

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



Contributing to Food Culture and Health

- Contribution to Extending Healthy Life Expectancy
- Mental and Physical Health Support for Children



Protect the Earth's Environment

- Elimination and Effective Utilization of Food Loss
- Reduction and Reuse of Plastic Emissions
- Sustainable Use of Water Resources
- Deal with Climate Change



Sustainable Procurement

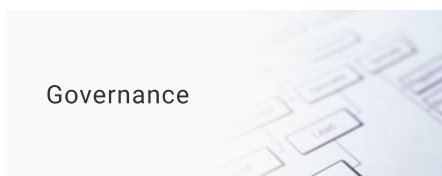
- Promotion of Sustainable Procurement



Respect for Human Rights

- Initiatives for Respect for Human Rights
- Initiatives for Empowering a Diverse Range of Talent
- Health-based Management and Occupational Health and Safety

Governance



Quality & Safety





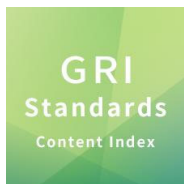
Disclosure Policy

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



Kewpie Reports

Click here to download a variety of Kewpie reports



GRI Standards Content Index

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



ESG Data Sheet

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



Outside Evaluation

Third-party assessments of the Kewpie Group



Policies

The following is a summary of the Kewpie Group's policies on sustainability.



History of Our Social and Environmental Activities

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



Sustainability Activities of Group Companies

We introduce the sustainability initiatives of Kewpie Group companies.

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Top Message

We will transition to a structure that realizes sustainable growth, with an emphasis on the aspiration for "love around the kitchen table."

Mitsuru Takamiya

Representative Director
President and Chief Executive Corporate Officer
Kewpie Corporation



The Kewpie Group has promoted environmental activities with a desire to show gratitude for the blessings of nature and conserve limited resources. We strive to enhance corporate value by accepting our corporate responsibility for global issues and ensuring all employees take actions through their daily business activities. To further promote these and other efforts, we formulated the "Kewpie Group Basic Policy on Sustainability."

Our 2021–2024 Medium-term Business Plan aims to strengthen social and global environmental efforts under the theme of "transition to a structure that realizes sustainable growth." In line with the United Nations Sustainable Development Goals (SDGs), we have identified material issues and formulated sustainability targets indicating what we must achieve by 2030. Going forward, while continuously revising these issues and targets, we will strive to achieve even higher goals.

Taking the material issue of "effective use and recycling of resources" an example, in addition to previous efforts to recycle 100% of eggshells, we are 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. We are providing these to contract farmers for use as fertilizer and animal feed. In 2021, all seven plants in Japan that prepare packaged salads achieved zero waste from the unused portions of vegetables. By proactively promoting the utilization of unused vegetable portions and proposing ways to eat vegetables, we aim to become a globally unique "vegetable use manufacturer."

In recent years, rapid changes in society and the global environment have revealed various issues surrounding our lifestyles and food. We will faithfully promote the concept of our corporate message "love around the kitchen table" as we strive to resolve these issues through "great taste, empathy, and uniqueness." Across the value chain, from product design and procurement, to production, sales and consumption, the Kewpie Group will maintain compassion for people and the environment while creating a future filled with smiles.

> [Material Issues and Promotion Framework](#)

> [Elimination and Effective Utilization of Food Loss](#)

Mitsuru Takamiya
Representative Director
President and Chief Executive Corporate Officer
Kewpie Corporation

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Sustainability Management

To contribute to improving social sustainability and achieve sustainable corporate growth, the Kewpie Group has formulated the Basic Policy on Sustainability.

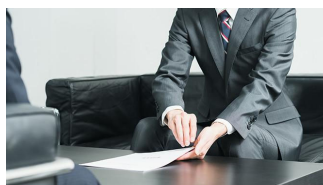
Having defined "Material Issues for Sustainability," the Sustainability Committee, chaired by the Director of Sustainability, coordinates subcommittees and projects centered on different themes to address these issues.

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 Basic Policy on 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

Kewpie Group Basic Policy on Sustainability	Sustainability Promotion System
Material Issues for Sustainability	Process for Identifying Material Issues
Sustainability Targets: Achieving Our 2030 Vision	Promoting Awareness Among Employees

Kewpie Group Basic Policy on Sustainability

With an emphasis on the aspiration for **"love around the kitchen table,"** we aim to address and resolve various issues through **"great taste, empathy and uniqueness."**

We will create a future full of smiles by caring for people and the environment throughout the value chain, from product design and raw material procurement, to production, sales and consumption.

Contributing to Food Culture and Health

- As a leading company in salads and eggs, we contribute to extending the healthy life expectancy of people around the world through the pursuit and global promotion of nutrition and health benefits.
- Through food, we support the mental and physical health of children who will create the future.

Effective Use and Recycling of Resources

- As the only manufacturer in the world that makes effective use of the entire egg, we will continue to refine our technologies and create value.
- In proposing ways of eating and utilizing uneaten portions, we aim to become a globally unique "vegetable utilization manufacturer."
- We will develop extensive technologies matching demand information with transportation and delivery data information to eliminate food loss.
- We will curtail the use of plastics and reduce adverse impacts on the environment.

Deal with Climate Change

- We aim to reduce CO₂ emissions throughout the value chain, from the procurement of raw materials to product consumption.

Sustainable Procurement

- In addition to safety, we will collaborate with business partners to promote stable procurement that takes into consideration environmental impacts and human rights.

Respect for Human Rights

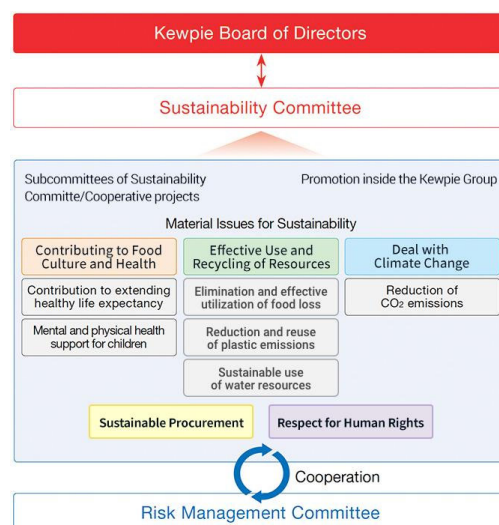
- We promote employee diversity and inclusion, protecting the human rights of everyone involved in our business.

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

Using backcasting and considering our aims to realize the "Kewpie Group 2030 Vision" and contribute to SDGs* from 2030, the Kewpie Group has identified the following material issues for sustainability.

- Contributing to Food Culture and Health
- Effective Use and Recycling of Resources
- Deal with Climate Change
- Sustainable Procurement
- Respect for Human Rights

We believe that these issues are important to both contribute to the realization of a sustainable society and achieve sustainable growth for the Group. We will periodically review our priority issues in response to changes in the social and global environment.



- * 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.

Process for Identifying Material Issues



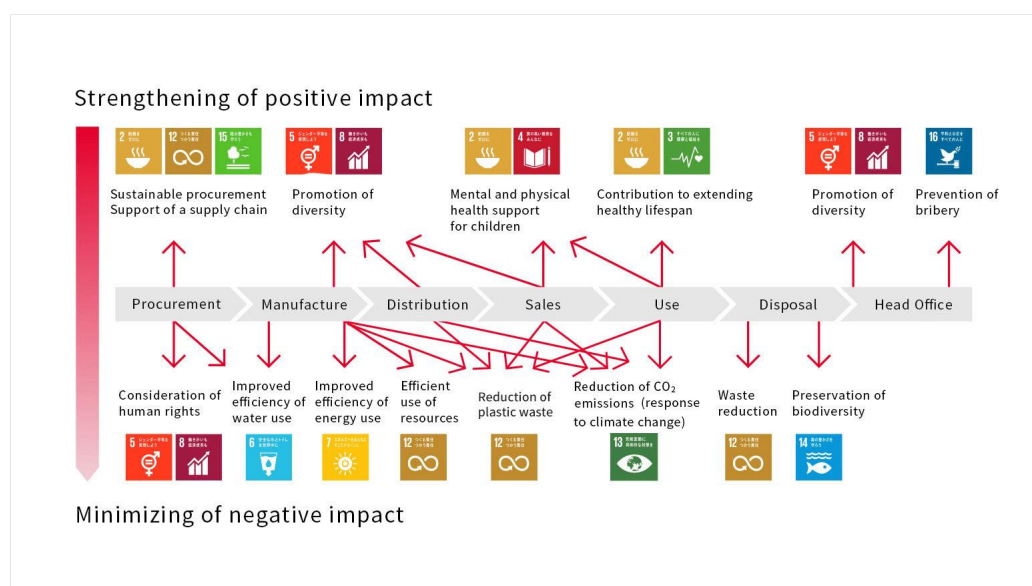
Identification of Social Issues to be Addressed by the Kewpie Group

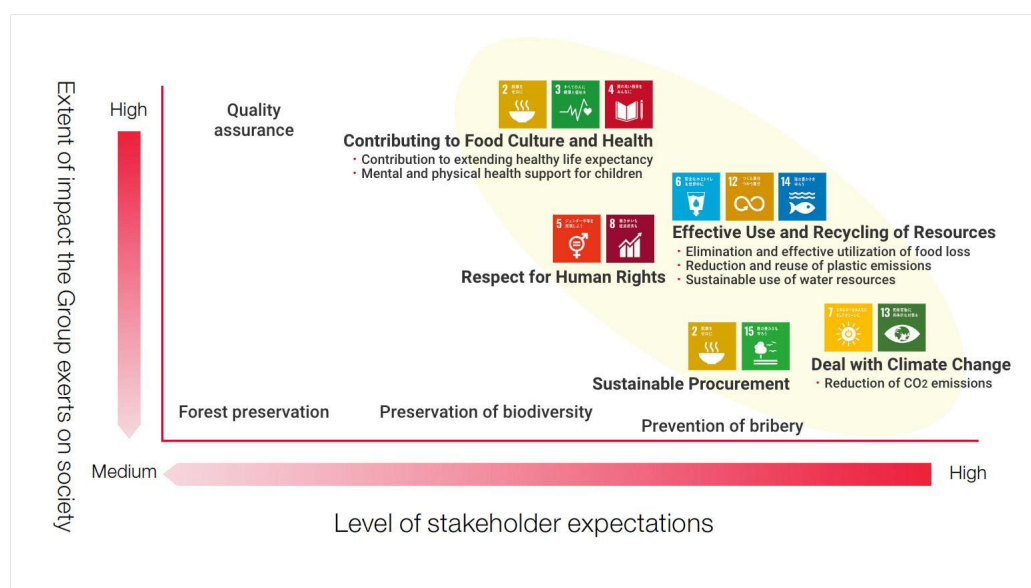
The Kewpie Group identifies social issues to be addressed through its business with reference to Sustainable Development Goals (SDGs), GRI, ISO 26000, SASB, and various ESG assessments.

Impact on Business and Society

We analyzed risks and opportunities in the value chain considering the entire value chain and stakeholders. Additionally, for each social issue, we evaluated stakeholder expectations and the Group's impact on society and identified material issues for sustainability.

Risks and Opportunities Analysis of our Value Chain





Sustainability Targets: Achieving Our 2030 Vision

Sustainability targets are indexes of the themes tied to key sustainability issues that the Kewpie Group will address.

In light of the results and progress in FY2021 and changes in the social and global environment, we have added necessary measures and revised the targets to achieve a higher level of performance.

All our employees are committed to achieving our goals by maintaining an awareness of sustainability, practicing Group Philosophy, and enacting Group Policies.

Sustainability Targets and Performance

Material Issues	Initiative Theme	Indicators	FY2021 Results	FY2024 Target	FY2030 Target	Related SDGs
Contributing to Food Culture and Health	Contribution to Extending Healthy Life Expectancy	As a food partner for every person: <ul style="list-style-type: none"> 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	Number of children's smiles via our activities (cumulative since FY2019)	221 thousand children	At least 400 thousand	At least 1 million	

Effective Use and Recycling of Resources	Elimination and > Effective Utilization of Food Loss	Food waste reduction rate (compared to FY2015)	39.0%	At least 50%	At least 65%	
		Effective utilization rate of unused portions of vegetables Main vegetables: Cabbage, etc.	62.1%	At least 70%	At least 90%	
		Reduction rate in volume of product waste (compared to FY2015)	61.3%	At least 60%	At least 70%	
	Reduction and Reuse > of Plastic Emissions	Reduction rate in volume of plastic waste (compared to FY2018)	5.3%	At least 8%	At least 30%	
	Sustainable > Use of Water Resources	Water usage (basic unit) reduction rate (compared to FY2020)	2.1%	At least 3%	At least 10%	  
Deal with Climate Change	Reduction of > CO2 emissions	Reduction rate in CO2 emissions (compared to FY2013)	24.0%	At least 30%	At least 50%	 
Sustainable Procurement	Promotion of > Sustainable Procurement	Promote Fundamental Policy for Sustainable Procurement in cooperation with business partners				 
Respect for Human Rights	Respect for > Human Rights	Promote the Kewpie Group Human Rights Policy to respect the human rights of all people involved in our business				 

Note: In light of conditions in FY2021, a portion of this content has been revised. In addition, the "Food waste reduction rate" indicator also includes the "effective utilization rate of unused portions of vegetables."

The "food waste reduction rate" and "water usage (basic unit) reduction rate" are new indicators established from FY2022.

Sustainability targets are domestic figures.

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 Protect the Earth's Environment 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 2021

	Our Commitment	Major Programs (FY2021 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 (28,471 inquiries/comments) • Voluntary Declaration of Consumer-Oriented Management • Kewpie Community website: "Ohanashi Dining" (17,639 members) • Kewpie Community website: "Kewpie Mayonnaise Fan Club" (112,565 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"> • Employee attitude survey (biennial) • Labor Management Committee • Diversity discussions • Career self-assessment (annual) • Human resource development through interviews between supervisors and subordinates • Team discussion on the theme of harassment
> Business Partners	To engage in free and fair competition and build transparent and healthy relationships oriented to mutual growth, in keeping with the Kewpie Group Code of Ethics	<ul style="list-style-type: none"> • Communication via operating activities • Scheduled and unscheduled visits to supplier sites and on-site get-togethers (87 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)
> Community	Actively contribute to society, particularly through food education, and work in harmony	<ul style="list-style-type: none"> • "Open Kitchen" factory tours and Mayo Terrace tours (24,857 visitors) * Including online

	with the local community and society as a whole, in keeping with the Kewpie Group Code of Conduct	<ul style="list-style-type: none"> • "Mayonnaise Class" (food education) (1,972 participants) <ul style="list-style-type: none"> * Including online • Public lectures on food topics (58 lectures) <ul style="list-style-type: none"> * Including online • Nursing care events (99 lectures) <ul style="list-style-type: none"> * Including care manager participation online • Communication with international and domestic communities in each area • Activity report meetings of organizations supported by the "QPeace" matching gift program (three times a year)
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Sustainability Shaped by a Vision

Our founder Toichiro Nakashima's ambition of "Contributing to society through healthier dietary lifestyles" is the cornerstone of employee aspirations and serves as the driving force behind our initiatives to take social issues. The Group formulated its Basic Policy on Sustainability in January 2022 and revised its sustainability targets, in order to further raise the stage of its social and global environmental initiatives. We invited Naoki Adachi, CEO of Response Ability, Inc., who specializes in the field of sustainability, to speak about the current and future initiatives of the Kewpie Group.

Trends Surrounding Sustainability and the Kewpie Group's Approach

Takamiya: The importance of sustainability initiatives is increasing at an accelerating rate. I don't see this theme as being about engaging in special activities to maintain the global environment, but instead about achieving sustainable development in combination with business activities.

Adachi: That's right. Sustainability is not something on the outside of corporate activities, and it is not just about environmental initiatives either. Up to now, corporate social responsibility has been cast as an effort to avoid causing secondary effects to the environment or society when engaged in corporate activities, but this has changed into an approach that says "Solving environmental and social issues improves corporate competitiveness." In the Global Risks Report that was announced at the World Economic Forum in January 2022, climate change-related items are at the top of the list of risks that could have a major impact on business and daily life, and the report also identified risk factors that could potentially impede corporate management, including environmental issues such as biodiversity and water, and social issues such as pandemics, data security, and inequalities between people and countries.

Takamiya: Climate change will have a major impact on the Group in the form of damage to crops and sharply rising raw material prices. We consider the issues that any company has to work on solving as "compulsory exercises," and the issues a company can solve by demonstrating its originality as "free exercises." In terms of these "free exercises," we are aiming to create value by establishing contributions to food culture and health as priority issues. In our efforts towards sustainability, including those parts we see as "compulsory exercises," each and every one of us will face them with an awareness of being an involved party. To accomplish this, it is important to disseminate information in-house and to external organizations about these initiatives in the form of an easy to understand narrative, to promote a deeper understanding of our activities that facilitates empathy.

Adachi: ESG investors focus on both "defensive sustainability," which involves businesses predicting changes in society and the environment 10 or 20 years down the road and solving issues for business continuity, as well as "offensive sustainability," which is about creating new value and translating it into growth opportunities. Similarly, with regard to medium- to long-term business

management strategies, instead of talking about numerical targets as an extension of the most recent business performance, sharing a growth story that incorporates offensive and defensive sustainability strategies will be more persuasive to investors.

Contributing to Social Issues Described in Narrative Form

Takamiya: The Group launched its business out of an ambition to contribute to improving the physique of Japanese people through mayonnaise, and in the years since all of our business activities have been linked with the concept of contributing to food culture and health. We have carried on that role, and today in addition to offering great taste, we suggest dishes that take nutritional balance into account with a focus on salads and eggs. This is part of an effort to face the major social issue of extending people's health lifespans that Japan faces ahead of the rest of the world due to it being a country with among the highest longevity. As a food manufacturer that approaches dietary lifestyles for all ages from baby food to nursing care food, we work to solve various health issues from the healthy development of children to metabolic syndrome and frailty. In time, this will narrow the gap between healthy lifespans and average lifespans. I believe that these initiatives can also be utilized overseas, where the same problems are being faced.

Adachi: That's right. Goal 2 of the Sustainable Development Goals (SDGs) aims to eliminate hunger and ensure the supply of nutritional foods, but the world doesn't just face the issue of inadequate calories, but also issues of excess calorie intake and nutritional imbalances. Your company has important contributions to make in solving these issues through daily dietary lifestyles. On the other hand, at the UN Food Systems Summit held last year, the scale of the environmental impact of food systems, including water usage, the development of agricultural land, destruction of forests and the expanded consumption and production of meat, were cast as an issue of concern, suggesting that the food industry itself is in need of reform.

Takamiya: We also recognize this. For example, when it comes to purchasing raw materials, we make a point of properly addressing environmental issues, human rights issues and animal welfare issues faced in the regions where soybean oil, palm oil and other oils are produced, among other items. The egg substitute products we released in 2021 generated a response that was bigger than we had expected.



Dr. Naoki Adachi
CEO
Response Ability, Inc.



Mitsuru Takamiya
Representative Director,
President and Chief Executive
Corporate Officer
Kewpie Corporation

Adachi: The global market for substitute sources of protein is expected to see rapid growth in the future. As there are a wide range of issues that substitute sources of protein can solve, I think that the development of egg substitute products is fantastic. In addition, I also wish you would disseminate your efforts to effectively utilize 100% of the unused parts of foods like cabbages cores and outer leaves.* More and more companies are working to recycle resources, but effectively utilizing 100% of a resource is no easy task. I think that getting customers to recognize this achievement even more would convey the significance of choosing Kewpie Group products to them.

* Cabbages for packaged salad raw ingredients has been effectively utilized to 100% since FY2021.

Takamiya: The Group handles the most eggs and cabbages in Japan. From the mid-1950s, we have been recycling eggshells and eggshell membranes without discarding them, and we have also tried to make effective use of unused parts such as cores and outer leaves of cabbages as well. This story of resource recycling has not even been properly disseminated internally in some aspects, so it is a narrative we want to share with everyone, both inside and outside the company.

Adachi: However, what concerns me is how the eggs are produced. In Europe, there are now some countries that have banned eggs from cage-raised chickens, and there are global hotel and restaurant chains that have pledged to stop purchasing products made from raw ingredients obtained in that way by the year 2025.

Takamiya: We are trying to expand our initiatives while cooperating with everyone involved with poultry farming to respond to those kinds of social demands. As a company, we will try to solve social issues while cooperating with various involved parties, including investment in the future.

Basic Policy on Sustainability Based on the Corporate Philosophy and Vision of the Group

Takamiya: When pursuing sustainability initiatives, it is the Corporate Philosophy and 2030 Vision of the Group that serves as a base. In the 2030 Vision, we have declared the goal of being "A Supporter for Bringing Smiles to Children," but this is not only about providing direct support to children; it carries the desire to leave a better global environment for the children who will shape the future.

Adachi: The Kewpie Group's Corporate Philosophy and Vision are highly compatible with sustainability, so it also

resonates very strongly with me. In particular, I think many people would agree with the approach of acting to bring smiles to children. Engagement is an important aspect of promoting sustainability management. By sharing stories and having each and every employee feel as though they are an involved party, I think a variety of proposals will come about naturally. At that time, what we mustn't forget in terms of the time frame is that the global environment is in a situation that cannot wait. Unless the world cuts greenhouse gas emissions in half by 2030, some scientists predict that it will be too late no matter what we do thereafter. In every decision-making scene, if you make determinations by asking yourselves "What is the best action to take for the future of our children," I think you will make the best choice.

Takamiya: To bring smiles to children in the future, we need to share a sense of crisis and accelerate our efforts so that the global environment does not deteriorate to an irreversible extent. Our basic policy on sustainability also includes action to deal with human rights. We pledge to confirm that the suppliers we purchase soybean oil, palm oil, sesame and other goods from do not have issues related to forest destruction, child labor and the like.

Adachi: In the EU, things previously considered a sense of ethics have now been substantiated as regulations, and that is why companies can no longer do business unless they can prove for themselves that they are engaged in sustainable procurement. If you work on sustainable procurement ahead of other companies and strive to solve issues together with production regions, it will also develop competitive strengths.

Takamiya: This is precisely the aspect where the importance of sustainability initiatives is accepted in concrete terms. To reflect the Basic Policy on Sustainability that was formulated in January 2022, I feel that we must repeatedly and clearly communicate the significance of those initiatives among all employees.

Adachi: The meaning behind the word "good" in "good product" has taken on a deeper meaning. I hope to see the Kewpie Group, which maintains a strong product lineup that not only offers great taste and quality but also supports "food culture and health," will lead the food industry that will undergo a period of great change and continue to grow by pursuing "good" in the form of animal welfare, the labor environment, the global environment and so forth.

Takamiya: Thank you for joining me in this valuable conversation today.



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Selection as ESG/SRI Index Constituent 

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Selection as ESG/SRI Index Constituent

FTSE Blossom Japan Sector Relative Index

The FTSE Blossom Japan Sector Relative Index is widely used to create and evaluate sustainable investment funds and other financial products. As a result of third-party research, Kewpie met the requirements for inclusion in the FTSE Blossom Japan Sector Relative Index in 2022 and was selected as a component of this index.

> [FTSE Blossom Japan Sector Relative Index website](#) 



**FTSE Blossom
Japan Sector
Relative Index**

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**

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MSCI Japan Empowering Women Index (WIN)*

MSCI Japan scores Japanese companies on gender diversity and equal opportunity using multiple indicators, including employment data made public under the Act on Promotion of Women's Participation and Advancement in the Workplace. It then selects high-scoring companies from each sector for inclusion in the MSCI Japan Empowering Women Index (WIN). Kewpie has remained a constituent stock in the index, which is selected by the Japanese Government Pension Investment Fund (GPIF) for passive tracking, from 2017 to 2019 and 2022.

2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

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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.



Health and Productivity Management Outstanding Organization

On March 9, 2022, Kewpie Corporation was recognized as an outstanding organization for health and productivity management under the 2022 Certified Health and Productivity Management Outstanding Organization Recognition Program (Large Enterprise Category).

Note: This certification is valid from March 9, 2022 to March 31, 2023.



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
- Green Food System Promotion Award at Sustainer Award 2021

Logistics

- 2018 Excellent Green Logistics Partnership Award from the Ministry of Land, Infrastructure, Transport and Tourism
- Supply Chain Innovation Grand Prize
- Supply Chain Innovation Grand Prize 2021

Container Packaging

- World Star Award, Food Category of the World Packaging Organization's World Star Contest 2019
- Innovation Category of the 43rd Kinoshita Awards
- UCDA Award 2020

Other

- Long Life Design Award, 2019 Good Design Awards
- SUSTAINA ESG AWARDS 2020 BRONZE CLASS
- The Ministry of Agriculture, Forestry and Fisheries Award, 6th Dietary Educational Activity Commendations

Sustainability

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<ul style="list-style-type: none"> Contribution to Extending Healthy Life Expectancy Mental and Physical Health Support for Children Universal Design Initiatives (Only in Japan) Social Contribution Activities 	>
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Contributing to Food Culture and Health

As a company in the food industry, an industry that is indispensable to people's lives, the Kewpie Group will contribute to the realization of healthy and affluent lifestyles.

As "A Leading Company for Salads and Eggs," we will develop products that consider the diets and health of all our customers in Japan and abroad and support the mental and physical health of children through various food-centered initiatives. We also engage in social contribution activities to realize a better society, chiefly by maintaining our business, helping diverse groups, and maintaining strong community ties.



Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Contributing to Food Culture and Health	Contribution to Extending Healthy Life Expectancy	As a food partner for every person: • Contribute to achieving a vegetable intake target of 350 grams per day • Promote a boost in egg consumption in order to contribute to increasing protein intake	
	Contribution to Extending Healthy Life Expectancy	Number of children's smiles via our activities (cumulative since FY2019)	At least 1 million



➤ Contribution to Extending Healthy Life Expectancy

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.



➤ Mental and Physical Health Support for Children

Through a variety of food-centered activities, we are teaching the children that will shape our future not only about nutrition but also about the importance and joy of food.



➤ Universal Design Initiatives (Only in Japan)

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



➤ 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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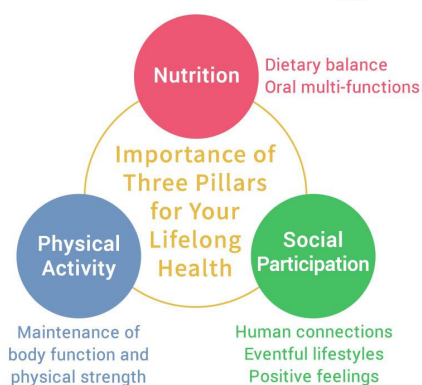
Contribution to Extending Healthy Life Expectancy

- Initiatives Toward Extending Healthy Lifespans
- Health-Focused Products
- Food Allergy Initiatives
- Initiatives in Medicine
- Initiatives Toward Pre-Symptomatic Illnesses (Cancer Prevention)
- Contribution to Extending Healthy Life Expectancy Overseas

Initiatives Toward Extending Healthy Lifespans

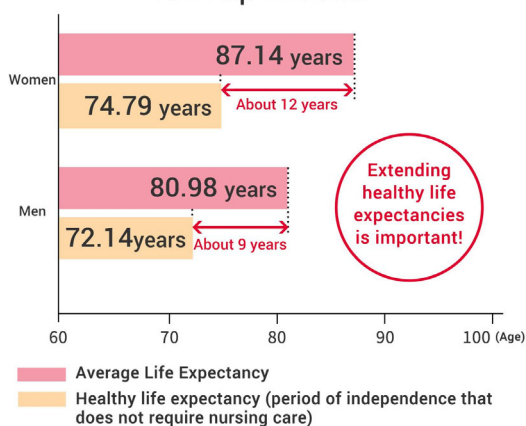
The University of Tokyo Institute of Gerontology promotes three pillars to prevent frailty, which is key to achieving healthy longevity: nutrition, exercise and social participation. In fact, this applies to all generations, not just the elderly. It is important to incorporate all three of these pillars, 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

Gap between Average and Healthy Life Expectancies



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

Supporting Health Through Diet and Exercise!

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



Raising Awareness of the Importance of Chewing

In recent years, soft foods that require less chewing have been on the rise. Soft foods have caused a decline in "chewing ability," and the effects of this decline on the body* are said to be manifold. LOTTE Co., Ltd., and Wayo Women's University are engaged in joint research to raise awareness of the importance of chewing. Kewpie's own research has clarified the effects of the amount of water contained in foods and heat treatment on foods on the number of chews and identified the food groups with the highest number of chews.

* For example, it has been reported that the prevalence of diabetes is lower the higher the chewing ability.
Toru Y et al., Mastication and Risk for Diabetes in a Japanese Population: A Cross-Sectional Study. PLOS ONE(2013) Volume 8, Issue 6

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

Egg White Paper

Conducted since 2017, the "Egg White Paper" is a research report analyzing perceptions, eating styles, and trends regarding eggs. We use the results of the questionnaire on what people find attractive about eggs and their favorite egg dishes to cultivate accurate knowledge about eggs and suggest ways to enjoy egg dishes.



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.

Effect of Hen's Egg Intake on Cognitive Function

We applied for the "FY2021 Innovation Creation Enhancement Research Promotion Project"^{*1} offered by the Bio-oriented Technology Research Advancement Institution (hereafter "BRAIN"), and the project was awarded^{*2} under the title of "Research on hen's eggs' ability to improve cognitive function and development of value-added hen's eggs to expand the egg market." In the "Applied Research Stage" and alongside five other institutes^{*3}, Kewpie aims to clarify the effects of hen's eggs on cognitive function and jointly develop value-added eggs that contain high levels of these functional ingredients. The purpose of this project is to clarify the "cognitive function improvement effect" of hen's egg intake, to identify the components involved in this improvement, and to confirm the effect in human studies.











^{*1} The R&D project is open to proposals and focuses on promoting R&D through the accumulation and utilization of knowledge to generate innovative technologies, products, and services that defy common wisdom.

^{*2} Result of the review of the public solicitation for "FY2021 Innovation Creation Enhancement Research Promotion Project."

^{*3} Collaborating research institutes: The University of Tokyo, Tokyo Medical University, Kanagawa Institute of Industrial Science and Technology, and National Agriculture and Food Research Organization (NARO)

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.

Household Use Products	Approved by the Ministry of Health, Labour and Welfare Food for Specified Health Uses	Foods with Function Claims			Low Calorie and Reduced Sodium Products	
						
	Kewpie Defe	Kewpie Flaxseed Oil Mayonnaise	Kewpie Fitte	Dressings with food function claims	Diare	Janef Non-Oil Dressing
	<div>Household Use Products </div> <div>* Japanese site only</div>					
Food Service Use Products	<div>Food Service Use Products </div> <div>* Japanese site only</div>					
Hospital and Care Facility Use Products	<div>Hospital and Care Facility Use Products </div> <div>* Japanese site only</div>					
Fine Chemicals Business	<div>Fine Chemicals </div>					

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.



HOBOTAMA

To realize our ambition to deliver the great taste and properties of egg and support a bright future for children, we have developed the plant-based food product HOBOTAMA. This product can be a good substitute for those who cannot eat eggs for various reasons, including allergies.



Egg Allergy Research

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.



Less allergenic egg ingredients created by heat treatment.

* 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.

Initiatives in Medicine

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

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

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



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

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

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

Initiatives Toward Pre-Symptomatic Illnesses (Cancer Prevention)

Kewpie began research on preventing cancer through diet in 2013, and in 2018, began research to determine cancer risk.

By measuring a component called microRNA in the blood, we determine the risk of cancer and aim to realize disease prevention through dietary proposals that improve the expression of microRNA. To this end, we are currently working with YOKOHAMA National University and Tokyo Medical University on a project called "Technology Development Project on Next Generation Artificial Intelligence Evolving with Human Beings," which is led by the New Energy and Industrial Technology Development Organization (NEDO).



Contribution to Extending Healthy Life Expectancy 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.

Food and Health Awareness Activities in China

In response to growing health awareness in China in recent years, we would like to contribute to diets and health in China. In collaboration with the "Food and Health Research Work Committee" of the Shanghai Society of Food Science, we are implementing health promotion activities for companies and the public informed by academic research conducted in Japan. Additionally, we have launched activities to focus attention on salads at store vegetable counters while educating people about the health benefits of vegetables, and we are expanding our business throughout China, starting with Shanghai.




Food and Health Awareness Activities (Shanghai)


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Mental and Physical Health Support for Children

Dietary Educational Activities 

Support for Food Bank Activities 

Supporting Child Poverty Initiatives through Food 

Bellmark Campaign 

WFP "Red Cup Campaign" 

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 also provide food-related information. We have established new dietary education content on our website, such as the "Food & Life Academy," and conduct "media library activities" where we distribute DVDs free of charge to schools and consumer centers that support the development of a healthy mind and body.



Open Kitchen

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

Kewpie launched Open Kitchen factory tours in 1961. It was rare at the time for food industry companies to open production sites to the public, and our tours were initiated as part of social studies field trips for elementary school students.

We are now offering online tours for customers who are far away, have difficulty leaving the house, or live overseas.

Dietary Education Content

We have established a variety of nutritional education content on the official Kewpie website.

We continuously add useful information and enrich the content so that children can learn independently and have fun together.

Support for Food Bank Activities

In Japan, it is reported that approximately 5.7 million tons of still edible food are wasted annually (estimated in 2019 by the Ministry of Agriculture, Forestry and Fisheries). Conversely, there are many people in Japan who do not have enough food to eat. In 2007, Kewpie began supporting Second Harvest Japan, an authorized NPO that supports food banks^{*1} and now donates products through 15 food bank organizations nationwide. This activity has spread to all Group companies.

We have also begun new initiatives, such as donating products to MOWLS^{*2}, a nationwide cooperative that supports food access activities launched through the Kewpie Mirai Tamago Foundation.

^{*1} 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.

^{*2} MOWLS: A system operated by Meals on Wheels Japan that supports the creation of an environment where everyone, from children to the elderly, can gather at "places for them" across Japan, such as children's cafeterias.

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.



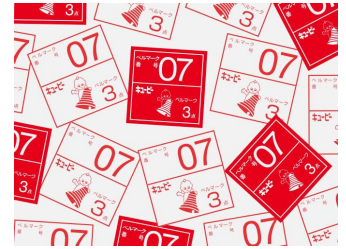
> [Kewpie Mirai Tamago Foundation](#)
(Japanese site only) 

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.



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Universal Design Initiatives (Only in Japan)

Approach to Universal Design Initiatives 

Universal Design Foods 

Approach to Universal Design Initiatives

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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Social Contribution Activities

Community Ties	Community Contribution Activities	Cultural Contribution
Education Support Activities	QPeace Donation-Matching Scheme	
Ecocap Movement	School Uniform Reuse Activity	

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
- Holding of "Shibuya Mottainai Market 2021"
- Provided support for career education at municipal elementary schools

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

Activities

- Proposed "Hiroshima Salad" combining local ingredients and protein in collaboration with Hiroshima Prefecture, Hiroshima City, and JA Zen-Noh Hiroshima

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
- Jointly developed the "Fukushima Health Support Menu" to promote public health in Fukushima Prefecture

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.

We will support the people of Aichi Prefecture in their efforts to enjoy vegetables in their diet by expanding the menu to more restaurants and promoting the menu for use as part of ready-made and in-home meals.

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 2021: 20,000 trees). 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.

Although the National Convention was canceled in 2020 and 2021 to prevent the spread of coronavirus, the "Virtual Mothers' Chorus" (in 2020) and "Mothers' Chorus Online Festival 2021" (in 2021) were held using digital technology.

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).

Rhythm dance has been incorporated into school education and club activities in elementary and junior high schools and has shown great promise as a tool for developing students' rhythm, self-expression, creativity, and communication skills, as well as physical fitness. Kewpie will continue to support the healthy growth of children who work hard at their dancing through food, a source of energy.



History of the Japan Dance Concours

In 2014, the scale of the competition expanded with the creation of block competitions (East and West Japan) and a national competition. It is now one of the largest dance competitions in Japan, with a total of over 3,600 elementary and junior high school students participating in the four block competitions and the national competition. In 2020, all competitions were canceled to prevent the spread of coronavirus, and an online dance presentation was held for the first time. In 2021, the block competitions were again canceled but an online presentation and national competition with representative teams selected through video judging were held.



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.

Donation Lecture

- Kewpie Research Division for Egg Innovation, Tokyo University of Agriculture

Joint Research Lecture

- Kewpie and Tokyo Kasei University Egg Delicacy Research Institute

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.



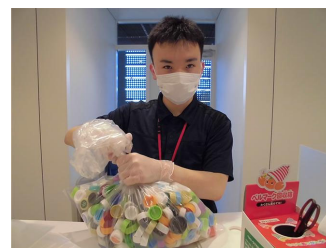
How the QPeace Scheme Works

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.



Ecocap Movement

Since 2015, Kewpie Ai Co., Ltd. has been amassing the plastic bottle caps collected at Kewpie Group offices in Tokyo and handing them over to NPOs as Ecocaps to support vaccinations in developing countries.



FY2021 Collection Results

Weight:	Number of caps:	Donations received:	Number of people vaccinated:	CO ₂ equivalent:
230.42kg	99,078	2,302 yen	115.1	725.82kg-CO ₂

School Uniform Reuse Activity

Since 2020, we have been participating in the "School Uniform Reuse Shop Sakuraya" for families and children who cannot afford to buy school uniforms and school supplies.

In FY2021, the Kewpie Group set up collection boxes at the Sengawa Kewport and Shibuya offices for a limited time to collect uniforms.



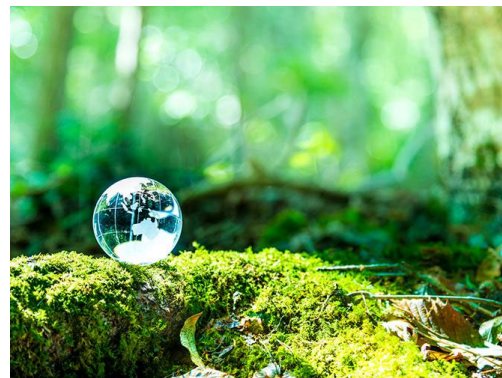
Sustainability

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Top Message	>
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Protect the Earth's Environment	
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Protect the Earth's Environment

The business activities of the Kewpie Group are supported by the abundant gifts of nature, including raw materials. We consider the effects our business activities have on the global environment and believe that we have a duty to pass on a better global environment to future generations.

Therefore, we have established "strengthening our social and global environmental initiatives" as one of our management policies, and the entire Group has worked on this policy.



Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Effective Use and Recycling of Resources	Elimination and Effective Utilization of Food Loss	Food waste reduction rate (compared to FY2015)	At least 65%
		Effective utilization rate of unused portions of vegetables Main vegetables: Cabbage, etc.	At least 90%
		Reduction rate in volume of product waste (compared to FY2015)	At least 70%
	Reduction and Reuse of Plastic Emissions	Reduction rate in volume of plastic waste (compared to FY2018)	At least 30%
	Sustainable Use of Water	Water usage (basic unit) reduction rate (compared to FY2020)	At least 10%
	Deal with Climate Change	Reduction of CO ₂ emissions	Reduction rate in CO ₂ emissions (compared to FY2013)
			At least 50%



➤ Environmental Management

We have formulated an environmental policy to provide guidelines for Kewpie Group.



➤ Elimination and Effective Utilization of Food Loss

In addition to reducing food waste by improving containers and extending shelf life, we are working to make effective use of food resources.



➤ Reduction and Reuse of Plastic Emissions

While adhering to our "Quality First" principle, we are also working to reduce the environmental impact of our products and services by making containers lighter and thinner and using recycled materials.



➤ Sustainable Use of Water Resources

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



➤ Deal with Climate Change

We are actively working on energy conservation and energy conversion at every stage of procurement, production, logistics, and sales and in our offices.



➤ Conservation of Biodiversity

In the belief that "Good products begin with good ingredients," we are grateful for the bounty of nature and strive to preserve the richness of nature and biodiversity.

Sustainability

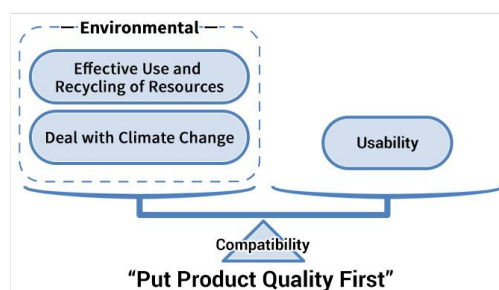
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Environmental Management

Policy for Environmental Management	▼	Environmental Management Promotion Structure	▼
Environmental Management Systems	▼	Compliance with Environmental Legislation	▼
Environmental Audit	▼	Environmental Impact of Business Activities	▼
Consideration for Local Environments	▼	Environmental Communication	▼

Policy for Environmental Management

The Kewpie Group's business activities rely on the bounty of nature. We will contribute to the realization of a sustainable society by giving due consideration to the environmental impact of our business activities and striving for compatibility between usability and the global environment based on the "Quality First" principle.



Kewpie Group Environmental Policy

The Kewpie Group Environmental Policy was established* in December 1998 in response to growing awareness of environmental conservation in Japan and overseas. We will promote initiatives in conjunction with the Kewpie Group Basic Sustainability Policy.

* Revised in 2004
Revised in 2006
Revised in September 2022

Kewpie Group Environmental Policy

We strive to be environmentally friendly in our business activities throughout the value chain, from product design and raw material procurement to production, sales, and consumption.

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.

Material Issues and Targets

The Kewpie Group has established indicators (sustainability targets) to guide its efforts to address the material issues of "effective use and recycling of resources" and "deal with climate change" as part of its global environmental efforts.

> [Material Issues and Promotion Framework](#)

Environmental Management Promotion Structure

The Kewpie Group has established the Sustainability Committee chaired by the director in charge of sustainability. Regarding the environment, subcommittees and collaborative projects have been established for each theme to address the material issues for sustainability, and efforts have been made to ensure that responses to these issues take root throughout the 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 71 Group production locations in Japan have obtained ISO14001 certification. (As of the end of November 2021)

Compliance with Environmental Legislation

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

* In FY2021, there were no accidents or violations of related regulations.

Environmental Audit

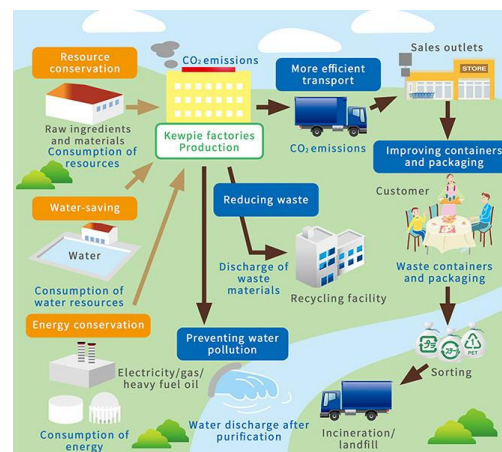
The Kewpie Group has its criteria for legal compliance, development of management and promotion procedures, and facility management standards. We conduct regular internal audits based on the above criteria and promote environmental conservation activities accordingly. Furthermore, we conduct standard-based 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 2021)

Input

Energy use	Electricity purchased	2,149,000GJ (215,741,000kWh)
	Fuel*1	1,216,000GJ
	Total energy	3,365,000GJ
Water use	Water (groundwater, piped water)	8,117,000m ³

Output

Atmospheric emissions	CO ₂	171.100 Tons
	NO _x	30.7 Tons
	SO _x	8.3 Tons
Emissions to waterways*2	Emissions	6,119,000 m ³
Emissions of waste	Volume of waste (recycling rate)	41,600 Tons (97.4%)

*1: Including fuel used to generate electricity

*2: Including rivers and public sewer systems

Applicable facilities: Kewpie Group factories

[> ESG Data Sheet](#)

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.

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. Working toward the 100% recycling of waste products, etc. generated in our production plants (zero landfill disposal or incineration without energy recovery).

In FY2021, the amount of waste totaled 41,600 tons (7.7% decline from the previous year) and the amount of waste emitted per ton of product produced (output rate) was 54.0kg (7.6% decrease from the previous year).

The recycling rate for FY2021 was 97.4%. Also, 29 out of 72 production locations achieved a 100% factory recycling rate.

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.

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.

Sustainability

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Elimination and Effective Utilization of Food Loss

Policy for Effective Use of Resources  Response to Food Loss Reduction 

Reduction in Product Waste 

Extension of Shelf Life and Switching to Year and Month Indication of Shelf Life 

Recipes to Reduce Food Waste  Promoting Effective Utilization 

Policy for Elimination and Effective Utilization of Food Loss

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.

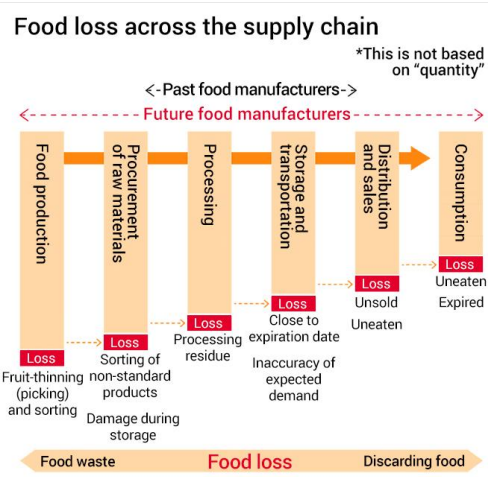
The Kewpie Group has identified the reduction and effective utilization of food waste as one of the material issues of its "effective use and recycling of resources" sustainability initiative and has committed to taking strides to focus on reducing food waste, effectively utilizing unused vegetable portions, and reducing product 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

The main causes of product waste are the gap between production based on demand forecasts and actual sales and returns due to unsold products at the distribution stage. With the cooperation of each company and department, we are working to solve these issues by actively donating to food banks.

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.

Efforts to Reduce Product Returns in Collaboration with Business Partners

We work with distributors and wholesalers in the Kanto area to reduce the amount of waste due to products not being sold. By reviewing the product sales trends at each store and optimizing product delivery, we have achieved zero returns.

We will continue to promote internal and external collaboration to reduce product waste throughout the supply chain.

Extension of Shelf Life and Switching to Year and Month Indication of Shelf Life

The Kewpie Group will work to reduce food loss by extending shelf life through improvements in manufacturing methods and containers and packaging, and by switching to "year and month" labeling for expiration dates.

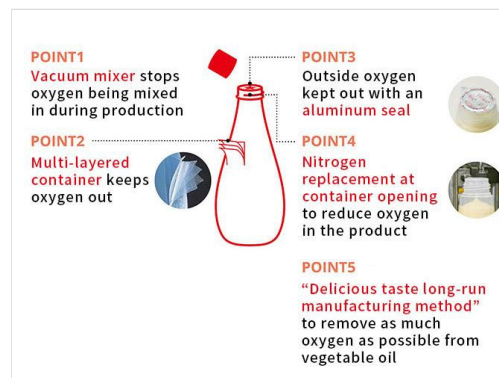
Extension of Shelf Life of Mayonnaise

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*.

* Started in January 2016



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)

* Started in April 2019



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*¹) in September 2018, and for some of the products*² 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.

*¹ Started in September 2018

*² Started in March 2019



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)



Promoting Effective Utilization

The Kewpie Group is committed to the effective use of food resources through various initiatives.

Recycling of Vegetables

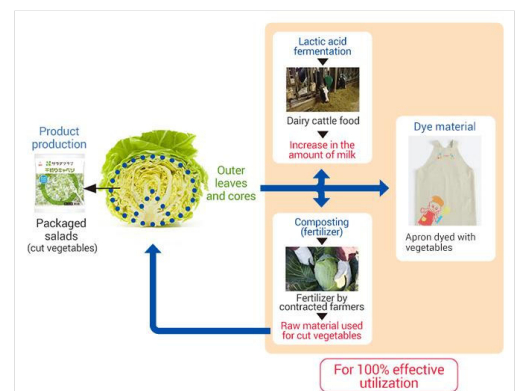
The Kewpie Group is engaged in finding ways to make effective use of the unused parts of vegetables used in the processing of salads and delicatessen foods. These unused portions include the core, calyx, outer leaves, and peel. In FY2017, the cut vegetables production plant, Green Message, had success 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.

Salad Club Co., Ltd. takes the unused parts of vegetables such as outer leaves and cores generated when producing packaged salads at its seven directly operated plants and turns them into feed and compost to be utilized by contracted farms and other customers.

In addition, the core of cabbage, which is usually disposed of, is used to make cabbage rice, which also leads to "zero vegetable waste".

* 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)

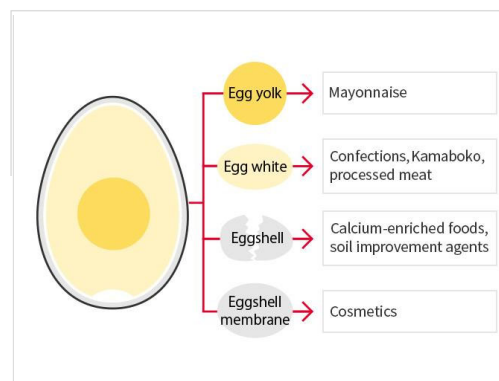
100% Effective Use of Eggs

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
2021: The video "Effective Use of Eggs" won the "Green Food System Promotion Award" at the Sustainer Award 2021.

Sustainability

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Sustainability Management	+
Contributing to Food Culture and Health	+
Protect the Earth's Environment	
Environmental Management	>
Elimination and Effective Utilization of Food Loss	>
Reduction and Reuse of Plastic Emissions	>
Sustainable Use of Water Resources	>
Deal with Climate Change	>
Conservation of Biodiversity	>
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
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Reduction and Reuse of Plastic Emissions

Approach to Reduction and Reuse of Plastic Emissions

Basic Policy on Container and Packaging Selection

Plastic Reduction in Container and Packaging Design

Reducing Plastic in Manufacturing and Distribution

Approach to Reduction and Reuse of Plastic Emissions

The Kewpie Group uses plastics for food containers and packaging. While plastics offer advantages such as being light and hard to break, it has been pointed out that plastics have an impact on the global environment, including in relation to marine plastic waste. The Group recognizes that the release of plastic waste is a serious issue that has a significant impact on ecosystems and the environment, and is working to reduce its use of petroleum-derived plastics.

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



New bottle that contains recycled plastic

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

Plastic Reduction in Container and Packaging Design

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.

Creating Lighter, Simpler Packaging

380ml Kewpie dressing bottle

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.

* Started in April 2019



Kewpie Baby Snack Tamago Tappuri Boro (Round Biscuits with Plenty of Egg)

We released a new package that uses around 25% less plastic* for the inner and outer packaging.

* Started in March 2021



Kewpie "Smile Cup" Series "Yasashii Kondate" Cup Type

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%*.

* Started in March 2021



Salad Club Packaged Salad Tray

The Salad Club, Inc. tray used for packaged salads has been made approximately 10% lighter* compared with conventional products, resulting in a reduction of approximately 40 tons of plastic annually.

* Started in January 2022



Products that use lightweight trays (in some instances)

Salad Club Packaged Salad Film

We have changed the standards for the Salad Club, Inc. film used for packaged salads by reducing its dimensions and making it thinner*. This will result in a reduction of approximately 44.2 tons of plastic usage per year.

* Started in February 2022



Products that use modified film standards (in some instances)

Using Packaging With a Lower Environmental Impact

Kewpie Dressing Stick-type

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.

Started in February 2020



Kewpie Tasty Dressings

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.

Started in June 2021



"Salad Club Ingredients Pouch" Series

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.

Started in August 2022



Reducing Plastic in Manufacturing and Distribution

In addition to reducing the amount of plastic in product containers and packaging, the Kewpie Group is working to reduce plastic at every stage of its operations, from procurement to manufacturing, distribution, and consumption.

Recycling of Product Distribution Containers

Plastic Containers for Liquid Eggs

Kewpie Egg Corporation is engaged in an initiative* to recycle plastic containers for liquid eggs and other egg products and to use recycled products. The recycling of plastic containers that were previously disposed of has led to a reduction in plastic waste.

* Started in 2020



Left: Recycled product Right: Existing product

Sustainability

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Contributing to Food Culture and Health	+
Protect the Earth's Environment	
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Elimination and Effective Utilization of Food Loss	>
Reduction and Reuse of Plastic Emissions	>
Sustainable Use of Water Resources	>
Deal with Climate Change	>
Conservation of Biodiversity	>
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
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Sustainable Use of Water Resources

Approach to Sustainable Use of Water Resources

Water Risk Assessments

Effective Use of Water

Use of Highly Treated Water

Approach to Sustainable Use of Water Resources

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

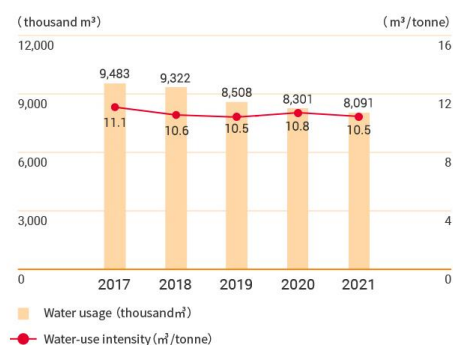
In order to verify the impact of water risk, we adapt "AQUEDUCT" from the World Resources Institute (WRI) and conduct local hearings at all production plants of the Kewpie Group.

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 8,091,000 m³ of water in FY2021.

Water usage per tonne of production (water usage per unit) was 10.5 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.

* Started in November 2012



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.

* Started in March 2015



Hollow fiber membrane
module unit



Hollow fiber membrane
module unit (air diffusion)



Activated charcoal tower



Reverse osmosis
membrane unit

Sustainability

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Deal with Climate Change

Response to Climate Change Policy  TCFD Initiatives  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 have reviewed and revised upward our CO₂ emission reduction targets.

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.

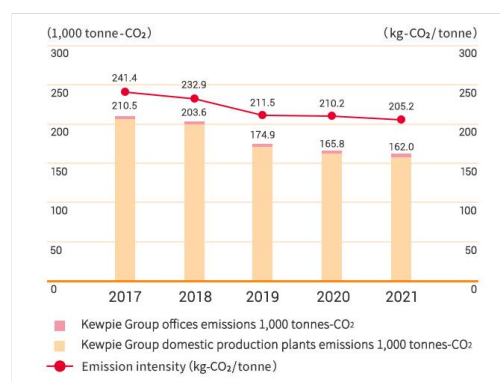
> [Material Issues and Promotion Framework](#)

Making Use of Renewable Energy

The Kewpie Group is steadily installing renewable energy at our locations in Japan and abroad. Solar panels have been installed on the roof of the Kewpie Kobe Plant and began operating on February 1, 2022. The Kobe Plant provides the space for the solar power generation system, which was installed and managed by Kansai Electric Power Company, Inc. under the "on-site PPA model." The system is expected to generate 6.3% of the total electricity used at the plant, thereby reducing CO₂ emissions by approximately 170 tons per year.

We will continue to actively convert the electricity used at the Group's offices and production sites to renewable energy.

CO₂ Emissions



Targeted plants: Kewpie Group production plants
Emission intensity are calculated based on the Kewpie Group domestic production plants



Kewpie Kobe Plant solar panel facility

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 has engaged in its own initiatives since 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](#)

 [FY2021 TCFD Report \(416KB\)](#)

Governance

The Kewpie Group has established the "Kewpie Group Basic Approach to Sustainability" to contribute to the improvement of social sustainability and achieve sustainable corporate growth. The Sustainability Committee, chaired by the director responsible for sustainability, formulates policies and plans to achieve targets on material issues related to sustainability, including climate change, and promotes sustainability initiatives. The Sustainability Committee submits reports to the Board of Directors in addition to the Management Committee (an advisory body to the Representative Director, President and Chief Executive Corporate Officer), and the Board of Directors discusses on the content of the Sustainability Committee's deliberations as appropriate, thereby ensuring supervision by the Board of Directors.

To realize the Kewpie Group's "Our Ideal" and the "Kewpie Group 2030 Vision," we will work with various stakeholders to solve social issues.

> [Material Issues and Promotion Framework](#)

Meeting bodies, other structures	Roles and responsibilities
Board of Directors	Supervision of responses to climate change
Sustainability Committee	Formulation of sustainability-related policies and plans including climate change initiatives, identification of key issues, and promotion of initiatives on Material issues
Officer in charge	Nobuo Inoue (Director, Executive Corporate Officer in charge of sustainability)

> Corporate Governance

Strategy

The Kewpie Group identifies the various risks and opportunities associated with climate change in the short, medium, and long term, according to their significance. We also periodically review our analysis and evaluation in light of changes in the external environment. For our analysis, we have identified two key scenarios in line with the scenarios published by IPCC^{*1} and IEA^{*2}. In the first scenario, the temperature will rise 1.5-2 degrees Celsius above pre-industrial levels by 2100, and environmental policies are developed (hereinafter referred to as the "Environmental Policy Progress Scenario"). In the second scenario, the temperature will rise 2.7-4 degrees Celsius above pre-industrial levels by 2100 and no additional measures are taken to address climate change (hereinafter referred to as the "BAU Scenario"). In the Contingency Scenario, the impact of climate change on our business in 2030 is calculated. We will consider measures to deal with the risks and opportunities identified, incorporate them into our single-year and medium-term management plans, and promote them.

*1IPCC

We will gradually expand the scope of the analysis in the mid-term management plan, which covers the period from FY2021 to FY2024. In FY2021, we analyzed the climate change risks and opportunities for mayonnaise and dressings (especially deep-roasted sesame dressing) in domestic and overseas markets. Most notably, in terms of the main raw materials of these products (oil, egg, and vinegar), we recognized that crops, mainly grains, are affected by climate change. Thus, we are considering a strategy to reduce dependence on specific crops over the medium to long term.

*2IEA

The International Energy Agency (IEA) is an autonomous organization established in 1974 after the first oil crisis within the framework of the Organization for Economic Cooperation and Development (OECD). It provides the medium- and long-term supply and demand forecasts needed for crafting energy policy.

Applying Scenario Analysis

We will gradually expand the scope of the analysis in the mid-term management plan, which covers the period from FY2021 to FY2024. In FY2021, we analyzed the climate change risks and opportunities for mayonnaise and dressings (especially deep-roasted sesame dressing) in domestic and overseas markets. Most notably, in terms of the main raw materials of these products (oil, egg, and vinegar), we recognized that crops, mainly grains, are affected by climate change. Thus, we are considering a strategy to reduce dependence on specific crops over the medium to long term.

Major Climate Change Risks and Opportunities

<Environmental Policy Progress Scenario>

Strict environmental regulations and high carbon taxes will be introduced, and the world will achieve carbon neutrality. The agriculture, forestry, and fishery sectors will achieve zero CO₂ emissions, while suppliers' environmental response costs will rise. Consumers will become more health-conscious and will thus increase their intake of salads and other vegetables.

The risks and opportunities for the Kewpie Group identified in the Environmental Policy Progress Scenario are as follows.

Risk items			Risks	Opportunities	Time*	Impacts
Primary categories	Medium categories	Sub-categories				
Transition Risks	Policy and Legal	Introduction of carbon taxes	●		Medium-term	Small
		Regulation of plastics packaging	●		Medium-term	Small
		Valorization of unused resources		○	Medium-term	Small
	Market	Increased demand for highly sustainable products		○	Medium-term	Small
		Increase in the procurement costs of environmentally friendly raw materials	●		Medium-term	Small

* Definition of timelines

Short-term: up to 2024 Medium-term: up to 2030 Long-term: up to 2050

<BAU Scenario>

Despite the progress of low-carbonization initiatives, carbon neutrality will not be achieved by 2050 and temperature rise will increase the frequency and severity of natural disasters. Consequently, the frequency of flooding damage at suppliers' and companies' production sites will increase. Lower crop yields caused by heat stress will also lead to a rise in the cost of procuring raw materials.

The risks and opportunities for the Kewpie Group identified in the BAU Scenario are as follows.

Risk items			Risks	Opportunities	Time*	Impacts
Primary categories	Medium categories	Sub-categories				
Physical risks	Chronic	Increased cost of procuring raw materials due to reduced crop yields caused by heat stress	●		Medium-term	Medium
	Acute	Damage to production facilities, power outages, and stagnation or suspension of operations due to flooding	●		Short- and long-term	Medium

* Definition of timelines

Short-term: up to 2024 Medium-term: up to 2030 Long-term: up to 2050

Measures to Address Climate Change Risks and Opportunities (● Preparing for risks ○ Taking advantage of opportunities)

In response to the risks and opportunities identified through scenario analysis, we will promote the following themes/measures and utilize them to achieve sustainable growth.

○ Respond to markets where environmental policies have progressed

- Respond to increased demand for environmentally friendly products
- Technological innovation to exploit agricultural products (vegetable oil) and other products
- Conversion to a structure that is resilient to shifts in raw material markets
- Weight reduction of container and packaging plastics
- Active introduction of recycled plastics and biomass plastics
- Reduce environmental impact by proposing ways to use products

○ Reduction and effective use of food waste

- Effective use of unused parts of vegetables (conversion to feed and fertilizer)

● Reduction of CO₂ emissions

- Capital investment using an indicator to achieve CO₂ emissions reduction (promotion of electrification, introduction of internal carbon pricing)
- Review of heating and sterilization processes in the manufacturing process
- Introduction and utilization of renewable energy
- Collaboration with suppliers

● Flood preparedness

- Focused measures according to flood risk assessment
- Business Continuity Plan (BCP) for main products in case of disaster

Risk Management

The response to climate change is a top-priority issue for the Kewpie Group due to the high expectations of stakeholders and the social impact of the Kewpie Group.

> Material Issues and Promotion Framework

We operate the cross-organizational TCFD Response Project to identify and assess the climate change risks affecting the Kewpie Group. The TCFD Response Project was established by a resolution of the Sustainability Committee comprising the committee leaders: director of Management Promotion Division, secretariat: Sustainability Promotion Department, Corporate Planning Department, and Risk Management Office. The Sustainability Committee approves the climate change risks and measures identified by the TCFD Response Project and manages its progress. The project's output is reported to the Management Committee and the Board of Directors.

Indicators and Targets

The indicators we use to measure and manage climate change risks and opportunities are as follows.

Material Issues	Initiative Theme	Indicators	FY2021 Results	FY2021 Target	FY2024 Target	FY2030 Target
Deal with Climate Change	Reduction of CO ₂ emissions	Reduction rate in CO ₂ emissions (compared to FY2013)	24.0%	At least 7.5%	At least 30%	At least 50%

In calculating CO₂ emissions, we refer to "Japan Ministry of the Environment, Law Concerning the Promotion of the Measures to Cope with Global Warming, Superseded by Revision of the Act on Promotion of Global Warming Countermeasures (2005 Amendment)."

The indicators used to measure and manage the risks and opportunities associated with the "effective use and recycling of resources" are as follows.

Material Issues	Initiative Theme	Indicators	FY2021 Results	FY2021 Target	FY2024 Target	FY2030 Target
Effective Use and Recycling of Resources	Elimination and Effective Utilization of Food Loss	Food waste reduction rate	39.0%	—	At least 50%	At least 65%
		Effective utilization rate of unused portions of vegetables Main vegetables: Cabbage, etc.	62.1%	At least 30%	At least 70%	At least 90%
		Reduction rate in volume of product waste (compared to FY2015)	61.3%	At least 25%	At least 60%	At least 70%
	Reduction and Reuse of Plastic Emissions	Reduction rate in volume of plastic waste (compared to FY2018)	5.3%	—	At least 8%	At least 30%
	Sustainable Use of Water Resources	Water usage (basic unit) reduction rate	2.1%	—	At least 3%	At least 10%

Note: In light of conditions in FY2021, a portion of this content has been revised. In addition, the "Food waste reduction rate" indicator also includes the "effective utilization rate of unused portions of vegetables."

Having analyzed the risks and opportunities in the value chain, these material issues were identified by analyzing the risks and opportunities associated with social change and identifying the social issues that the Kewpie Group should address through its business operations, with reference to the Sustainable Development Goals (SDGs). Next, for each social issue, we assessed the level of expectation from stakeholders and the level of impact on society that the Kewpie Group can have in order to identify "Material Issues for Sustainability." In assessing materiality, we refer to the international sustainability standards GRI, ISO 26000, and SASB and various ESG assessments, and reflect the ideas of the "Kewpie Group 2030 Vision."

Each of the sustainability targets is linked to "Material Issues for Sustainability" and is an indicator of what the Kewpie Group will be working on. The sustainability goals announced in 2019 have been reviewed in light of the rapidly changing social situation. Specifically, for the purpose of contributing to the mitigation of the climate crisis and implementing adaptation measures, we have upwardly revised our "reduction rate in CO₂ emissions" target by reorganizing our manufacturing sites, reviewing our manufacturing processes, and promoting renewable energy planning. We have also upwardly revised our targets for the "effective utilization rate of unused parts of vegetables" and "reduction rate in volume of product waste."

The greenhouse gas (GHG) emissions for Scope 1, Scope 2, and Scope 3 are as follows.

[> ESG Data Sheet](#)

The Scope 3 GHG emissions data is for Kewpie Corporation on a non-consolidated basis. We will continue to monitor the data for the entire Group.

Additionally, the remuneration of directors varies according to the achievement of the key indicators of the medium-term business plan (including sustainability targets and goals for employees) and the mission of each individual.

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.

Promoting Energy Conservation in the Production Division

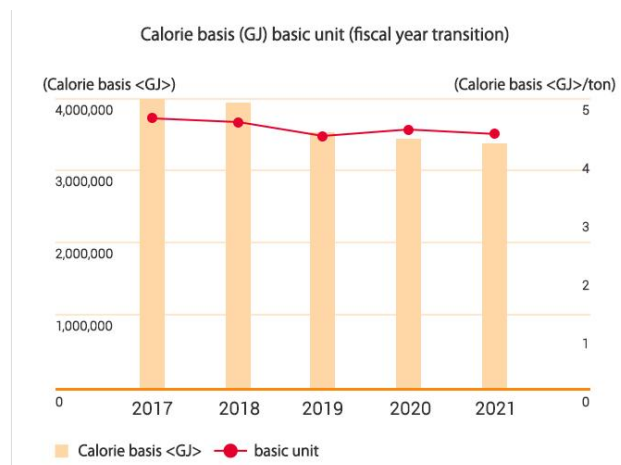
The Kewpie Group is promoting the "visualization of energy use" by installing energy measurement devices in all processes at production sites, improving facility operation and maintenance, and introducing energy-saving equipment to promote energy conservation.

Energy Conservation Reduction Targets for the Production Division

Reduce energy consumption by 1% or more from the previous year.

Energy consumption at Kewpie Group production plants in FY2021 was 3,365,000 GJ, a decrease of 1.8% from the previous fiscal year. Energy consumption per ton of production volume (basic unit) was 4.37 GJ, a 1.8% decrease from the previous fiscal year.

The decrease in consumption and the basic energy unit is mainly due to efficient production through factory reorganization regarding condiment products, efficient production through business reorganization in the egg business, and planned energy-saving facility upgrades for each business.



Targeted plants: Kewpie Group production plants

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.



Ammonia freezer units

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

		FY2020	FY2021	Year-on-year comparison
Kewpie products	Transport volume (1,000 tonne-km)	138,443	136,590	-1.3%
	CO ₂ emissions (tonnes)	22,010	22,026	+0.1%

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.

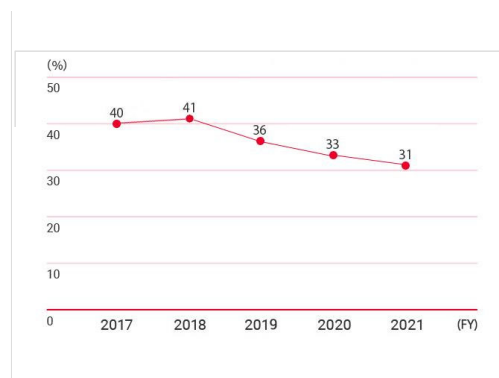
In July 2019, Kewpie was certified with the Eco Rail Mark as a company that uses cargo trains for more than a certain percentage of product transportations.

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

Since February 2022, we have been procuring electricity with environmental value (FIT Non-Fossil Certificate with Tracking*1) generated by solar panels at three Group sites (Green Factory Center Shirakawa, Fujiyoshida Kewpie Co., Ltd.*2, and Salad Club Enshu Plant) from the Japan Electric Power Exchange through TEPCO Energy Partner, Incorporated. The electricity used at the Kewpie Shibuya Head Office and Sengawa Kewport is now 100% renewable. This initiative is expected to reduce CO2 emissions by approximately 1,600 tons per year.

- *1 This is a certificate representing the "value being derived from a non-fossil power source" of electricity generated by a non-fossil power source. The certificates are procured by retail electricity providers in the non-fossil value trading market and used in electricity sold to customers, thereby allowing them to reduce greenhouse gas emissions.
- *2 In 2021, the business was transferred to Hakubaku Co., Ltd. The solar panels installed by Kewpie on that site are still owned and managed by Kewpie.

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. Furthermore, in collaboration with Tokyo Gas Engineering Solutions Corporation, we established an optimized operational pattern based on weather forecast data and the operating status of air conditioners (chillers, heat pumps, gas boilers, and cogeneration power generation) using AI on a cloud server.

Compared with before the introduction of the system, energy consumption (crude oil equivalent) for air conditioning equipment was reduced by approximately 15% in summer and winter, and by approximately 20% in mid-season (spring). We are taking further steps to automate driving.



Natural ventilation system

Sustainability

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└ Reduction and Reuse of Plastic Emissions	>
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└ Deal with Climate Change	>
└ Conservation of Biodiversity	>
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Conservation of Biodiversity

Approach to Conservation of Biodiversity  Procurement that Considers Biodiversity 

Kewpie Group Environmental Conservation Activities 

Approach to Conservation of Biodiversity

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.

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.

> [Promotion of Sustainable Procurement](#)

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

Sustainability

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Sustainable Procurement

The Kewpie Group fully respects the "Good products begin with good ingredients" 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.



Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Sustainable Procurement	Promotion of Sustainable Procurement	Promote Fundamental Policy for Sustainable Procurement in cooperation with business partners	



➤ Promotion of Sustainable Procurement

The Fundamental Policy for Sustainable Procurement and Collaborative Efforts with Suppliers.

Sustainability

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Promotion of Sustainable Procurement

The Fundamental Policy for Sustainable Procurement	▼	Kewpie Group Supplier Guidelines	▼
Policy and Activities for Procurement of Chicken Eggs	▼	Sustainable Procurement of Vegetables	▼
Initiatives to Procure Sustainable Palm Oil	▼	Sustainable Procurement of Paper	▼
Aohata Initiatives with Fruit Growers	▼		

The Fundamental Policy for Sustainable Procurement

We strongly believe that “Good products begin with good 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.

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

Kewpie Group Supplier Guidelines

To realize the Kewpie Group's Fundamental Policy for Sustainable Procurement, we have established the Kewpie Group's Supplier Guidelines for our valued suppliers (i.e., all suppliers including our business partners). With these guidelines, we aim to achieve sustainable procurement and shared prosperity with our suppliers by resolving issues in the supply chain based on mutual understanding.

 [Kewpie Group Supplier Guidelines \(Japanese version\) \(760KB\)](#)

Policy and Activities for Procurement of Chicken Eggs

Basic Policy

The Kewpie Group recognizes that the animal welfare of laying hens is one of the most important issues for the sustainable production and procurement of chicken eggs as well as considerations for impacts on quality and environment or human rights.

The Kewpie Group agrees with the five freedoms* in principles of animal welfare indicated by OIE (World Organization for Animal Health), and we think it is important that the farming laying hens based on OIE's principles. And we recognize that we should have deep consideration for dignity of life of laying hens since we have utilized chicken eggs for our business for a long time.

*The five freedoms in principles for animal welfare

- Freedom from hunger, malnutrition and thirst
- Freedom from fear and distress
- Freedom from heat stress or physical discomfort
- Freedom from pain, injury and disease; and
- Freedom to express normal patterns of behaviors

Activities

Shell eggs we procure and use in the Kewpie Group in Japan are complied with "the animal welfare guidelines for laying hens"*¹ published and being tried to be standardized by the Japanese Ministry of Agriculture, Forestry and Fisheries.

We have been working on the development of products which contains eggs derived from cage-free farms,*² and we will keep working on them with watching customer's demand and reasonable price level for customers carefully.

We will keep discussing with administrations and partners in the supply chain of chicken eggs what the sustainable breeding management of laying hens should be. And we will also keep taking actions in the Kewpie Group on behalf of animal welfare by cooperating with them. Shell eggs procured in the Kewpie Group in overseas are complied with standards and legislation in each country and region or considered its social environment in each country and region.*³

*¹ "Guidelines for breeding management of hens that correspond to the concept of animal welfare" by Japan Livestock Technology Association 5th edition (March 2020)

*² Breeding style of cage-free farm

The above-mentioned "Guidelines for breeding management of hens that correspond to the concept of animal welfare" mentions the following for the animal welfare.

"The most important thing for the correspondence to animal welfare issue is not the structure of the facility or the situation of the equipment, but daily observation and recording of livestock, careful handling of livestock, and proper feeding management such as quality feed and water. And it is necessary for the parties concerned to fully recognize this and promote it."

*³ An Attached URL shows the activities regarding the procurement of eggs and egg ingredients in our business in the USA.

[> Procurement of eggs and egg ingredients in our group in the USA](#) 

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.

Establishment of Recycling-Oriented Agriculture

Salad Club, Inc. is working to get our contracted farmers to utilize unused vegetable leaves, cores, and other unused parts generated at its seven directly managed plants during the production of packaged salads as compost and animal feed. Contract farmers also benefit from the availability of inexpensive domestically produced compost, and the use of organic compost minimizes the environmental impact of their farming activities. By growing vegetables and manufacturing products using compost produced by unused vegetables, we have been able to build a recycling process that does not waste resources. We will continue our efforts to build a recycling-oriented agricultural system with the aim of achieving zero vegetable waste in all our directly managed plants.



Spreading compost at contracted production sites

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.



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 2019, we started to purchase certification credits under the RSPO's book-and-claim system^{*1} for the palm oil procured by the Kewpie Group. We are close to our goal to complete the purchase of certified credits for all the palm oil procured by the Kewpie Group by 2021. We are working toward procuring certified oil under the book-and-claim system and the mass balance system^{*2} in 2022.

^{*1}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.

^{*2}Mass balance system

A certification model in which certified palm oil is mixed with other non-certified palm oil during the production and distribution process.

While it physically contains non-certified oil, the proportion of palm oil sourced from certified plantations is guaranteed.

[> ESG Data Sheet](#)

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

Use of FSC-certified Paper

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(FSC® N002978).

* 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.



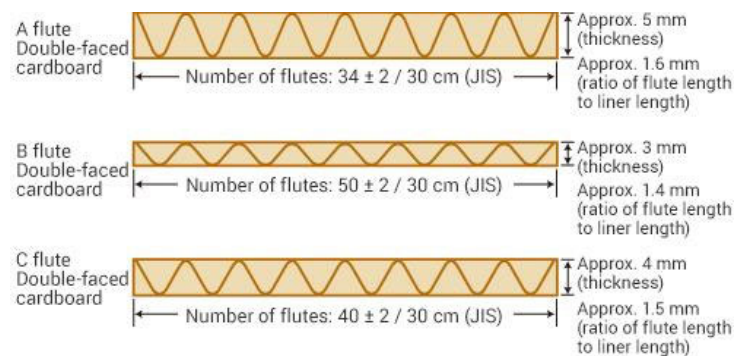
Using the package as a tray



Using the package as a puppet

Ingenuity of Corrugated Cardboard structure

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



Initiatives to Reduce Packaging (FY2015)

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.



Modified Carton Shape

Aohata collaborated with a carton manufacturer to use "Shelf-Ready Packaging" for the Aohata 55 jams UD150 series and the Calorie Half series. 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.

Comparison Before and After Improvements

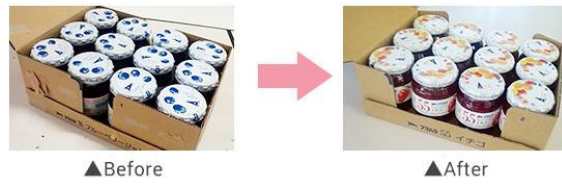
Reduction in carton weight	approximately 55 tons per year
CO ₂ emissions	roughly 33 tons per year

Resource Conservation Efforts in Packaging

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.

* Started in 2015



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



Aohata Initiatives with Fruit Growers

The fruit production areas used by the Kewpie Group have expanded worldwide.

Based on the understanding that "70% of the taste of a processed agricultural product is determined by its ingredients," we are striving to secure stable supplies of high-quality ingredients by researching cultivation techniques while building trusting relationships with producers.

Sustainability

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Respect for Human Rights

We respect the human rights of all people associated with the Kewpie Group in line with our Motto "RAKU-GYOU-KAI-ETSU." To transit to a structure that realizes sustainable growth, we will promote the mobility of Group human resources in line with the new business framework, expand learning opportunities, and foster career awareness, thereby creating a system that allows diverse human resources to play an active role in the business by enhancing their experience and skills. By leveraging our respective perspectives and know-how, we will enhance our ability to respond to changes in the social environment and risks, while working to strengthen the overall capabilities of the Kewpie Group so that our employees can be healthy and find fulfilment in their work.



Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Respect for Human Rights	Respect for Human Rights	Promote the Kewpie Group Human Rights Policy to respect the human rights of all people involved in our business	



➡ Initiatives for Respect for Human Rights

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



➡ 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.



➡ Health-based Management and Occupational Health and Safety

The Kewpie Group promotes various initiatives to ensure the health and safety of all employees.

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Initiatives for Respect for Human Rights

Policy for Respect for Human Rights	Human Rights Management Structure
Human Rights Due Diligence Process	Initiatives for Employees
Supplier Initiatives	

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 \(118KB\)](#)

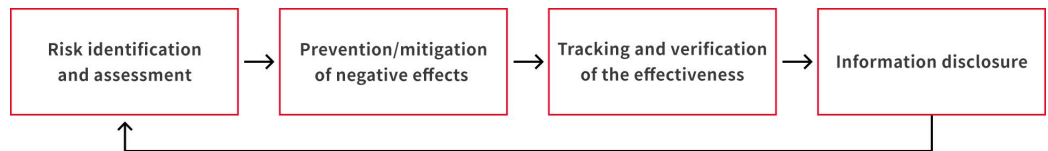
Human Rights Management Structure

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.

To address a wide range of human rights risks related to the Kewpie Group's value chain, we have identified "Respect for Human Rights" as one of our material issues on sustainability. Regarding human rights risks, the We have established a helpline, a reporting and consultation service for the detection and correction of violations within the internal control system. If any violations are found, measures to prevent recurrence are implemented in consultation with the department responsible.

Human Rights Due Diligence Process

To tackle the wide range of human rights risks related to the Kewpie Group's value chain, we work according to a human rights due diligence framework.



Of the human rights risks detected, we have identified items pertinent to Group employees and suppliers, and have decided to work toward correcting each of these risks.

In 2021, the following risks were identified as human rights risks related to the Kewpie Group's value chain based on international standards on human rights.

- Harassment
- Discriminatory Response
- Discriminatory Representations
- Occupational Health and Safety
- Forced Labor
- Child Labor
- Working Hours
- Freedom of Association
- Insufficient or Unpaid Wages
- Lack of Education and Training
- Right to Privacy
- Freedom of Residence
- Freedom of Expression
- Indigenous and Local People's Rights
- Intellectual Property Rights
- Consumer Safety and Right to Know
- Bribery and Corruption
- Poor Supplier Management

Initiatives for Employees

In an environment where people of various nationalities work, we respect the human rights of all employees and aim to realize a work environment free from discrimination and harassment. Every two years, we conduct an "Employee Awareness Survey" of all employees to ascertain their understanding and awareness of compliance, their satisfaction with their work, and their views on corporate social responsibility. The results of the survey are shared with employees to ascertain whether human rights violations have occurred and examine issues related to the penetration and thoroughness of compliance, which are subsequently reflected in employee awareness-raising activities and training programs.

Helpline Operation

- In FY2021, there were 20 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.

Supplier Initiatives

The Kewpie Group is committed to its ingredients. Its work is underpinned by the belief that "Good products begin with good ingredients." It is now necessary to consider not only quality but also the environment and human rights in the supply chain, and we will work on this together with our suppliers. We conduct procurement based on the Kewpie Group's Fundamental Policy for Sustainable Procurement, which was formulated in January 2018. In April 2002, we formulated the "Kewpie Group Supplier Guidelines" for our suppliers. We will strive to reduce human rights risks in our supply chain through the implementation of questionnaires for suppliers and continued communication.

> **Promotion of Sustainable Procurement**

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Initiatives for Empowering a Diverse Range of Talent

Diversity & Inclusion Initiatives 

Initiatives for Human Resources Development 

Flexible Work Style Initiatives 

Diversity & Inclusion Initiatives

The Kewpie Group's Approach to Diversity and Inclusion

For the Kewpie Group, diversity and inclusion are the foundation of its growth strategy. Based on the understanding that all employees are diversity leaders with diverse values, we aim to create value and contribute to the growth of the entire Group and society by making the most of both the varied attributes of employees and their different professional experiences and skills.

In addition to valuing dialogue and understanding between the company and employees, we work to create a corporate culture that maximizes the individuality, skills, and willingness to grow of each employee working around the world by creating opportunities that lead to an understanding of diversity and inclusion, creating opportunities for diverse employees to play an active role in the business, and creating career and learning systems that allow employees to grow.

Fostering a Corporate Culture That Creates New Value

To ensure that the various perspectives and skills of each employee create new value and improve the overall strength of the Group, we work to promote an understanding of diversity, create a system that allows diversity to flourish, and increase the mobility of human resources. Since 2017, we have been carrying out a diversity survey (Kewpie Corporation only) to explore employees' understanding and awareness of diversity. This survey is used to examine our diversity measures and verify their effectiveness.

Through various initiatives, we strive to create a mentally supportive and safe corporate culture that empowers employees to take on challenges and accomplish goals.

Diversity Seminars and Study Sessions

We hold diversity seminars that are open to all Group employees and diversity study sessions for each department and company. By sharing the direction and objectives of diversity promotion, we enhance employees' awareness and accelerate the promotion of diversity.

Diverse Human Resources Participate in Important Decision-Making

We have developed the "KEEP20" initiative, in which over 20% of the participants of important meetings are made up of diverse human resources (in terms of age, gender, skills, and careers), to draw out different perspectives and stimulate discussion. For traditional participants, this initiative provides new insights, and for the diverse participants, it is a learning opportunity that exposes them to management information and business decisions. In 2021, the program was implemented in 14 important meetings.

Diverse Meeting Participants and Management Exchange Opinions

"Shuffle Meetings" are meetings designed to allow diverse employees across different jobs and departments to exchange opinions and engage in conversation to share objectives and ideas. The initiative began in 2020, and to date, over 500 members of the Group have participated. A diverse group of employees, including management, who work hard in their respective locations daily and who are committed to the Group's operations, gather online to share different perspectives, acknowledge each other, and think about each other's ideas, thereby raising the awareness of their and the organization's growth and building an employee network.

Allowing All Group Employees to Leverage Their Potential

Toward the Advancement of Female Employees

In FY2021, the ratio of female managers in the Kewpie Group was 9%, and the ratio of female managers in Kewpie alone was 11%. To ensure that female employees, who account for approximately half of the Group's workforce, can fully participate in the business, we promote the development of female career-track positions, the introduction of a career-track system that does not require relocation, and the conversion of regional positions to career-track positions. In addition to personnel and labor systems, we aim to become a company where motivated female employees can continue to work and find success by changing the company's management and culture.

Important Human Resources Development Indices	FY2021 Results	FY2024 Target	FY2030 Target
Ratio of female managers (Kewpie only)	11%	18%	30%

Study Sessions for the Group's Female Managers

Female managers from the Kewpie Group host and gather for regular study sessions, which include lectures from executive managers and outside experts and opportunities to gain the required knowledge for management positions. The aim is for female managers to explore how to take steps toward their career goals, find a management method unique to them, and act on it. Discussions among members have also created networks of female managers.



Approach Toward the Employment of Persons with Disabilities

As it does for all its employees, the Kewpie Group aims to create an environment in which those with disabilities can demonstrate their potential and experience the joy of work and purpose.

In support of this aim, the employment of persons with disabilities is not undertaken at the Group level. Instead, each Group company, including Kewpie Corporation and Kewpie Ai Co., Ltd. (a special subsidiary), employs people with disabilities in their respective regions, 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, 2021)

2017	2018	2019	2020	2021
3.30%	3.54%	3.60%	3.67%	3.76%

Initiatives at Group Companies

Kewpie Ai Co., Ltd., a special subsidiary, is responsible for a wide range of operations, including in-house logistics, cleaning, and the production and distribution of marketing materials. The employment rate of persons with disabilities is 3.38% (Kewpie parent company + Kewpie Ai: as of December 1, 2021). Moreover, Kewpie Egg Corporation actively employs people with disabilities at 22 production plants across Japan, and the employment rate of people with disabilities at each Group company is 5.81%.

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.

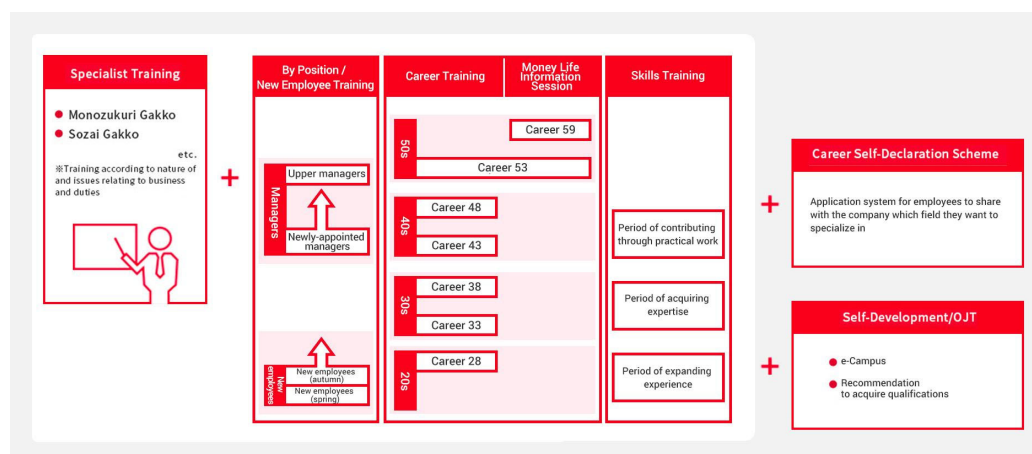
1. Growth Milestone Program
2. Career Self-Declaration Scheme
3. In-House Recruiting System

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

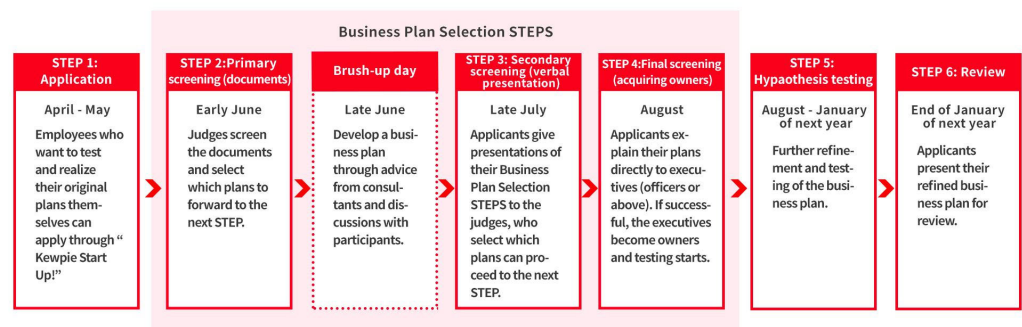
The Qualifications Award was established to support the career of each and every employee and create a corporate culture that encourages independent learning. In addition to supporting the employees' further studies, the program also notifies applicants of which qualifications the company is particularly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

New Possibilities of Acetic Acid Bacteria Enzymes

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.

"Fukaya Terrace Vegetable Friends' Farm" Opened

In Fukaya City, Saitama Prefecture, we have opened a facility based on the concept of "a farm where people are inspired by and grow to love vegetables with a smile on their faces." We work together with the local community to provide attractive content to encourage people to enjoy vegetables using the Kewpie Group's knowledge of vegetables and eggs. We are working on this project with a range of others, including Otowa Creation, Cosmo Farm, and agricultural producers.

* Opened on May 29 2022



Products born from the Kewpie Startup Program

Concept	<p>"A farm where people are inspired by and grow to love vegetables with a smile on their faces."</p> <p>An interactive facility consisting of four content streams that allow visitors to experience the life and color of vegetables with all five senses.</p> <ul style="list-style-type: none"> • "Hands-on farm" where you can directly experience the life and color of vegetables. • "Marche" where you can choose what to eat and know when and how to eat it. • "Restaurant" where you can encounter the blessings of the season and be happy. • "Vegetable class" where you can touch, eat and learn with your five senses.
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Conceptual image of Fukaya Terrace Vegetable Friends' Farm

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

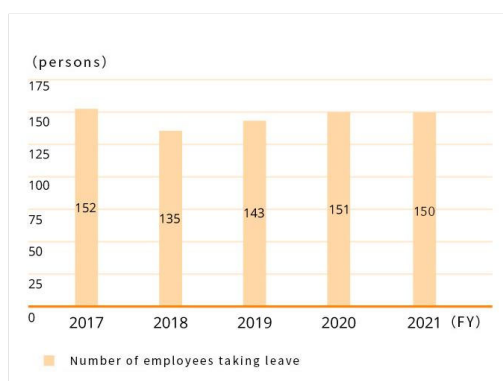


Child-rearing support website

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

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Contributing to Food Culture and Health	+
Protect the Earth's Environment	+
Sustainable Procurement	+
Respect for Human Rights	—
<ul style="list-style-type: none"> Initiatives for Respect for Human Rights 	>
<ul style="list-style-type: none"> Initiatives for Empowering a Diverse Range of Talent 	>
<ul style="list-style-type: none"> Health-based Management and Occupational Health and Safety 	>
Governance	+
Disclosure Policy	>
Kewpie Reports	>
GRI Standards Content Index	>
ESG Data Sheet	>
Policies	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Health-based Management and Occupational Health and Safety

Initiatives for Health-based Management 

Initiatives for Occupational Health and Safety 

Initiatives for Health-based Management

The Kewpie Group Health Statement

The Kewpie Group aims to be of benefit to society by supporting the health of the public through salads and eggs.

We believe that the development of our business and contribution to society will be achieved when all Kewpie Group employees enthusiastically engage in corporate activities.

We will continue to contribute to the public's health through food and support our employees' and their families' health.

> Outside Evaluation

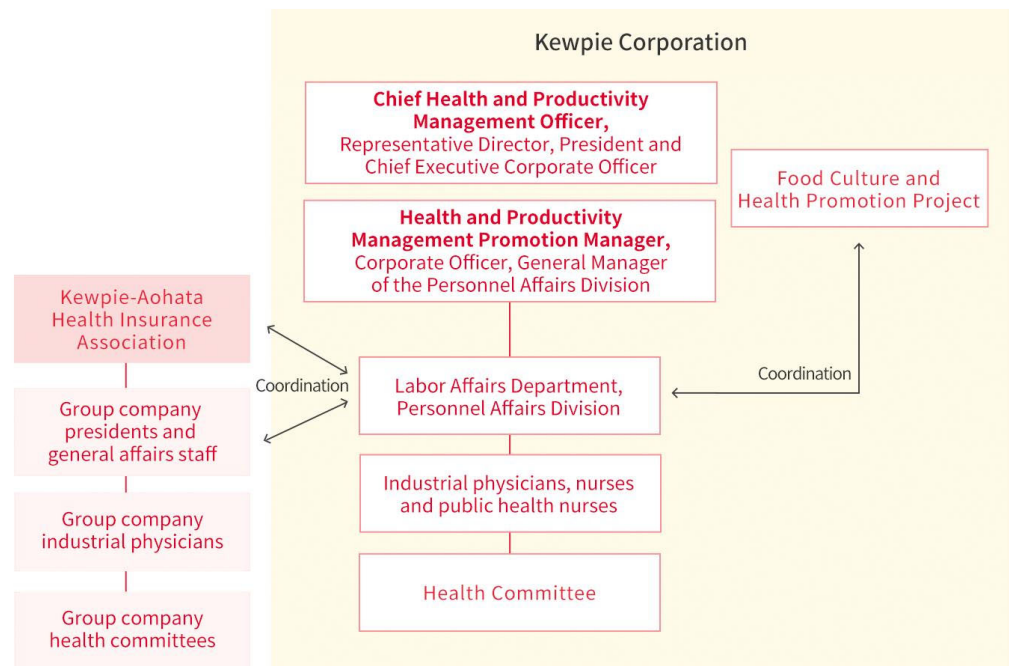


1. Improving People's Health Through Salads and Eggs

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.



Priority Health Measures

Improvement of Lifestyle Habits

We aim to improve lifestyle habits such as diet and exercise, which are causes of lifestyle-related diseases.

Improvement of Cancer Screening Rates

Given the importance of the early detection and diagnosis of cancer, we promote cancer screening to improve the uptake rate in the company's health check.

Mental Health Measures

We work on mental health measures to create a workplace environment where employees can maintain their mental health and work enthusiastically.

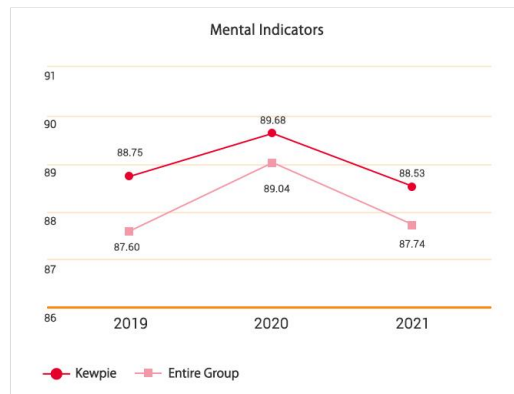
Group-Wide Health Index "Comprehensive Mental and Physical Indicators"

By visualizing the physical and mental health status of employees through unique common indicators and accumulating data on a per-company basis, we promote efforts to change mindsets about health. Regarding mental indicators and health age, we notify individuals and provide feedback to supervisors on the health status of the organization.

This leads to both individuals and the organization moving in the same direction to make improvements in terms of lifestyle, workstyles, and the workplace environment.

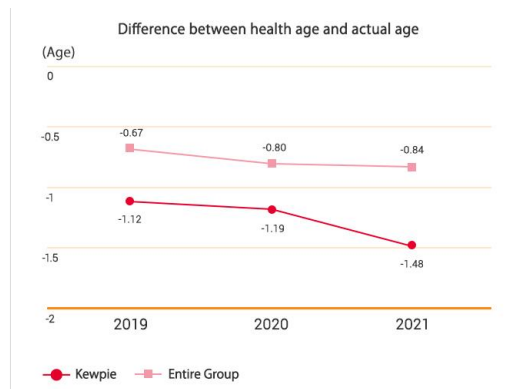
Mental Indicators

The results of stress checks are divided into four levels (good, caution, high stress, and super red) and multiplied by the ratio of the number of people in each level to obtain an overall score (Kewpie Group's original index: 100 when all employees are in good condition).



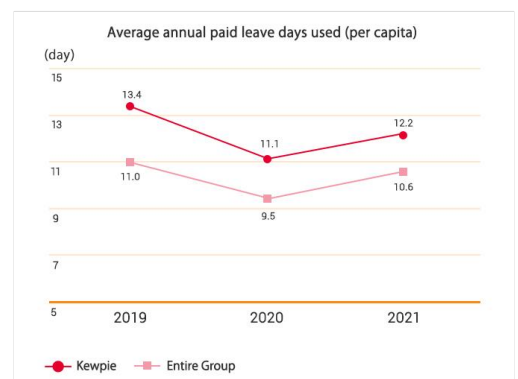
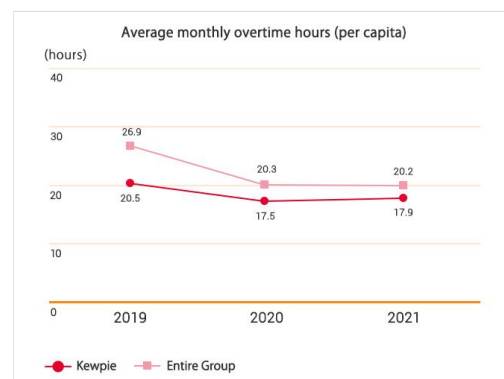
Kenko Nenrei (Health Age)

This indicates the difference between an individual's health age, as calculated from the results of health checkups, and their actual age. (Kenko Nenrei is a registered trademark of JMDC Corporation.)

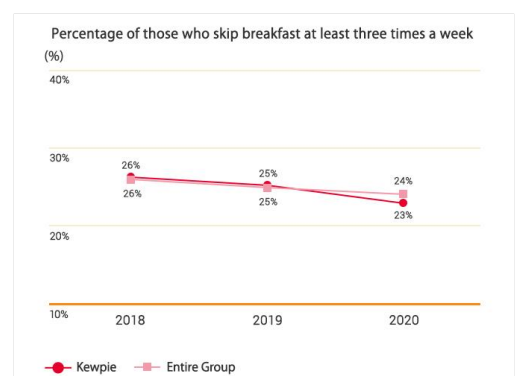
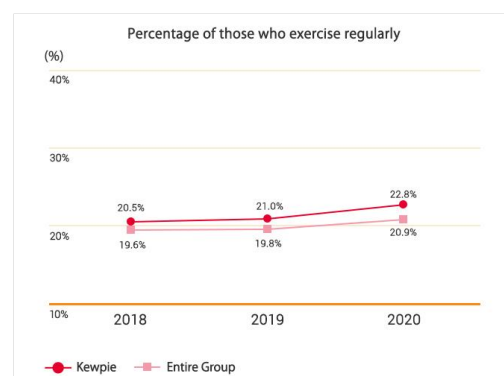


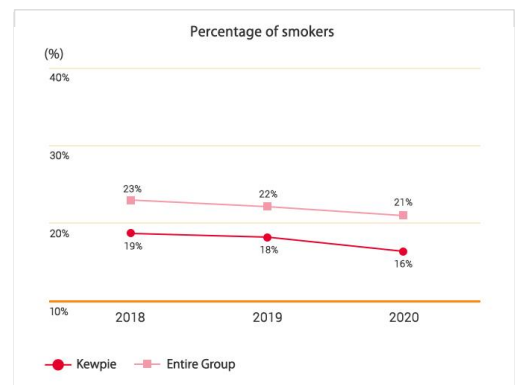
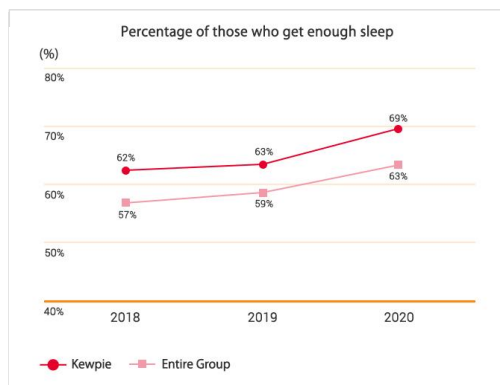
Group General Indicators

Workplace Performance Indicators

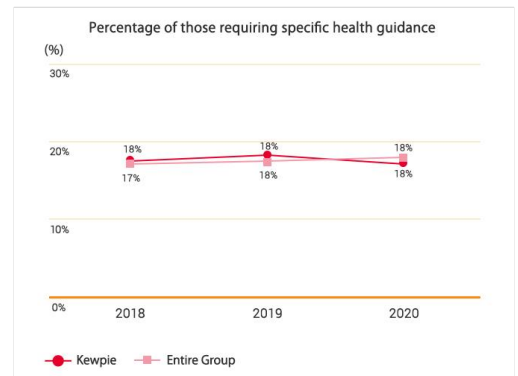
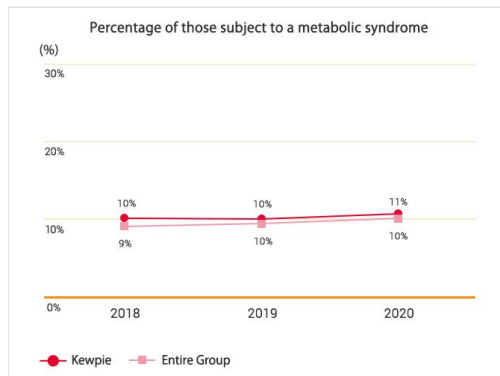
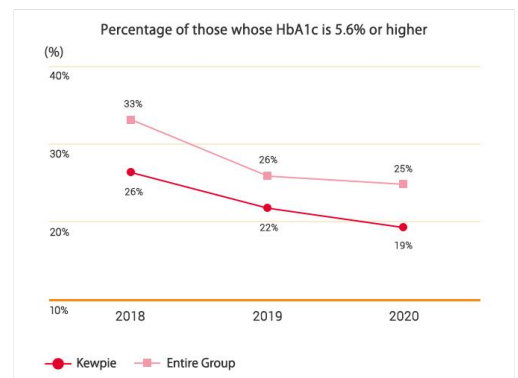
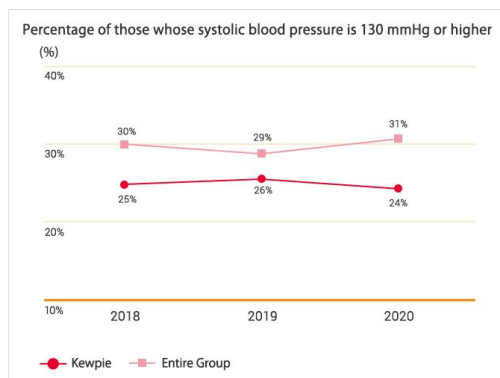
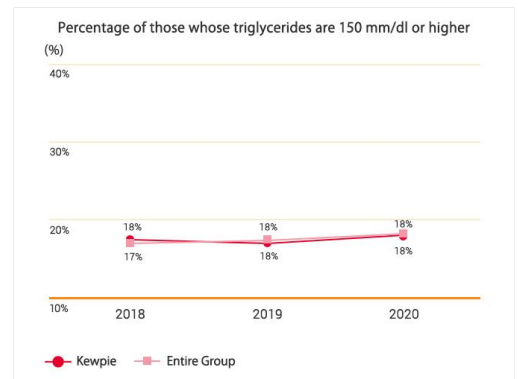
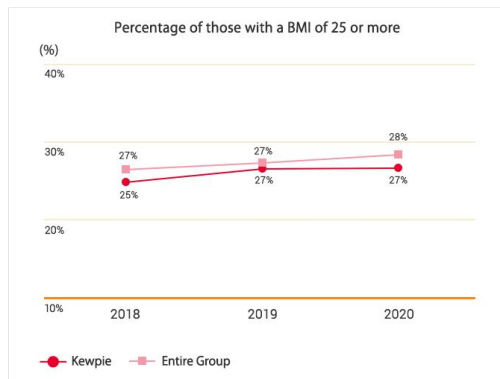


Lifestyle Indicators

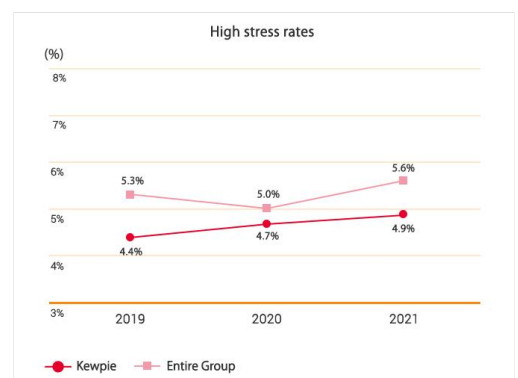
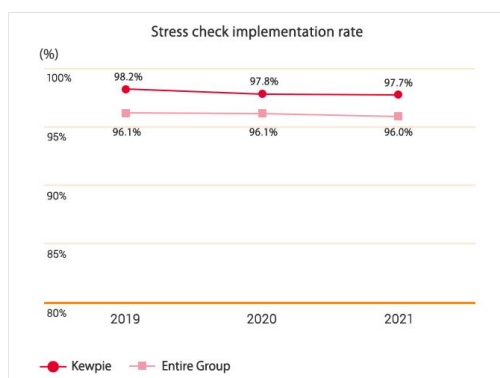




Indicators Related to Lifestyle-related Diseases



Mental Health-Related Indicators



My Health Goals

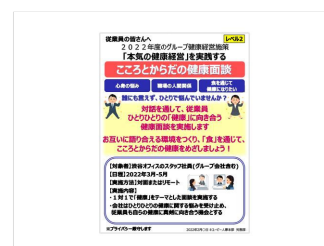
In FY2021, more than 11,000 Group employees worked on "My Health Goals" to stay healthy during the year.

In FY2022, we will continue to promote health awareness among employees through the use of cards designed around the three pillars of nutrition, exercise, and social participation under the theme "Salad and Eggs to Support the Health of Every Individual."



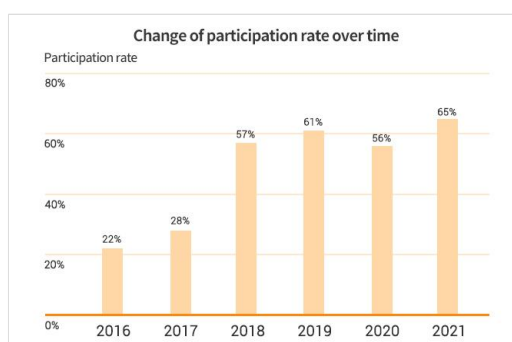
Mental and Physical Health Interviews

"Health Interviews" have been conducted since FY2022. The senior management of Kewpie and Group companies issue health declarations, and in response, general affairs and labor relations employees have opportunities to listen to employees' concerns about their mental and physical health and provide support in cooperation with professionals depending on the situation. The Kewpie Group is committed to improving the health of all employees through dialogue.



Health Improvement Campaign

The Kewpie Aohata Health Insurance Association runs the "Health Up Campaign" once a year to call for lifestyle improvements and to provide an opportunity for employees to review their lifestyle habits. Amid the coronavirus pandemic, the campaign participation rate fell below 60% in FY2020, but recovered to 65% in FY2021, making it a large-scale event involving approximately two-thirds of the Group's employees.



Health-Conscious Meal Proposals

At business sites with company cafeterias, we collaborate with the cafeteria and regularly propose health-conscious meals.

To ensure a good balance of vegetables and protein, which are often missing, we offer a salad bar and eggs in addition to our regular menu items to improve the dietary habits of our employees.

* The salad bar is currently not available due to coronavirus.



February 1 "Frail Day" Event

Simultaneous Frailty Prevention Menu at two locations in the Tokyo metropolitan area, namely, Shibuya and Sengawa.

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.

Cancer Screening Leave and Workplace Cancer Screening

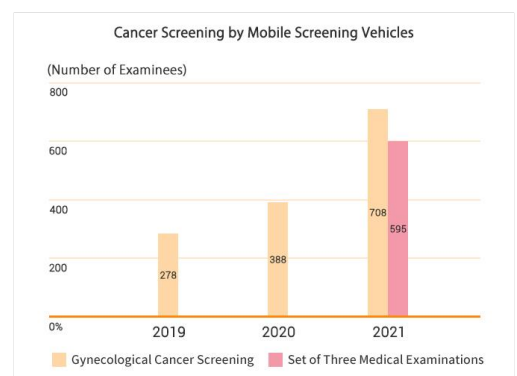
In addition to regular health checkups for all employees, the Kewpie Group offers medical examinations and Kewpie Group's set of three examinations (gastric cancer screening, colorectal cancer screening, and abdominal ultrasound examination) to employees aged 35 and above, and gynecological examinations (breast cancer screening and uterine cancer screening) to female employees aged 20 and above. These medical checkups are subsidized by the Kewpie Aohata Health Insurance Association. Furthermore, to create an environment in which employees are more likely to undergo medical examinations, in FY2021, we began granting "medical examination leave" for employees to receive cancer examinations. In addition, we have started to provide group cancer examinations at workplaces using mobile screening vehicles.

We will promote various initiatives to achieve the Kewpie Group's target of an 80% health checkup rate.

From 2019: Gynecological cancer screening in the Tokyo metropolitan area

From 2021: Implementation of set of three medical examinations in the Tokyo metropolitan area
Start granting leave for medical examinations
Group cancer screenings in workplaces

From 2022: Expand to new areas sequentially



Group Analysis Using Stress Check Sheets

The Kewpie Group prepares stress check sheets (based on the results of stress checks) for analysis for the purpose of workplace improvement.

We strive to improve our workplaces to make them more comfortable for employees by comparing them with other offices and companies in the same industry and by identifying risk factors in each organization.



Image of stress check sheet

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)

	FY2017	FY2018	FY2019	FY2020	FY2021
Lost-time accidents	17	24	13	12	17
Frequency rate ^{*1}	0.76	0.99	0.62	0.60	0.90
Severity rate ^{*2}	0.027	0.034	0.038	0.020	0.031

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](#)

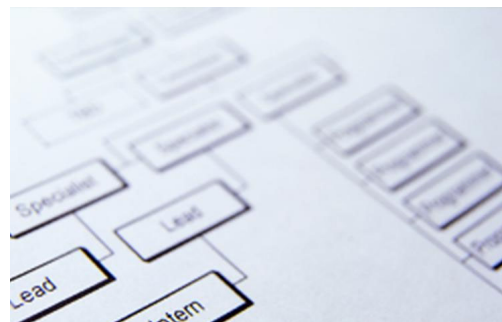
Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Contributing to Food Culture and Health	+
Protect the Earth's Environment	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	
Code of Ethics	>
Corporate Governance	>
Risk Management	>
Disclosure Policy	>
Kewpie Reports	>
GRI Standards Content Index	>
ESG Data Sheet	>
Policies	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

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.



> 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.

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Contributing to Food Culture and Health	+
Protect the Earth's Environment	+
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Code of Ethics

Initiatives Rooted in the Code of Ethics	▼	Respect for the Law	▼
Respect for Human Rights	▼	Fair and Sustainable Corporate Activities	▼
Commitment to Information Security	▼	Rejection of Antisocial Forces	▼

Initiatives Rooted in the 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](#)

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](#)
- > [Regarding the 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.

• 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 \(118KB\)](#)

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.

[> The Fundamental Policy for Sustainable Procurement](#)

[> Sustainable Procurement](#)

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.

Who We Are

Who We Are	>
Top Message	>
Fundamental Policy	+
The Kewpie Promise	-
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Anti-Bribery Basic Policy	>
Privacy Policy	>
Corporate Data	+

Corporate Governance

Basic Concepts of Corporate Governance

The Kewpie Group regards corporate governance as key management infrastructure for achieving sustainable growth of the Group and enhancing corporate value while realizing the Group's Ideal of "Contributing to the food culture and health of the world."

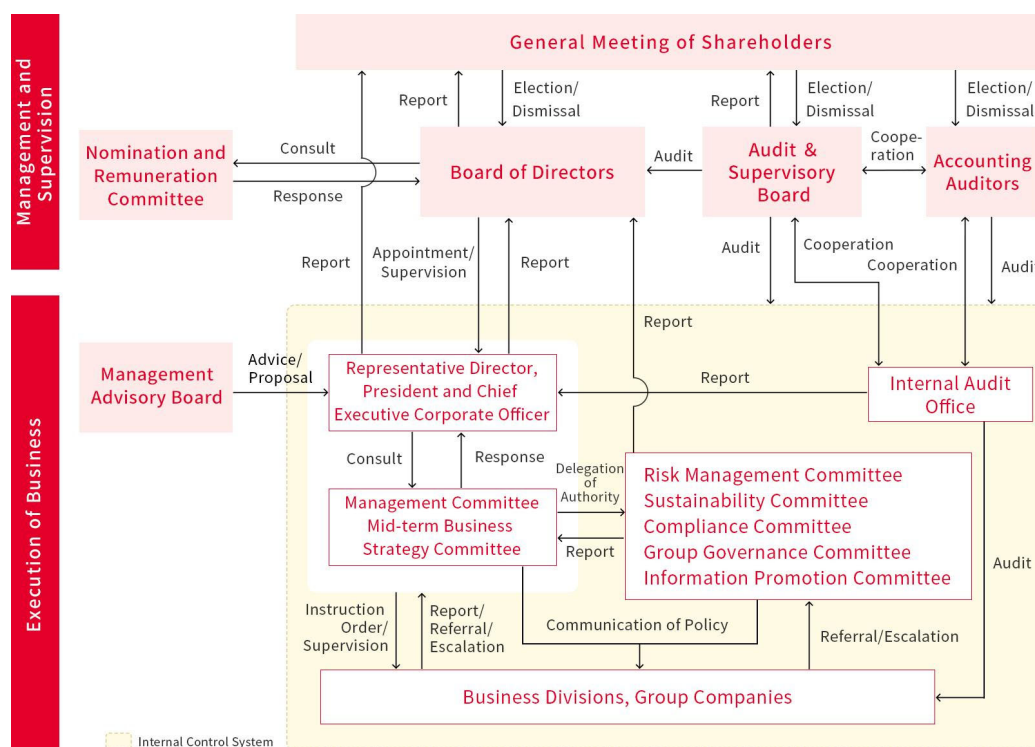
We work continuously to develop and enhance corporate governance system that leverages the unique qualities of the Group while valuing dialogue with various stakeholders.

* We define corporate governance as the systems used to secure transparent, fair, swift and resolute decision making to achieve sustainable growth and enhanced corporate value, taking into account the viewpoints of customers, shareholders and other stakeholders.

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 28, 2022)

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 ensure the objectivity and neutrality of the monitoring function provided to management, and share with the Company independent opinions and suggestions regarding the overall management of the Company, based on their extensive knowledge and experience. These six outside officers fall into the definition of “independent officers” as stipulated by the Tokyo Stock Exchange, Inc.

These six outside directors and outside corporate auditors have been registered with Tokyo Stock Exchange, Inc. as independent officers who pose no risk involving conflict of interests with ordinary shareholders because they have no special interest in the Company, and because they meet the independence criteria for the Company’s outside officers.

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

Outside Directors	Shihoko Urushi	Hitoshi Kashiwaki
Reason for Appointment	Ms. Urushi has not only abundant experience as an educator, but also a willingness to take on challenges as a manager. We have appointed her as an outside director, expecting her to provide opinions and suggestions on overall management based on her experience and knowledge from a standpoint independent from the Company.	Mr. Kashiwaki has a wealth of experience and a high level of insight, including the development of overseas businesses, as an experienced manager of an operating company engaged in human resources, media-related and other businesses. We have appointed him as an outside director, expecting him to provide opinions and suggestions on overall management based on his experience and knowledge from a standpoint independent from the Company.
Important Concurrent Posts Held	President of Shinagawa Joshi Gakuin, Outside Director of Culture Convenience Club Co., Ltd., Outside Corporate Auditor of Tokio Marine & Nichido Fire Insurance Co., Ltd., Outside Director of JAPAN POST BANK Co., Ltd., Members of Administrative Reform Promotion Council.	Outside Director of ASICS Corporation, Outside Director of Matsuya Co., Ltd., Outside Director of TBS HOLDINGS, INC.
Attendance to Board of Directors Meetings	11/12	9/10 (after assuming Director)

Outside Directors	Atsuko Fukushima	
Reason for Appointment	Ms. Fukushima has many years of experience as a journalist, extensive knowledge of corporate management through dialogue with many corporate leaders, and an understanding of the Company's philosophy, culture, and business characteristics through the activities of the Management Advisory Board. We have appointed her as an outside director, expecting her to provide opinions and suggestions on overall management based on her experience and knowledge from a standpoint independent from the Company.	
Important Concurrent Posts Held	Management Council Member of National University Corporation Shimane University, Outside Director of Hulic Co., Ltd., Outside Director of Nagoya	

	Railroad Co., Ltd., Outside Director of Calbee, Inc., Member of Forestry Policy Council of Ministry of Agriculture, Forestry and Fisheries.	
Attendance to Board of Directors Meetings	-	

Outside Corporate Auditors	Emiko Takeishi	Kazumine Terawaki
Reason for Appointment	In addition to her experience in the administrative field, Ms. Takeishi has a wide range of insight on personnel systems and labor policies. We have appointed her as an outside corporate auditor, expecting her to provide opinions and suggestions on overall management based on her wealth of experience and insight from a standpoint independent from the Company.	Mr. Terawaki has expertise and a wide range of insight as a legal professional. We have appointed him as an outside corporate auditor, expecting him to provide opinions and suggestions on overall management based on his experience and knowledge from a standpoint independent from the Company.
Important Concurrent Posts Held	Professor, Faculty of Lifelong Learning and Career Studies, Hosei University, Outside corporate auditor of Tokio Marine & Nichido Fire Insurance Co., Ltd.	Attorney at law, Outside Corporate Auditor of The Shoko Chukin Bank, Ltd., Outside Director of SHIBAURA MACHINE CO., LTD., Outside Corporate Auditor of Kajima Corporation
Attendance to Board of Directors Meetings	12/12	12/12
Attendance to Audit & Supervisory Board Meetings	13/13	13/13

Outside Corporate Auditors	Mika Kumahira	
Reason for Appointment	Ms. Kumahira has experience in management of operating companies, including those overseas, as well as knowledge of corporate transformation and leadership development. We have appointed her as an outside corporate auditor, expecting her to provide opinions and suggestions on overall management based on her experience and knowledge.	
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	12/12	
Attendance to Audit & Supervisory Board Meetings	12/13	

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 and there are currently seven committee members), and more than half of the members are independent outside officers.

<List of Members (As of February 28, 2022)>

Outside Director	Hitoshi Kashiwaki (Chairman)
Outside Director	Shihoko Urushi
Outside Director	Atsuko Fukushima
Outside Corporate Auditors	Kazumine Terawaki
Chairman of the Board of Directors	Amane Nakashima
Representative Director, President and Chief Executive Corporate Officer	Mitsuru Takamiya
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.

 [Policies and Procedures for Election of Directors and Corporate Auditor\(213KB\)](#)

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 outside experts and our CEO, other Directors also 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 them in his decision making.

Risk Management Committee

The Risk Management Committee has been established as an important committee whose main role is to formulate policies, determine priority issues, and promote initiatives for risk management of the entire Group. Chaired by the director in charge of risk management, the committee consolidates information on company-wide risks and oversees the evaluation, prioritization, and countermeasures of such risks. The director in charge of risk management reports the status of these matters to the Board of Directors on a regular basis.

Sustainability Committee

The Sustainability Committee has been established as an important committee whose main role is to formulate policies, determine priority issues, and promote initiatives for the realization of sustainability throughout the Group. Chaired by the director in charge of sustainability, the committee formulates basic sustainability policies and addresses priority social and environmental issues based on these policies. Of the company-wide risks, the Sustainability Committee oversees certain social and environmental risks.

Compliance Committee

The Compliance Committee has been established as an important committee whose main role is to establish a compliance system for the entire Group, determine priority issues, and promote compliance initiatives. Chaired by the director in charge of compliance, the committee strives to develop a company-wide compliance system and identify problems, as well as conduct planning, enlightenment and education related to compliance promotion.

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

The Information Promotion Committee has been established as an important committee whose main role is to maintain the information security and to formulate policies and promote initiatives related to establishment of IT environment for the entire Group. Chaired by the executive officer in charge of IT and business reform, the committee establishes policies, regulations, and manuals related to information security, and promotes the appropriate storage and management of information. The committee also verifies and reviews the operational status, and conducts employee education on information management.

Group Governance Committee

The Group Governance Committee has been established as an important committee whose main role is to formulate policies, determine priority issues, and promote initiatives for the establishment of appropriate Group governance. Chaired by the director in charge of group governance and consisted of the general managers of the corporate divisions, the committee formulates basic concepts for group management and promotes measures for appropriate decision-making and development of group company management systems.

Internal Audit Office

In cooperation with staff members in each division or department in charge of auditing duties relating to product quality, environmental protection, safety, and labor, the Internal Audit Office conducts internal audits of the management and operational systems and the status of business execution for the Group's overall management activities from the perspective of legality and rationality. The office also plans and implements the evaluation of the effectiveness of internal control over financial reporting.

Sustainability

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Risk Management

Priority Risk Assessment and Selection ▼

Risk Management System ▼

Main Risk Management Activities ▼

Priority Risk Assessment and Selection

We assess potential risks due to changes in the internal or external management environment along two axes, "degree of impact on management" and "degree of management control," and select the risks to be addressed on that basis. We monitor risks from both internal and external aspects, assess the severity of risks in response to changing conditions in a timely fashion, and strive to face risks in an agile manner.

Main Company-wide Risks

We endeavor to mitigate risks over which management control is insufficient despite having a significant effect on management through companywide projects implemented on a priority basis.

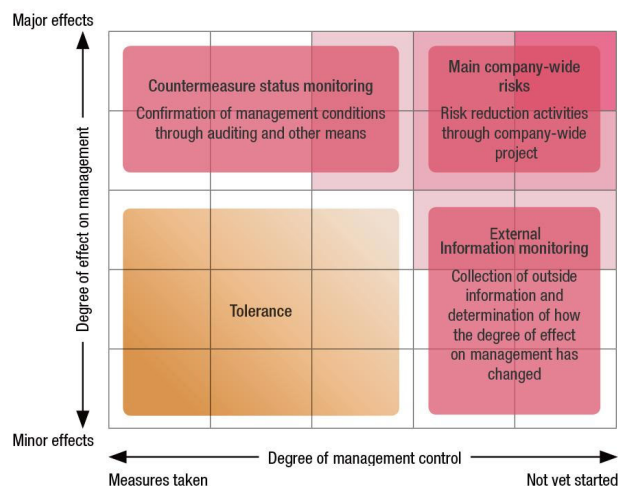
Countermeasure Status Monitoring

When the impact on management remains high despite countermeasures having an effect and the degree of management control increasing through our activities, we confirm the status of subsequent countermeasures through audits and other means.

External Information Monitoring

Even for risks that have a small impact on management at the present time and are not considered to be management issues, for risks that are not subject to countermeasures we collect external information with high sensitivity, and endeavor to monitor the situation.

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.

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 nine items as major risks and are working to manage and avoid them.

Risk Management Structure and Company-wide Risks



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

* The Risk Management Committee comprises members of the Kewpie Corporation Management Committee and the representatives of major divisions and subsidiaries. The committee is the Kewpie Group's highest decision-making body related to risk management, and meets three times a year.

* Matters related to global environmental issues and climate change are handled by the Sustainability Committee.

Main Risk Management Activities

Risk Reduction for Overseas Development: "Internal Control Promotion Project" at Overseas Group Companies

The Kewpie Group is engaged in growing and developing the Group by creating a safe and comfortable work environment for employees at overseas offices.

To form the core of these activities, we have created the Internal Control Promotion Project, consisting of the Legal, Finance, Human Resources, IT, Intellectual Property, Risk Management, Internal Audit, Overseas Business, and other departments. This Project promotes the development of an internal control system (governance, compliance, and risk management) that strengthens our management foundation and addresses various initiatives.

The Internal Control Promotion Project promotes the development of an internal control system by creating checklists for overseas risk management for each participating specialized department and communicating with each overseas company.



Online meeting of the Internal Control Promotion Project

Initiatives

- Develop an anti-bribery program
- Establish a unified Business Continuity Plan (BCP) for use both domestically and internationally in the event of a crisis
- Promote information security measures
- Strengthen human resources and the labor management system (development and review of regulations and systems, training on philosophy, etc.)
- Training for members of overseas Group companies

We will continue to share the milestones and schedules of Project efforts with overseas Group companies and work together to further improve our overseas internal control systems.

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.



The task force meeting

Responding to Ransomware* Risk

Ransomware attacks on companies in Japan and overseas have been on the rise, so the Kewpie Group is raising awareness of the risk and implementing countermeasures.

We have been developing a work environment that will be resilient and responsive to an attack. In terms of enhanced infrastructure, we have added anti-malware measures to all PCs and servers. In terms of human resources, we run internal training programs for all employees and conduct attack email simulations regularly to raise awareness of cybersecurity.

* A malicious program that infects a device, encrypts the data saved on it to render it unusable, and then threatens to disclose the data unless a ransom for its decryption is paid.

Sustainability

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Disclosure Policy

Basic Concept 

Reporting Period and Covered Organizations 

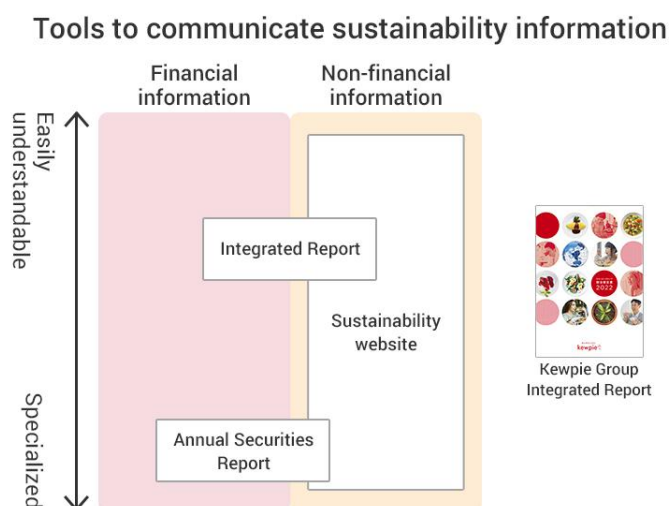
Contact Information 

Changes in Our Reports 

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.

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.



Reporting Period and Covered Organizations

Covered organizations: Kewpie Corporation, its consolidated subsidiaries and its equity-method affiliates, totaling 84 organizations

Reporting period: Fiscal 2021 (December 1, 2020 – November 30, 2021) *includes some activities conducted outside of the reporting period

Reporting cycle: Updated each year in an annual report

Publication: May 2022

Reference guidelines:

GRI (Global Reporting Initiative) Sustainability Reporting Standards

Ministry of the Environment Environmental Reporting Guidelines 2018

United Nations Global Compact

ISO 26000

Sustainability Accounting Standard Board

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 2022 —	Website, Integrated Report
Fiscal 2020 —	Website, Integrated Report, Communication Book
Fiscal 2019	Website, Integrated Report, Communication Book
Fiscal 2006 —	Social and Environmental Report
Fiscal 2005	Environmental and Social Report
Fiscal 2001 —	Environmental Report

Sustainability

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Kewpie Reports

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Kewpie Group Integrated Report 2022

In putting together the Integrated Report 2022, 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 2022 therefore provides an overview of the Group's business as well as comprehensive strategies and plans aimed at creating corporate value.

[Integrated Report](#) >






Sustainability

Sustainability	>
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Contributing to Food Culture and Health	+
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Below are PDF files of this website from FY2019 on.

Kewpie sustainability site PDF	
2021	 Kewpie sustainability site 2021 (30MB)
2020	 Kewpie sustainability site 2020 (30.7MB)
2019	 Kewpie sustainability site 2019 (19.3MB)

Sustainability

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GRI Standards Content Index

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


No.	Title	Page	ISO26000 (Core subject)	
Common standard				
102:General Disclosures				
Organizational profile				
102-1	Name of the organization	> Corporate Data	6.3.10 6.4.1 -6.4.2 6.4.3 6.4.4 6.4.5 6.8.5	Issue 8: Fundamental principles and rights at work Employment and employment relationships Conditions of work and social protection Issue 3: Social dialogue Issue 3: Employment creation and skills development
102-2	Activities, brands, products, and services	> Our Business		Same as above
102-3	Location of headquarters	> Corporate Data		Same as above
102-4	Location of operations	> Operating Sites > Group Companies		Same as above
102-5	Ownership and legal form	> Our Business		Same as above
102-6	Markets served	 Annual Report> Principal Facilities and Equipment (Japanese site only) > Corporate Data > Stakeholder Engagement		Same as above
102-7	Scale of the organization	> Corporate Data		Same as above
102-8	Information on employees and other workers	> Initiatives for Empowering a Diverse Range of Talent		Same as above
102-9	Supply chain	> Material Issues and Promotion Framework		Same as above

		> Raw Material & Procurement Quality > Promotion of Sustainable Procurement > Fundamental Policy for Sustainable Procurement		
102-10	Significant changes to the organization and its supply chain	Not applicable to the reporting period		Same as above
102-11	Precautionary Principle or approach	> Operational Risks (Japanese site only)  Annual Report> Corporate governance (Japanese site only)  Integrated_Report> Working to Improve Corporate Governance		Same as above
102-12	External initiatives	> Outside Evaluation		Same as above
102-13	Membership of associations	> Japan Food Safety Management Association (JFSM)  > Kewpie Mirai Tamago Foundation  (Japanese site only)		Same as above

Strategy

102-14	Statement from senior decision-maker	 Integrated_Report> Message from the President > Top Message	4.7 6.2	Respect for international norms of behaviour Organizational governance
102-15	Key impacts, risks, and opportunities	> Operational Risks (Japanese site only) > Material Issues and Promotion Framework > Risk Management  Integrated_Report> Risk Management		Same as above

Ethics and integrity

102-16	Values, principles, standards, and norms of behavior	> Corporate Philosophy > The Kewpie Promise > Material Issues and Promotion Framework > Policies	4.4 6.6.3	Ethical behaviour Anti-corruption
102-17	Mechanisms for advice and concerns about ethics	> Corporate Governance  Integrated_Report> Working to Improve Corporate Governance		Same as above

Governance




102-18	Governance structure	> Corporate Governance > Material Issues and Promotion Framework	6.2	Organizational governance
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		> Environmental Management > Initiatives for Respect for Human Rights		
102-19	Delegating authority	 Annual Report> Corporate governance structure (Japanese site only) > Material Issues and Promotion Framework > Environmental Management > Initiatives for Respect for Human Rights		Same as above
102-20	Executive-level responsibility for economic, environmental, and social topics	 Annual Report> Corporate governance structure (Japanese site only) > Material Issues and Promotion Framework > Officers		Same as above
102-21	Consulting stakeholders on economic, environmental, and social topics	> Material Issues and Promotion Framework > Stakeholder Engagement  Integrated_Report> Management Advisory Board		Same as above
102-22	Composition of the highest governance body and its committees	> Corporate Governance		Same as above
102-23	Chair of the highest governance body	> Corporate Governance		Same as above
102-24	Nominating and selecting the highest governance body	> Corporate Governance		Same as above
102-25	Conflicts of interest	> Corporate Governance		Same as above
102-26	Role of highest governance body in setting purpose, values, and strategy	> Sustainability Management		Same as above
102-27	Collective knowledge of highest governance body	> Corporate Governance		Same as above
102-28	Evaluating the highest governance body's performance	> Corporate Governance		Same as above
102-29	Identifying and managing economic, environmental, and social impacts	> Sustainability Management > Stakeholder Engagement  Integrated_Report> Management Advisory Board		Same as above
102-30	Effectiveness of risk management processes	> Corporate Governance		Same as above

102-31	Review of economic, environmental, and social topics	> Sustainability Management Integrated_Report> Value Creation Process Integrated_Report> Kewpie Group Sustainability		Same as above
102-32	Highest governance body's role in sustainability reporting	> Material Issues and Promotion Framework		Same as above
102-33	Communicating critical concerns	> Corporate Governance		Same as above
102-34	Nature and total number of critical concerns	> Corporate Governance		Same as above
102-35	Remuneration policies	> Corporate Governance Integrated_Report> Approach to Officer Remuneration and Calculation Methods		Same as above
102-36	Process for determining remuneration	> Corporate Governance Integrated_Report> Approach to Officer Remuneration and Calculation Methods		Same as above
102-37	Stakeholders' involvement in remuneration	Notice of the 109th Ordinary General Meeting > Compensation of Officers (Japanese site only) Integrated_Report> Approach to Officer Remuneration and Calculation Methods		Same as above
102-38	Annual total compensation ratio			Same as above
102-39	Percentage increase in annual total compensation ratio			Same as above

Stakeholder engagement

102-40	List of stakeholder groups	> Stakeholder Engagement > Kewpie Mirai Tamago Foundation > Activity Overview (Japanese site only)	5.3	Stakeholder identification and engagement
102-41	Collective bargaining agreements	> Initiatives for Empowering a Diverse Range of Talent	6.3.10 6.4.1 -6.4.2 6.4.3 6.4.4 6.4.5 6.8.5	Issue 8: Fundamental principles and rights at work Employment and employment relationships


				Conditions of work and social protection Issue 3: Social dialogue Issue 3: Employment creation and skills development
102-42	Identifying and selecting stakeholders	> Stakeholder Engagement > Kewpie Mirai Tamago Foundation > Apply For Subsidies  (Japanese site only)	5.3	Stakeholder identification and engagement
102-43	Approach to stakeholder engagement	> Stakeholder Engagement > Kewpie Mirai Tamago Foundation > Apply For Subsidies  (Japanese site only) > Voluntary Declaration of Consumer-Oriented Management (Japanese site only)	5.3 4.6 6.7.6	Stakeholder identification and engagement Respect for the rule of law Issue 4: Consumer service, support, and complaint and dispute resolution
102-44	Key topics and concerns raised	> Stakeholder Engagement	5.3	Stakeholder identification and engagement
Report				
102-45	Entities included in the consolidated financial statements	 Annual Report> Status of Associated Companies (Japanese site only)	5.2	Recognizing social responsibility
102-46	Defining report content and topic Boundaries	> Material Issues and Promotion Framework		Same as above
102-47	List of material topics	> Material Issues and Promotion Framework		Same as above
102-48	Restatements of information	Not applicable to the reporting period		Same as above
102-49	Changes in reporting	Not applicable to the reporting period		Same as above
102-50	Reporting period	> Disclosure Policy		
102-51	Date of most recent report	May 30, 2022		
102-52	Reporting cycle	Annual		
102-53	Contact point for questions regarding the report	> Disclosure Policy		
102-54	Claims of reporting in accordance with the GRI Standards 2016			

		> This website has been created in accordance with the set of GRI (Global Reporting Initiative) Sustainability Reporting Standards.		
102-55	GRI content index	> GRI Standards Content Index		
102-56	External assurance			
103:Management Approach				
103-1	Explanation of the material topic and its Boundary	> Material Issues and Promotion Framework > Operational Risks (Japanese site only)	5.2	Recognizing social responsibility
103-2	The management approach and its components	> Material Issues and Promotion Framework > Contributing to Food Culture and Health > Protect the Earth's Environment > Respect for Human Rights		
103-3	Evaluation of the management approach	 Integrated_Report> Value Creation Process  Integrated_Report> Value Creation Story		
Material topics				
Economic				
201:Economic Performance				
201-1	Direct economic value generated and distributed	 Annual Report> Outline of the Company	6.8.1 -6.8.2 6.8.3 6.8.7 6.8.9	Community Involvement and Development principles and considerations Issue 1: Community involvement Issue 5: Wealth and income creation Issue 7: Social investment
201-2	Financial implications and other risks and opportunities due to climate change	> Operational Risks (Japanese site only) > Risk Management > Deal with Climate Change  2021 TCFD Report	6.5.5	Issue 3: Climate change mitigation and adaptation
201-3	Defined benefit plan obligations and other retirement plans	 Annual Report> Retirement Benefits (Japanese site only)	6.8.7	Issue 5: Wealth and income creation
201-4	Financial assistance received from government			

202:Market Presence

202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable to the reporting period	6.3.7 6.3.10 6.4.3 6.4.4 6.8.1 -6.8.2	Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships Issue 2: Conditions of work and social protection Community Involvement and Development principles and considerations
202-2	Proportion of senior management hired from the local community	> Initiatives for Empowering a Diverse Range of Talent	6.4.3 6.8.1 -6.8.2 6.8.5 6.8.7	Issue 1: Employment and employment relationships Community Involvement and Development principles and considerations Issue 3: Employment creation and skills development Issue 5: Wealth and income creation

203:Indirect Economic Impacts


203-1	Infrastructure investments and services supported	> Contributing to Food Culture and Health > Kewpie Mirai Tamago Foundation > Activity Overview  (Japanese site only)	6.5.9 6.8.1 -6.8.2 6.8.7 6.8.9	Issue 7: Economic, social and cultural rights Community Involvement and Development principles and considerations Issue 5: Wealth and income creation Issue 7: Social investment
203-2	Significant indirect economic impacts	Not applicable to the reporting period	6.3.9 6.6.6 6.6.7 6.7.8 6.8.1 -6.8.2 6.8.5	Issue 7: Economic, social and cultural rights Issue 4: Promoting social responsibility in the value chain

			6.8.7 6.8.9	Issue 5: Respect for property rights Issue 6: Access to essential services Community Involvement and Development principles and considerations Issue 3: Employment creation and skills development Issue 5: Wealth and income creation Issue 7: Social investment
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204:Procurement Practices

204-1	Proportion of spending on local suppliers		6.4.3 6.6.6 6.8.1 -6.8.2 6.8.7	Issue 1: Employment and employment relationships Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations Issue 5: Wealth and income creation
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205:Anti-corruption

205-1	Operations assessed for risks related to corruption	 Notice of the 109th Ordinary General Meeting > Operation status of internal control system (Japanese site only)	6.6.1 -6.6.2 6.6.3	Overview of fair operating practices principles and considerations Issue 1: Anti- corruption
205-2	Communication and training about anti- corruption policies and procedures	> Code of Ethics > Establishment of Kewpie Group Anti-Bribery Basic Policy	6.6.1 -6.6.2 6.6.3 6.6.6	Overview of fair operating practices principles and considerations Issue 1: Anti- corruption Issue 4: Promoting social responsibility in the value chain
205-3	Confirmed incidents of corruption and actions taken	Not applicable to the reporting period	6.6.1 -6.6.2 6.6.3	Overview of fair operating practices principles and considerations

				Issue 1: Anti-corruption
206:Anti-competitive Behavior				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable to the reporting period	6.6.1 -6.6.2 6.6.5 6.6.7	Overview of fair operating practices principles and considerations Issue 3: Fair competition Issue 5: Respect for property rights
Environment				
301:Materials				
301-1	Materials used by weight or volume	> Environmental Management	6.5.4	Issue 2: Sustainable resource use
301-2	Recycled input materials used	> Reduction and Reuse of Plastic Emissions	6.5.4	Issue 2: Sustainable resource use
301-3	Reclaimed products and their packaging materials	> Reduction and Reuse of Plastic Emissions	6.5.3 6.5.4 6.7.5	Issue 1: Prevention of pollution Issue 2: Sustainable resource use Issue 3: Sustainable consumption
302:Energy				
302-1	Energy consumption within the organization	> Environmental Management > Deal with Climate Change	6.5.4	Issue 2: Sustainable resource use
302-2	Energy consumption outside of the organization	> Deal with Climate Change	6.5.4	Issue 2: Sustainable resource use
302-3	Energy intensity	> Deal with Climate Change	6.5.4	Issue 2: Sustainable resource use
302-4	Reduction of energy consumption	> Deal with Climate Change	6.5.4 6.5.5	Issue 2: Sustainable resource use Issue 3: Climate change mitigation and adaptation
302-5	Reductions in energy requirements of products and services		6.5.4 6.5.5	Issue 2: Sustainable resource use Issue 3: Climate

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

305-4	GHG emissions intensity	> Deal with Climate Change	6.5.5	Issue 3: Climate change mitigation and adaptation
305-5	Reduction of GHG emissions	> Deal with Climate Change	6.5.5	Issue 3: Climate change mitigation and adaptation
305-6	Emissions of ozone-depleting substances (ODS) E		6.5.3 6.5.5	Issue 1: Prevention of pollution Issue 3: Climate change mitigation and adaptation
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	> Environmental Management	6.5.3	Issue 1: Prevention of pollution
306:Effluents and Waste				
306-1	Water discharge by quality and destination	> Environmental Management	6.5.3 6.5.4	Issue 1: Prevention of pollution Issue 2: Sustainable resource use
306-2	Waste by type and disposal method	> Elimination and Effective Utilization of Food Loss	6.5.3	Issue 1: Prevention of pollution
306-3	Significant spills	Not applicable to the reporting period	6.5.3	Issue 1: Prevention of pollution
306-4	Transport of hazardous waste	Not applicable to the reporting period	6.5.3	Issue 1: Prevention of pollution
306-5	Water bodies affected by water discharges and / or runoff	> Environmental Management > Sustainable Use of Water Resources	6.5.3 6.5.4 6.5.6	Issue 1: Prevention of pollution Issue 2: Sustainable resource use Issue 4: Protection of the environment, biodiversity and restoration of natural habitats
307:Environmental Compliance				
307-1	Non-compliance with environmental laws and regulations	Not applicable to the reporting period > Environmental Management	4.6	Respect for the rule of law
308:Supplier Environmental Assessment				
308-1	New suppliers that were	> Sustainable Procurement	6.3.5	Issue 3:

	screened using environmental criteria	> Promotion of Sustainable Procurement	6.6.6	Avoidance of complicity Issue 4: Promoting social responsibility in the value chain
308-2	Negative environmental impacts in the supply chain and actions taken	> Material Issues and Promotion Framework > Environmental Management > Promotion of Sustainable Procurement > Elimination and Effective Utilization of Food Loss > Reduction and Reuse of Plastic Emissions > Sustainable Use of Water Resources > Operational Risks (Japanese site only)	6.3.5 6.6.6	Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain

Social

401:Employment

401-1	New employee hires and employee turnover	> Initiatives for Empowering a Diverse Range of Talent > ESG Data Sheet	6.4.3	Issue 1: Employment and employment relationships
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	> Initiatives for Empowering a Diverse Range of Talent > Health-based Management and Occupational Health and Safety	6.4.4 6.8.7	Issue 2: Conditions of work and social protection Issue 5: Wealth and income creation
401-3	Parental leave	> Initiatives for Empowering a Diverse Range of Talent > ESG Data Sheet	6.4.4	Issue 2: Conditions of work and social protection

402:Labor / Management Relations

402-1	Minimum notice periods regarding operational changes		6.4.3 6.4.5	Issue 1: Employment and employment relationships Issue 3: Social dialogue
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403:Occupational Health and Safety

403-1	Workers representation in formal joint management-worker health and safety committees		6.4.6	Issue 4: Health and safety at work
403-2	Types of injury and rates of injury, occupational diseases, lost days, and	> Health-based Management and Occupational Health and Safety	6.4.6 6.8.8	Issue 4: Health and safety at work Issue 6: Health

	absenteeism, and number of work-related fatalities			
403-3	Workers with high incidence or high risk of diseases related to their occupation		6.4.6 6.8.8	Issue 4: Health and safety at work Issue 6: Health
403-4	Health and safety topics covered in formal agreements with trade unions		6.4.6	Issue 4: Health and safety at work
404: Training and Education				
404-1	Average hours of training per year per employee	> Initiatives for Empowering a Diverse Range of Talent	6.4.7	Issue 5: Human development and training in the workplace
404-2	Programs for upgrading employee skills and transition assistance programs	> Initiatives for Empowering a Diverse Range of Talent	6.4.7 6.8.5	Issue 5: Human development and training in the workplace Issue 3: Employment creation and skills development
404-3	Percentage of employees receiving regular performance and career development reviews	> Initiatives for Empowering a Diverse Range of Talent	6.4.7	Issue 5: Human development and training in the workplace
405: Diversity and Equal Opportunity				
405-1	Diversity of governance bodies and employees	> Initiatives for Empowering a Diverse Range of Talent > Initiatives for Respect for Human Rights	6.2.3 6.3.7 6.3.10 6.4.3	Organization of making important decisions Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships
405-2	Ratio of basic salary and remuneration of women to men		6.3.7 6.3.10 6.4.3 6.4.4	Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships Issue 2:

406:Non-discrimination

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

407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>> Initiatives for Respect for Human Rights</p>	<p>6.3.1</p> <p>6.3.2</p> <p>6.3.3</p> <p>6.3.4</p> <p>6.3.5</p> <p>6.3.8</p> <p>6.3.10</p> <p>6.4.5</p> <p>6.6.6</p>	<p>Overview of human rights principles and considerations</p> <p>Issue 1: Due diligence</p> <p>Issue 2: Human rights risk situations</p> <p>Issue 3: Avoidance of complicity</p> <p>Issue 6: Civil and political rights</p> <p>Issue 8: Fundamental principles and rights at work</p> <p>Issue 3: Social dialogue</p> <p>Issue 4: Promoting social responsibility in the value chain</p>
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408:Child Labor

408-1	Operations and suppliers at significant risk for incidents of child labor	<p>> Code of Ethics</p> <p>> Promotion of Sustainable Procurement</p> <p>> Initiatives for Respect for Human Rights</p>	<p>6.3.1</p> <p>6.3.2</p> <p>6.3.3</p> <p>6.3.4</p> <p>6.3.5</p> <p>6.3.7</p> <p>6.3.10</p> <p>6.6.6</p> <p>6.8.4</p>	<p>Overview of human rights principles and considerations</p> <p>Issue 1: Due diligence</p> <p>Issue 2: Human rights risk situations</p> <p>Issue 3: Avoidance of</p>
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				complicity Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 4: Promoting social responsibility in the value chain Issue 2: Education and culture
409:Forced or Compulsory Labor				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	> Code of Ethics > Promotion of Sustainable Procurement > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.3.10 6.6.6	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 8: Fundamental principles and rights at work Issue 4: Promoting social responsibility in the value chain
410:Security Practices				
410-1	Security personnel trained in human rights policies or procedures	> Code of Ethics > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.4 6.3.5 6.6.6	Overview of human rights principles and considerations Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain
411:Rights of Indigenous Peoples				
411-1	Incidents of violations involving rights of indigenous peoples	Not applicable to the reporting period	6.3.1 6.3.2 6.3.4 6.3.6 6.3.7 6.3.8	Overview of human rights principles and considerations Issue 2: Human rights risk situations

			6.6.7 6.8.3	Issue 4: Resolving grievances Issue 5: Discrimination and vulnerable groups Issue 6: Civil and political rights Issue 5: Respect for property rights Issue 1: Community involvement
412:Human Rights Assessment				
412-1	Operations that have been subject to human rights reviews or impact assessments	> Code of Ethics > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity
412-2	Employee training on human rights policies or procedures	> Code of Ethics > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.5	Overview of human rights principles and considerations Issue 3: Avoidance of complicity
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		6.3.1 6.3.2 6.3.3 6.3.5 6.6.6	Overview of human rights principles and considerations Issue 1: Due diligence Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain
413:Local Communities				
413-1	Operations with local community engagement, impact assessments, and development programs	> Contributing to Food Culture and Health	6.3.9 6.5.1 -6.5.2 6.5.3 6.8	Issue 7: Economic, social and cultural rights Overview of the environment principles and considerations Issue 1: Prevention of pollution Community

				Involvement and Development
413-2	Operations with significant actual and potential negative impacts on local communities		6.3.9 6.5.3 6.8	Issue 7: Economic, social and cultural rights Issue 1: Prevention of pollution Community involvement and development
414:Supplier Social Assessment				
414-1	New suppliers that were screened using social criteria	> Promotion of Sustainable Procurement > Fundamental Policy for Sustainable Procurement	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.4.3 6.6.1 -6.6.2 6.6.6 6.8.1 -6.8.2	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 1: Employment and employment relationships Overview of fair operating practices principles and considerations Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations
414-2	Negative social impacts in the supply chain and actions taken	> Material Issues and Promotion Framework > The Fundamental Policy for Sustainable Procurement > Initiatives for Respect for Human Rights > Operational Risks (Japanese site only)	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.4.3 6.6.1 -6.6.2 6.6.6 6.8.1 -6.8.2	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 1: Employment and employment relationships Overview of fair operating practices

				principles and considerations Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations
415:Public Policy				
415-1	Political contributions		6.6.1 -6.6.2 6.6.4	Overview of fair operating practices principles and considerations Issue 2: Responsible political involvement
416:Customer Health and Safety				
416-1	Assessment of the health and safety impacts of product and service categories	> Quality & Safety > A Passion for Quality	6.7.1 -6.7.2 6.7.4 6.7.5 6.8.8	Overview of the Consumer issues principles and considerations Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 6: Health
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable to the reporting period > Making Our Customers Feel Secure > Voluntary Declaration of Consumer-Oriented Management (Japanese site only)	4.6 6.7.1 -6.7.2 6.7.4 6.7.5 6.8.8	Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 6: Health
417:Marketing and Labeling				
417-1	Requirements for product and service information and labeling	> Product Labeling Initiatives > Universal Design Initiatives > Voluntary Declaration of Consumer-Oriented Management (Japanese site only)	6.7.1 -6.7.2 6.7.3 6.7.4 6.7.5 6.7.9	Overview of the Consumer issues principles and considerations Fair marketing, factual and unbiased information and

				fair contractual practices Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 7: Education and awareness
417-2	Incidents of non-compliance concerning product and service information and labeling	Not applicable to the reporting period > Making Our Customers Feel Secure > Voluntary Declaration of Consumer-Oriented Management (Japanese site only)	4.6 6.7.1 -6.7.2 6.7.3 6.7.4 6.7.5 6.7.9	Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 1: Fair marketing, factual and unbiased information and fair contractual practices Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 7: Education and awareness
417-3	Incidents of non-compliance concerning marketing communications	Not applicable to the reporting period > Making Our Customers Feel Secure > Voluntary Declaration of Consumer-Oriented Management (Japanese site only)	4.6 6.7.1 -6.7.2 6.7.3	Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 1: Fair marketing, factual and unbiased information and fair contractual practices
418:Customer Privacy				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not applicable to the reporting period > Privacy Policy > Information (Japanese site only)	6.7.1 -6.7.2 6.7.7	Overview of the Consumer issues principles and considerations Issue 5: Consumer data protection and privacy
419:Socioeconomic Compliance				
419-1	Non-compliance with laws and regulations in the social and economic area	Not applicable to the reporting period > Making Our Customers Feel Secure	4.6 6.7.1 -6.7.2 6.7.6	Respect for the rule of law Overview of the Consumer issues principles and considerations

			Issue 4: Consumer service, support, and complaint and dispute resolution
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Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Contributing to Food Culture and Health	+
Protect the Earth's Environment	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
GRI Standards Content Index	>
ESG Data Sheet	>
Policies	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

ESG Data Sheet

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

 [Kewpie ESG Data Sheet 2022 \(334KB\)](#)

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 m ³	9,493	9,322	8,508	8,301*	8,091*	Kewpie Group production plants * Fixed some incorrect data
	Per unit	m ³ / Production amount (tonne)	11.1	10.9	10.5	10.8*	10.5	
	Overseas	1,000 m ³	679*	711*	624*	815*	451*	
Water Discarded	Inside Japan	1,000 m ³	7,226	7,246	6,708	6,358	6,384*	
	Overseas	1,000 m ³	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

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

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 Nishikubo 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

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

Sustainability	>
Top Message	>
Sustainability Management	+
Contributing to Food Culture and Health	+
Protect the Earth's Environment	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
GRI Standards Content Index	>
ESG Data Sheet	>
Policies	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Policies

Policies  Statements 

Policies

Management

> [Kewpie Group Fundamental Management Policy](#)

> [Kewpie Group Basic Policy on Sustainability](#)

Environment

> [Kewpie Group Environmental Policy](#)

> [Basic Policy on Container and Packaging Selection](#)

Procurement

> [The Fundamental Policy for Sustainable Procurement](#)

 [Kewpie Group Basic Principles for Green Purchasing \(16.1KB\)](#)

Human Rights

 [Kewpie Group Human Rights Policy \(118KB\)](#)

Quality & Safety

> [Kewpie's Universal Design Principles \(Only in Japan\)](#)

Governance

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

> [Privacy Policy](#)

Statements

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

> [The Kewpie Group Health Statement](#)

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Contributing to Food Culture and Health	+
Protect the Earth's Environment	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
GRI Standards Content Index	>
ESG Data Sheet	>
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History of Our Social and Environmental Activities	>
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History of Our Social and Environmental Activities

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

Year	Social Activities	Environmental Activities
2022 * As of the end of May 2022	Established Kewpie Group Basic Policy on Sustainability	
	Revised our Material Issues for Sustainability and Sustainability Targets	
	Kewpie Corporation received the Ministry of Agriculture, Forestry and Fisheries Award at the 6th Food Education Activity Awards, Educator and Business Category (company sector)	Disclosure of information based on TCFD Framework
		Achieved zero vegetable waste at all seven plants (Nakagawara, Itami, and Tosu Salad Club, Inc. Plant, etc.)
		Salad Club, Inc. reduced plastic usage by approx. 10% by reducing the weight of salad trays
		Switching to 100% renewable electricity at Shibuya Head Office and Sengawa Kewport
		Installation of on-site PPA model solar panels at Kewpie Kobe Plant
		Salad Club, Inc. reduced plastic usage by changing the salad film packaging standards (reduction of dimensions and thinning)
		Received the Green Food System Promotion Award (for "Effective Use of Eggs" video) at Sustainer Award 2021
2021	Revised our Material Issues for Sustainability and Sustainability Targets	
	Started online baby food classes at Kewpie Tosu Plant	Installed all-electric facilities at Kewpie Guangzhou Plant
	Kewpie and Tokyo Kasei University established the Egg Delicacy Research Institute as a joint research course	Reduced packaging plastic by around 25% for the Kewpie baby snack "Tamago Tappuri Boro" (Round Biscuits with Plenty of Egg)
	Released "Health Support Book"	Completion of zero-waste vegetable production at four plants (Salad Club Goka Plant etc.)
	Aohata Corporation recognized as a	Adopted containers made partly from

	"company supporting child-rearing" for four consecutive terms	recycled plastic for all Kewpie Tasty Dressing products
	Started Kewpie dietary education activities "Mayonnaise Class" and "Food Lectures" in-person and online	Endorsed TCFD recommendations Joined TCFD consortium
	Formulated the Kewpie Group Human Rights Policy	Salad Club, Inc. launched sustainability webpage
	Launched "Food & Life Academy," a website where the children who will shape our future can enjoy learning and experimenting to nurture their zest for life	
	Launched "Let's Enjoy Vegetables with Children," a website to encourage children to eat vegetables in a delicious and fun way	
	Launched "Food and Health Support for Everyone," a website that introduces key dietary points for each generation to be aware of and recommended recipes	
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)
	Established Kewpie Research Division for Egg Innovation at the Tokyo University of Agriculture	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)
	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	Began to use recycled plastic for the outer packaging of the Kewpie stick-type dressings
	Launched joint research with Tokyo Kasei	"Salad Club Ingredients Pouch" series

		University to develop a microRNA measurement device with the goal of creating a cancer prevention service in the future	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
		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)	Joined the Plastics Smart Campaign organized by the Ministry of the Environment
		Presented the results of a joint study conducted with Matsumoto City and Matsumoto University Made recommendations for a healthy diet	Joined the Japan Clean Ocean Material Alliance (CLOMA)
		Began joint research with Shibuya-ku on the relationship between diet and health	
		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)	
		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	
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)	
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)
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	
	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 Note: Share transfer in 2021.
	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
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
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. (Share transfer in 2021)
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)
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
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	
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	
2010	Launched "Kazoku de Wakuwaku Cooking" (exciting family cooking) classes with guest chef Kiyomi Mikuni	
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
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)	
2007	Began supporting food bank activities	Fujiyoshida Factory obtained ISO14001 certification Note:Share transfer in 2021.
	Launched social and environmental blog	Started Kewpie Forest conservation activities in Fujiyoshida, Yamanashi Prefecture, in the aim of fostering water sources
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)	
2005	Appointed officer in charge of CSR, reorganized Environmental Measures Office into Social & Environmental Promotion Office	
	Started publishing Environmental and Social Report (added information on social activities to Environmental Report)	
		Nakagawara Factory obtained ISO14001 certification
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
2003		Achieved 100% recycling rate for waste at all Kewpie factories
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
2001		Started publishing Environmental Report
		Goka Factory obtained ISO14001 certification

		Developed Group Environmental Management Manual
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
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)
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.
1993		Established system for group companies to conduct mutual safety and environmental checks
1992		Reduced container bulk (introduced lightweight round bottle for dressings, etc.)
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
1984	Started running food-themed seminars	
1981		Began selling eggshells as source of calcium for food products (achieved by developing membrane-removal

		technology and sold under the product name Calhope)
1980	Began cosponsorship of the Naha Mothers' Chorus Festival (now the Okinawa Mothers' Chorus Festival)	
1978	Began cosponsorship of the JCA Mothers' Chorus Festival (organized by the Japan Choral Association and the Asahi Shimbun Company)	
1975	Began distributing videos on dietary life	
1973	Launched the monthly magazine Kewpie News to spread food and health knowledge	
1971		Introduced activated sludge water treatment facilities (installed in all factories by 1975)
1969		Installed equipment for crushing and drying eggshells (Former Sengawa Factory)
1963		Started reducing waste materials as part of streamlining
1962	Began broadcasting "Kewpie Three-Minute Cooking"	
1961	Started Open Kitchen factory tours	
1960	Started sponsorship of the Bellmark educational aid foundation	
1956		Began sun-drying eggshells and selling them to farms as soil conditioner

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Contributing to Food Culture and Health	+
Protect the Earth's Environment	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
GRI Standards Content Index	>
ESG Data Sheet	>
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Sustainability Activities of Group Companies

Salad Club, Inc.

This company was established by Kewpie Corporation and Mitsubishi Corporation to produce and sell packaged salads.

[Salad Club, Inc. Sustainability](#) 

*** Japanese site only**

Kewpie Egg Corporation

This company produces and sells products ranging from raw materials for processed foods such as liquid and dried eggs to boiled eggs, egg salad, omelets, and thick omelets.

[Kewpie Egg Corporation Sustainability](#) 

*** Japanese site only**

Deria Foods Co., Ltd.

This company produces and sells salad, delicatessen foods, cooked rice, noodles, pickles, and communication foods that both people and pet animals can eat.

[Deria Foods Co., Ltd. Sustainability](#) 

*** Japanese site only**

Kewpie Jyozo Co., Ltd.

This company produces and sells brewed vinegar, grain vinegar, fruit vinegar, vinegar and seasoning solutions for pickles and delicatessen foods, and food additives (preservatives).

[Kewpie Jyozo Co., Ltd. Sustainability](#) 

*** Japanese site only**