kewpie only
	Male	People	270	243	233	179	169	
	Female	People	583	531	505	390	368	
No. of employees	Total	People	3,376	3,282	3,185	2,995	2,931	Employees at Kewpie only
Average no. of years employed	average	Year	14.2	14.7	15.1	15.3	16	Employees at Kewpie only
	Male	Year	17.1	17.5	17.8	18	18.6	
	Female	Year	10.7	11.3	11.9	12.2	13	
Average age	average	歳	39.2	39.8	40.3	40.5	41.2	Kewpie employees
	Male	Age	42.5	43	43.3	43.3	43.9	
	Female	Age	35.2	35.9	36.6	37.1	38	
Turnover rate (for new graduates working for less than three years)		%	9.1	7.0	7.3	20.4	10.2	Only for new graduates in general positions at Kewpie
No. of new employees	Total	People	49	49	50	53	24	Only for new graduates in general positions who are registered at Kewpie
	Male	People	30	28	24	35	13	
	Female	People	19	21	26	18	11	
Ratio of female directors		%	11.8	12.5	13.3	18.8	21.4	Kewpie only Including outside directors, outside corporate auditors, and audit & supervisory board members
Ratio of female managers		% (%)	7.4 (6.9)	8.2 (7.1)	9.2 (7.9)	10.2 (8.5)	10.9 (9.1)	Kewpie only () is the ratio within the Japanese food products industry
Female leaders		People (People)	46 (98)	52 (98)	59 (111)	65 (121)	72 (132)	() is the ratio within the Japanese food products industry
Employee training costs		100,000,000 JPY	175	210	211	189	172	Including Kewpie Group employees
Participants in human rights training		People	8,164	8,354	9,010	7,964	14,463	*Excluding the number of questionnaire response collected for the purpose of job training
Rate of employment of persons with disabilities		%	3.3	3.54	3.60	3.67	3.76	Kewpie Group inside Japan (excluding logistics systems operations) *As of December 1, 2021
No. of employees hoping to work beyond retirement age		People	2	0	25	25	27	Registered Kewpie employees *Retirement age was extended in FY2016 from 60 to 63 (in FY2017, two employees chose a full retirement and became senior employees at the age of 60)
Rate of reemployment after retirement		% (%)	-	-	83 (100)	78 (100)	73 (100)	Registered Kewpie employees () is the re-employment rate of employees who wanted to continue working *The retirement age was extended in FY2016 (from 60 to 63) Only those who wanted to retire did so

Data under "Social" are for Kewpie Corporation only unless stated otherwise.

Social

Labor								
		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
Average overtime working hours (per employee)		Hours/Month	21.5 (26.2)	18.7 (25.1)	20.5* (26.2*)	16.1* (18.9*)	16.6 (18.7)	Kewpie only () is only for general work in the Japanese food products industry * Fixed some incorrect data
No. of annual paid leave days used		Day	9.7 (8.6)	10.2 (9.0)	13.4 (11.0*)	11.1 (9.5*)	12.2 (10.6)	Kewpie only () is only for employees in the Japanese food products industry Lists the average number of days taken * Fixed some incorrect data
Employees who took parental leave	Total	People	193	185	200	221	223	Registered Kewpie employees
	Female	People	152	135	143	151	150	
	Male	People	41	50	57	70	73	
Employees who work for reduced hours for childcare	Total	People	165	153	165	187	195	Registered Kewpie employees
	Female	People	164	153	165	187	194	
	Male	People	1	0	0	0	1	
Percentage of employees who returned from childcare leave		%	100	100	100	100	100	Kewpie only
Employees who took short-term nursing care leave		People	43	49	48	78	87	Kewpie Group
Employees who took nursing care leave		People	11	22	15	13	11	Kewpie Group
Employees who took paid leave for volunteer activities		People	4	1	7	0	1	Kewpie only
No. of work-related accidents resulting in injury leave		No.	17	24	13	12	17	75 Kewpie Group locations in Japan *As of April 30, 2022
Ratio of work-related accidents resulting in injury leave		%	0.76	0.99	0.62	0.6	0.90	75 Kewpie Group locations in Japan *Ratio = number of work-related deaths and injuries / total actual working hours × 1,000,000 *As of April 30, 2022
Severity rate of accidents resulting in injury leave		%	0.027	0.034	0.038	0.02	0.031	Kewpie Group domestic plants (Japan) *Severity rate = number of working days lost due to accidents / total actual working hours *As of April 30, 2022
Social								
		Unit	FY2017	FY2018	FY2019	FY2020	FY2021	Notes
No. of food education events (Mayonnaise Classes)		No. of events	328	308	315	62	39	Including online
No. of participants in food education events (Mayonnaise Classes)		People	15,017	14,203	14,125	2,938	1,972	Including online
No. of public lectures		No. of events	164	154	179	56	58	
No. of attendees at public lectures		People	10,099	9,025	8,315	3,000	2,013	
No. of people joining factory visits and facility tours		People	90,157	99,634	88,147	21,016	24,857	Goka, Fujiyoshida(Until 2021), Koromo, Tosu - Kobe (2015 and 2016 in Itami) - Mayo-Terrace, Nakagawara, Izumisano, Hashikami Including online
No. of groups receiving QPeace assistance		Organizations	18	15	14	12	10	
Total amount of QPeace assistance funds		JPY	5,320,600	6,233,000	6,519,200	6,500,000	6,487,000	Kewpie Egg Corporation, Salad Club, Inc., NAKASHIMATO CO., LTD., Kunimi Noshokai Co., Ltd., Tou Kewpie Co., Ltd., TO AD KEWPIE CO., LTD., nakato Co., Ltd., TORIKA CO., LTD., Kpack Co., Ltd., Co-op Foods Co., Ltd., Green Message Co., Ltd.
No. of groups receiving funds from the Kewpie Miraitamago Foundation		Organizations	20	26	70	132*	102	* Fixed some incorrect data
Total funds for the Kewpie Miraitamago Foundation		10,000 JPY	600	1,247	2,651	3,981	3,800	

Data under "Social" are for Kewpie Corporation only unless stated otherwise.

Governance

Independence of the Board of Directors								
			Unit	FY2019	FY2020	FY2021	FY2022	Notes
Directors	Inside directors	Male	People	9	9	6	6	As of February 25, 2022
		Female		0	0	0	0	
		Total		9	9	6	6	
	Independent outside directors	Male		1	1	2	1	
		Female		1	1	1	2	
		Total		2	2	3	3	
	Total			11	11	9	9	
	Independent outside director ratio			%	18.2	18.2	33.3	33.3
No. of sessions			Times	12	11	12	Not held	
Audit & Supervisory Board Meetings								
			Unit	FY2019	FY2020	FY2021	FY2022	Notes
Audit & Supervisory Board Members	Inside Audit & Supervisory Board Members	Male	People	2	2	2	2	As of February 25, 2022
		Female		0	0	0	0	
		Total		2	2	2	2	
	Independent Outside Corporate Auditor	Male		1	1	1	1	
		Female		1	2	2	2	
		Total		2	3	3	3	
	Total			4	5	5	5	
	No. of sessions			Times	12	12	13	Not held

Governance

Nomination and Compensation Committee							
		Unit	FY2019	FY2020	FY2021	FY2022	Notes
Nomination and Compensation Committee		People	6	6	7	7	As of February 25, 2022
Inside directors			3	3	3	3	
Outside directors and corporate auditors			2	2	4	4	
Officer Compensation							
		FY2022				Notes	
		No. of people to be paid	Amount paid (in 1,000,000 JPY)	Bonuses	Total amount (in 1,000,000 JPY)		
Director	Inside directors	10 *	178 *	81 *	259	As of February 25, 2022 * Fixed some incorrect data	
	Outside directors	3 *	34 *	-	34		
	Total	13 *	212 *	81 *	293		
Audit & Supervisory Board	Inside Audit & Supervisory Board Members	2	42 *	-	42		
	Independent Outside Corporate Auditor	3	30 *	-	30		
	Total	5	73 *	-	73		
Total		18 *	285 *	81 *	366		
Shareholder rights							
		Unit	FY2019	FY2020	FY2021	FY2022	Notes
Existence of measures against takeover bids		-	Yes	Yes	Yes	Yes	
Informative sessions for shareholders, investors, and analysts							
		Unit	FY2019	FY2020	FY2021	FY2022	Notes
Regular General Meeting of Shareholders		Times / year	1	1	1	1	
Financial results briefing for analysts		Times / year	2	2	2	Not held	
Compliance							
		Unit	FY2019	FY2020	FY2021	FY2022	Notes
No. of reports and consultations with the helpline (internal reporting system)		No.	28	38	20	-	
Response rate from awareness survey given to all employees		%	-	89.3	-	Preparing for disclosure	*Held every two years
Corporate taxes paid							
		Unit	FY2019	FY2020	FY2021	FY2022	Notes
Total consolidated amount		1,000,000 JPY	10,203	8,664	8,329	-	

Sustainability

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History of Our Social and Environmental Activities

Year	Social Activities	Environmental Activities
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)
		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 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 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)
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	Formulated the “Basic Approach to CSR” and “CSR Material Issues”	
	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
	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	Formulated the “Sustainability Targets”	
	FY2019 Health and Productivity Management Outstanding Organizations Recognition Program (White 500) Certified for the 2nd consecutive year	Eliminated vegetable waste (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	Kewpie, Sunstar Inc., and Japan Pallet Rental Corporation launched a tri-

	cares, kindergartens, and nursing facilities across Japan	company initiative to share truck and sea shipments (between Kansai and Kyushu)
	Comprehensive partnership agreement with Yamagata Prefecture (promoting the revitalization of the region and increasing residents' quality of life)	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)
	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)	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 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	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 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	Eliminated vegetable waste at three factories (Salad Club Mihara Factory and Salad Club Maniwa Factory)
	Kewpie Corporation won the FY2020 "Intellectual Property Achievement Award" for the Award from the Commissioner of the Japan Patent Office as a company that has effectively taken advantage of the intellectual property rights system	Eliminated vegetable waste at four factories (Salad Club Goka Factory)
	Launched joint research with Tokyo Kasei University to develop a microRNA measurement device with the goal of creating a cancer prevention service in the future	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)
	Selected to participate in the FY2020 Project for Establishing Infrastructures for Research and Development for Innovative Robots: R&D to Achieve Robot-Friendly Environments (working with a partner company to develop, at low cost, automation machines that can serve delicatessen foods into containers)	Began to use recycled plastic for the outer packaging of the Kewpie stick-type dressings
	Presented the results of a joint study conducted with Matsumoto City and Matsumoto University Made recommendations for a healthy diet	“Salad Club Ingredients Pouch” series Began to use plant-based plastic for 12 of the products Extended the shelf life of all products and switched to “month, year” expiration labels
	Began joint research with Shibuya-ku on the relationship between diet and health	Joined the Plastics Smart Campaign organized by the Ministry of the Environment
	Selected to participate in the “Technology Development Project on Next-Generation Artificial Intelligence Evolving Together With Humans” organized by the New Energy and Industrial Technology Development Organization (NEDO) in the “Development of Fundamental Technology of Explainable AI” (a part of Research and Development Item (i): Development of Fundamental Technology for an AI System That Evolves Together With Humans)	Joined the Japan Clean Ocean Material Alliance (CLOMA)
	Kewpie Corporation was selected to participate in the FY2020 Research Program on Development of Innovative Technology (Research and development of an AI instrument that can inspect the exterior and interior of food ingredients quickly, at low cost and with high accuracy)	
	First online social studies tours were held at the Kewpie Koromo Plant and Kewpie Kobe Plant	
	Began online tours at Mayo-Terrace	
2021 *As of the end of July 2020	Revised our Material Issues for Sustainability and Sustainability Targets	
	Began online baby food classes at the Kewpie Tosu Plant	Installed all-electric equipment at the Kewpie Guangzhou Plant
	Formulated the Kewpie Group Human Rights Policy	Reduced packaging plastic by around 25% for the Kewpie baby snack “Tamago Tappuri Boro” (Round Biscuits with Plenty of Egg)

Covers Kewpie Corporation and the Kewpie Group
The chronological table reflects business activities at the time