

SUSTAINABILITY

Sustainability

We carry on the spirit of our founder, Toichiro Nakashima, who believed in “contributing to society through food,” and we are committed to addressing social issues. Through dialogue and collaboration with diverse stakeholders, we aim to contribute to the realization of a sustainable society and to achieve the sustainable growth of our Group.



Top Message



Sustainability
Management



Basic Policy on
Sustainability >



Promotion
System >



Material Issues >



Sustainability
Targets >



Kewpie Sustainability Initiatives



Effective Use and Recycling of
Resources

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



Deal with Climate Change

- Reduction of CO₂ Emissions



Conservation of Biodiversity

- Conservation of Biodiversity Activities



Contributing to Food Culture and Health

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



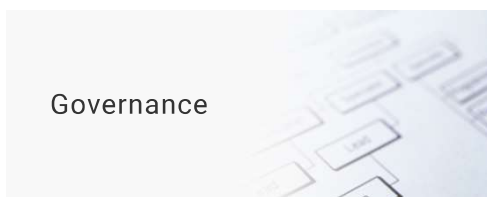
Sustainable Procurement

- 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

Initiatives viewed through keywords

Renewable Energy

Circular economy

Supply chain

Contributing to society through food

Health

Universal design

Compliance

Diversity

Sustainability Information



Disclosure Policy



Kewpie Reports



Standard Table



ESG Data Sheet



External Recognition



Policies



Initiatives and



Affiliations



History of Our Social
and Environmental Activities >



Sustainability Activities
of Group Companies >

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Top Message

With an emphasis on the aspiration for love around the kitchen table, we pursue sustainability through great taste, empathy, and uniqueness, with the aim of creating social and economic value and achieving the sustainable growth of society and our company

Mitsuru Takamiya

Representative Director
President and Chief Executive Corporate Officer
Kewpie Corporation



Even before the concept of sustainability existed, Kewpie Group has been working to solve social issues based on the founder Toichiro Nakashima's idea of "contributing to society through food." With our "Desired State" and "2030 VISION" as our desired future state, we will further evolve our activities in our 2025-2028 medium-term management plan, themed "Change & Challenge."

Kewpie Group's sustainability activities are based on the United Nations' Sustainable Development Goals (SDGs), identifying six material issues for sustainability and setting targets for fiscal year 2030. In its medium-term management plan, the company will actively address issues related to food, health, and the global environment, under the themes of "collaboration, investment, and globalization."

In contributing to food culture and health, as part of our "Salad First" initiative to further spread the appeal of salads, we will promote the health and emotional value of salads worldwide, contributing to extending the healthy lifespan of people around the world. We will also actively promote dietary education and social contribution activities that will pass on smiles to future generations. Furthermore, regarding the global challenges of reducing food loss and reduction and reuse of plastic emissions, we aim to create a resource-recycling society by collaborating with other companies and local communities. For food loss, we will move from reducing the amount of waste to recycling and creating value from it. We will strengthen our efforts reduction and reuse of plastic emissions on a global scale. Overseas, the adoption of bottles containing 30% recycled PET resin for dressing containers has begun, and in Japan, we have started initiatives toward resource recycling (bottle to bottle) of used mayonnaise and dressing bottles.

To realize a sustainable society, Kewpie Group has defined salads, wellness, and sustainability as its value creation domains, and is promoting initiatives and investments from a global perspective to create social and economic value.

> **Sustainability Targets**

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	—
↳ Material Issues and Promotion Framework	>
↳ Environmental Management	>
↳ Dialogue with Stakeholders	>
↳ External Recognition	>
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>

Sustainability Management

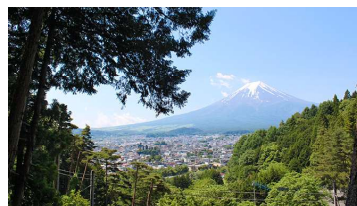
Kewpie Group is actively promoting activities based on various policies, including the "Kewpie Group Basic Policy on Sustainability," with the aim of contributing to a sustainable society and achieving the group's sustainable growth. We are striving to realize the "Kewpie Group 2030 VISION" and "Our ideal" while valuing dialogue with our stakeholders.

Our basic management philosophy until 2030 will be centered on three domains: "salad," "wellness," and "sustainability." We will create new value that is uniquely Kewpie by driving both social and economic value creation.



➤ Material Issues and Promotion Framework

This document outlines Kewpie Group's Basic Policy on Sustainability, material issues it is addressing, and its organizational structure for achieving its sustainability targets.



➤ Environmental Management

Kewpie Group is committed to taking into consideration the environmental impact of its business activities, in accordance with its Environmental Policy.



➤ Dialogue with Stakeholders

We will now introduce our approach to stakeholders and our main means of dialogue.



➤ External Recognition

Here is an overview of external evaluations of Kewpie Group.

Initiatives
and Affiliations



History of Our Social
and Environmental
Activities

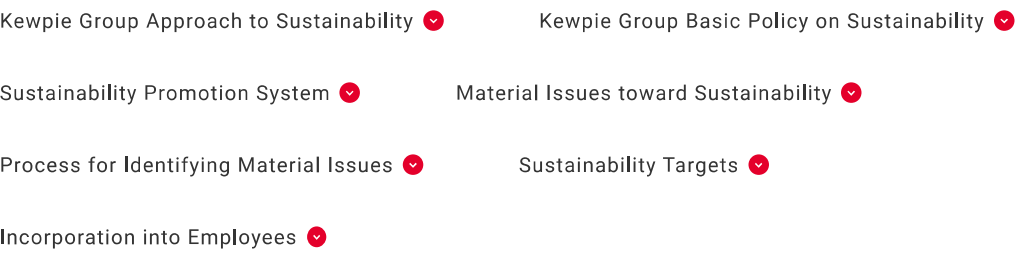


Sustainability Activities
of Group Companies



Sustainability	>
Sustainability	>
Top Message	>
Sustainability Management	—
Material Issues and Promotion Framework	>
Environmental Management	>
Dialogue with Stakeholders	>
External Recognition	>
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>

Material Issues and Promotion Framework



Kewpie Group Approach to Sustainability

Kewpie Group aims to be a company that continues to contribute to society by enriching global food culture and health of the world through "great taste, empathy, and uniqueness." We position sustainability activities as an important activity and will promote these activities as a foundation for the sustainable growth of the Group, while contributing to the realization of a sustainable society through the practice of our group philosophy and policies.

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

- Focusing on salads and eggs as key components of dietary habits, 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."

Initiatives and Affiliations	>	• To realize a recycling-oriented society in plastics, we will promote environmentally friendly product design and collaboration with external parties. • Recognizing that water is a limited and precious resource, we will use it efficiently and reduce the environmental impact of water intake and discharge. • We will develop extensive technologies matching demand information with transportation and delivery data information to eliminate food loss.
History of Our Social and Environmental Activities	>	
Sustainability Activities of Group Companies	>	Deal with Climate Change • We aim to reduce CO₂ emissions throughout the value chain, from the procurement of raw materials to product consumption. Conservation of Biodiversity • We will strive to minimize negative impacts on biodiversity and restore and regenerate ecosystems. 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.

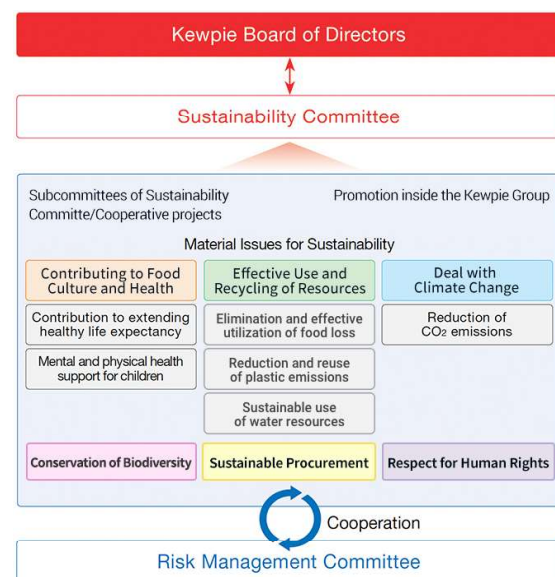
Established in 2022, revised in December 2024

Sustainability Promotion System

The Sustainability Committee, chaired by the responsible director, promotes the formulation of policies and plans and initiatives toward achieving sustainability targets, and holds meetings four times a year.

We discuss goals and initiatives for material issues in subcommittees and collaborative projects, and work to ensure they are understood and established within the group.

Furthermore, we will work in cooperation with the Risk Management Committee to respond to environmental changes and strengthen our management foundation.



Material Issues toward Sustainability

Kewpie Group has been considering the realization of the "Kewpie Group 2030 VISION" and contributions to the SDGs* by working backward from 2030, and has identified the following material issues for sustainability.

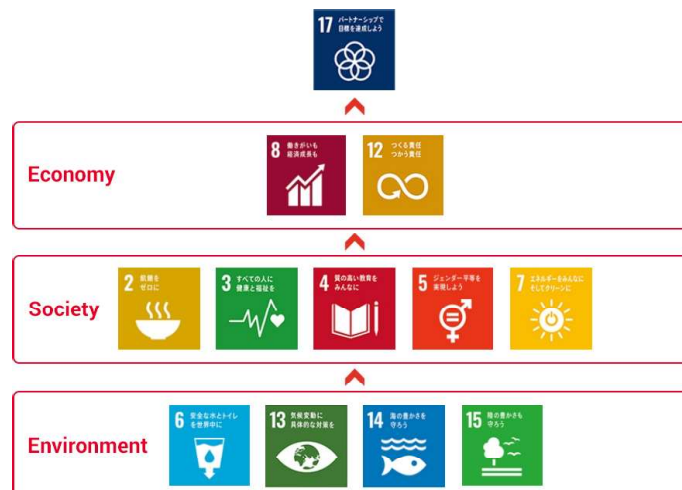
- Contributing to Food Culture and Health
- Effective Use and Recycling of Resources
- Deal with Climate Change
- Conservation of Biodiversity
- Sustainable Procurement
- Respect for Human Rights

We believe that material issues toward sustainability are important for both our business and society, as they contribute to the realization of a sustainable society and aim for the sustainable growth of the group. We will periodically review material issues in response to changes in society and the global environment.



* Sustainable Development Goals (SDGs)
The SDGs (Sustainable Development Goals) are a set of common goals for the international community adopted by the United Nations in 2015. They consist of 17 goals to be achieved by 2030 in order to realize a sustainable society.

SDGs Targets that Kewpie Group Contributes to



Process for Identifying Material Issues



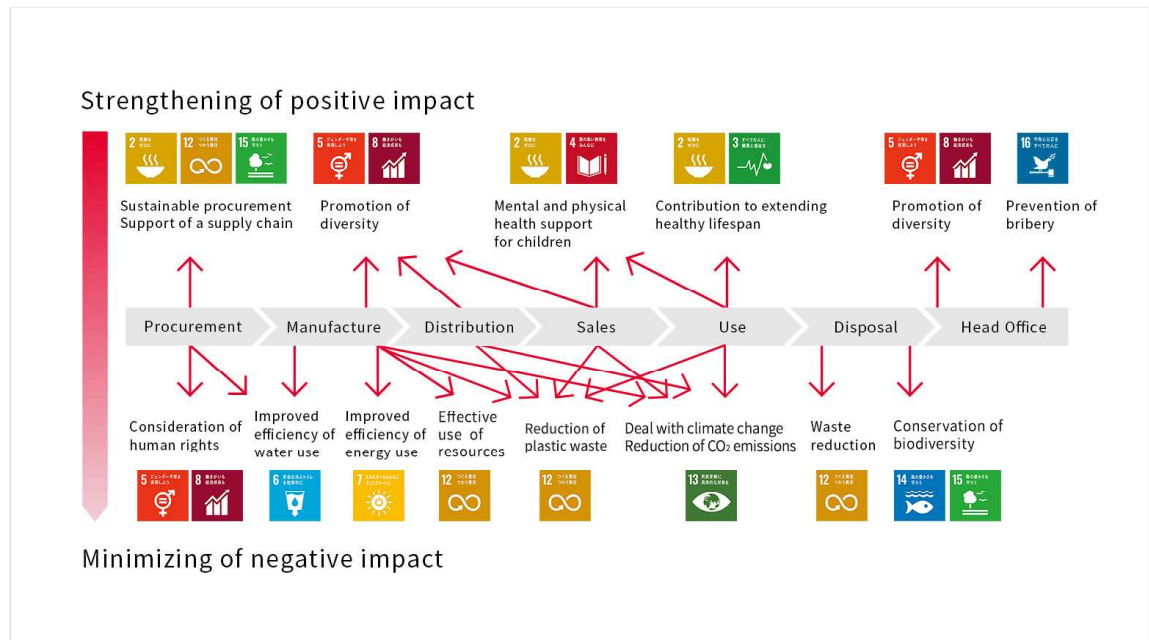
Identifying Social Issues that Kewpie Group Should Address

The social issues that Kewpie Group should address through its business activities are identified by referencing the Sustainable Development Goals (SDGs), the international sustainability standard GRI, ISO 26000, SASB, and various ESG evaluations.

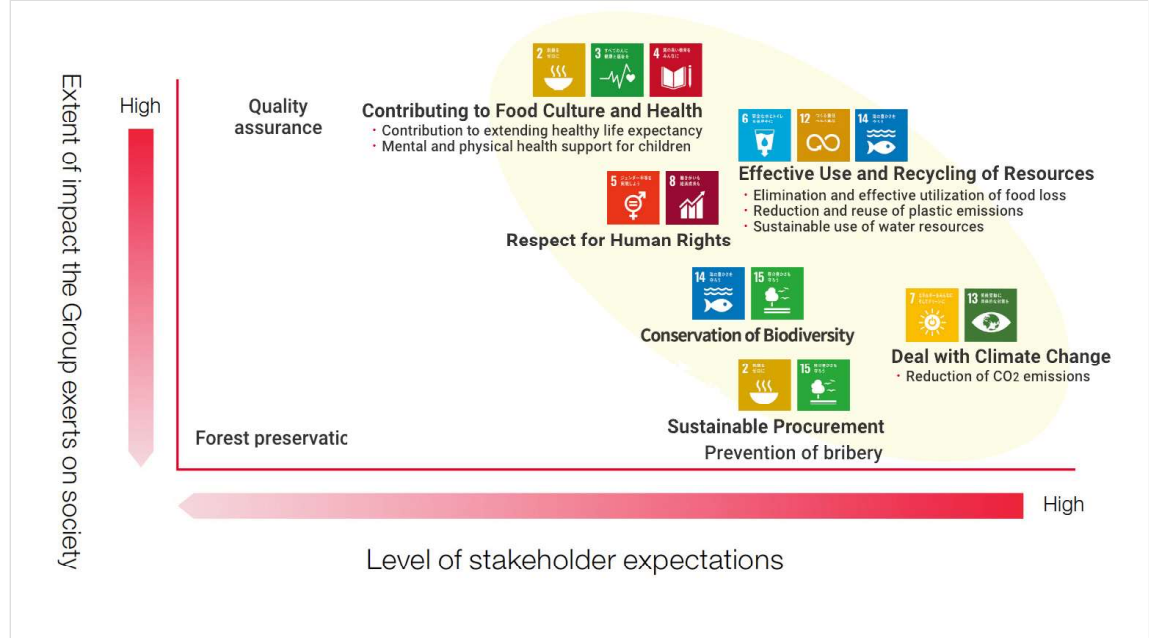
Impact on Business and Society

By comprehensively considering the entire value chain and its stakeholders, we analyzed risks and opportunities within the value chain, and for each social issue, we evaluated the magnitude of stakeholder expectations and the impact the group has on society to identify material issues toward sustainability.

Risks and Opportunities in the Value Chain



Identifying Material Issues for Sustainability



Sustainability Targets

sustainability targets are linked to material issues and represent indicators of the themes that Kewpie Group is working on.

Each employee will embrace sustainability awareness and perspective, and work towards achieving our goals by putting Kewpie Group's philosophy and policies into practice.

Sustainability Targets and Performance

Material Issues	Initiative Theme	Indicators	FY2025 Results	FY2028 Target	FY2030 Target
	Contributing to Food Culture and Health 	Contribution to Extending Healthy Life Expectancy	To contribute to our customers' healthy eating habits, we are promoting initiatives centered on the expansion of opportunities to eat salads and enhancing the added value of eggs.		
		Mental and Physical Health Support for Children	Number of children's smiles via our activities (cumulative since FY2019)	603 thousand children	At least 800 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)	61.4%	At least 63% At least 65%
		Effective utilization rate of unused portions of vegetables Main vegetables: Cabbage, etc.	84.3%	At least 88%	At least 90%

		Reduction rate in volume of product waste (compared to FY2015)	53.1%	At least 70%	At least 70%
	Reduction and > Reuse of Plastic Emissions	Reduction rate in volume of plastic waste (compared to FY2018)	26.9%	At least 25%	At least 30%
	Sustainable > Use of Water Resources	Water usage (basic unit) reduction rate (compared to FY2020)	9.7%	At least 8%	At least 10%
Deal with Climate Change 	Reduction > of CO ₂ Emissions	Reduction rate in CO ₂ emissions (compared to FY2013)	50.6%	At least 46%	At least 50%
Conservation of Biodiversity 	Conservation of > Biodiversity	100% sustainable paper procurement by FY2025 (Containers and packaging, booklets, promotional products, office supplies)	100.0%	100%	100%
Sustainable Procurement 	Promotion of > Sustainable Procurement	Promote Fundamental Policy for Sustainable Procurement in cooperation with business partners			
Respect for Human Rights 	Respect for > Human Rights	Promote the Kewpie Group Human Rights Policy to respect the human rights of all people involved in our business			

* The "food waste reduction rate" indicator includes the "effective utilization rate of unused portions of vegetables."

* Sustainability targets are domestic figures.

* Figures are rounded to the nearest specified unit.

Incorporation into Employees

We believe that for the sustainability of society and the sustainable growth of our company, it is essential that every employee understands and empathizes with our policies.

Internal Communications

We utilize integrated reports and other materials for employee training. Furthermore, we disseminate sustainability information through Kewpie Group's internal newsletter.



Integrated Report

Kewpie Group Official Blog

The "Kewpie Group Official Blog," launched in March 2007, aims to foster a sense of shared responsibility for sustainability among all employees by having group employees who are actually involved in these initiatives write the articles.

[> Kewpie Group Official Blog](#)

Sustainability	
Sustainability	>
Top Message	>
Sustainability Management	—
Material Issues and Promotion Framework	>
Environmental Management	>
Dialogue with Stakeholders	>
External Recognition	>
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>

Environmental Management

Policy for Environmental Management	▼	Kewpie Group Environmental Policy	▼
Environmental Management Promotion Structure	▼	Environmental Management System	▼
Compliance with Environmental Laws and Regulations	▼	Environmental Audit	▼
Environmental Impacts of Business Activities	▼		
Environmental Considerations for the Local Community	▼	Environmental Communication	▼

Policy for Environmental Management

Kewpie Group's business is supported by the blessings of abundant nature. However, environmental problems such as global warming, plastic pollution in the oceans, and loss of biodiversity are becoming more serious and are having a significant impact on corporate activities. For many years, Kewpie Group has been working to reduce the environmental impact of its business activities based on the principle of "Quality-First."

Environmental Vision

To coincide with the start of our 11th Medium-Term Management Plan in 2025, we have formulated the "Kewpie Group Environmental Vision 2050." We will promote environmental activities centered on realizing a decarbonized society, building a circular economy, and conservation of biodiversity, thereby contributing to the realization of a sustainable society.



Kewpie Group Environmental Policy

Kewpie Group Environmental Policy, consisting of environmental philosophy and action guidelines, was established in response to the growing awareness of environmental conservation both domestically and internationally. It will be implemented in conjunction with Kewpie Group Basic Policy on Sustainability to promote our initiatives.

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.

Established in 1998, revised in 2022

Material Issues and Targets

Kewpie Group has established indicators (sustainability targets) for each of its key priorities in addressing global material issues, namely "effective use and recycling of resources," "deal with climate change" and "conservation of biodiversity" and is putting these into practice.

> [Material Issues and Promotion Framework](#)

Environmental Management Promotion Structure

Kewpie Group holds a Sustainability Committee chaired by the Executive Officer in charge of Sustainability. In terms of environmental issues, we have established subcommittees and collaborative projects for each theme to address material issues, and we are promoting initiatives to ensure their widespread adoption and establishment throughout the entire group.

Environmental Management System

Kewpie Group has implemented ISO 14001 or a similar proprietary system at each of its business locations as a fundamental tool for running the PDCA cycle of environmental conservation activities.

ISO14001 Certification Status

As of the end of November 2025, 15 out of 65 domestic group production sites have obtained ISO 14001 certification.

Compliance with Environmental Laws and Regulations

Each business location within Kewpie Group not only complies with environmental laws and regulations, but also manages and responds appropriately based on its own standards.

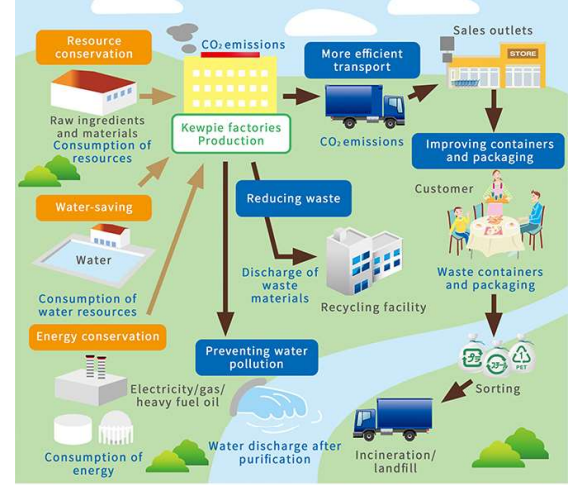
Environmental Audit

Kewpie Group has established standards for compliance with relevant laws and regulations, the development of management promotion systems, and facility management status, and conducts regular internal audits to ensure thorough compliance while also promoting environmental conservation activities. In addition, ISO 14001 certified facilities undergo audits by external organizations based on the standard to confirm that their systems and operations conform to the requirements.

Environmental Impacts of Business Activities

The production process of our products consumes resources such as raw materials, supplies, and water, as well as energy such as electricity, gas, and heavy oil, and generates industrial waste, water, and CO₂ emissions. In addition, there is an environmental burden associated with the energy used during product transportation, and the containers and packaging of products used by customers become waste.

We recognize the environmental impact of our business activities and, throughout our entire value chain—from product design and raw material procurement to production, sales, and consumption—we prioritize a sustainable global environment. We promote environmental conservation activities such as energy and resource conservation, waste reduction, improved packaging, efficient transportation, and pollution prevention.



Flow of materials and energy in the production division of Kewpie Group

Flow of Materials and Energy in the Production Division of Kewpie Group (FY2025)

Input

Energy use	Purchased electricity	1,701 thousand GJ(196,917 thousand kWh)
	Fuel ^{*1}	955 thousand GJ
	Total energy	2,671 thousand GJ
Water usage	Water (Groundwater, tap water)	6,938 thousand m ³

Output

Emissions to Air	CO ₂	117.6 thousand tons
	NO _x	33.1 tons
	SO _x	5.4 tons
Discharge into water bodies ^{*2}	Emissions	5,259 thousand m ³
Waste disposal	Emissions (recycling rate)	34.5 thousand tons(95.4%)

^{*1} Includes fuel for power generation

^{*2} Including rivers and public sewer systems

Target: Group domestic production plants

Reduction of Waste Generation

Waste Reduction Targets

- Year-on-year decrease in both total volume and unit intensity per production output

The main types of waste generated from Kewpie Group factories include food waste and waste plastics from the manufacturing process and packaging materials, as well as sludge from wastewater treatment facilities.

Our primary focus is on reducing waste generation through improvements in manufacturing yield and packaging.

Furthermore, we are working towards a 100% recycling rate for waste generated at our factories (zero simple incineration and landfill disposal) by recycling eggshells into fertilizer and food waste, including unused vegetable parts, in-house (composting and turning into animal feed), as well as by outsourcing the recycling (composting) of waste to external parties.

[> ESG Data Sheet](#)

Waste generation*



Target: Kewpie Group production plants

* Excluding by-products recycled within the group.

Environmental Considerations for the Local Community

At Kewpie Group's facilities, we operate with consideration for the residents of the surrounding area and the local environment.

Prevention of Water Pollution

After treatment at our wastewater treatment facilities, we manage the treated water quality according to our own established standards, and we comply with regional standards. In addition, we install leak prevention equipment in tanks for liquid raw materials and fuels, and we conduct training to prepare for potential discharge into public waters or groundwater infiltration.

Prevention of Air Pollution

We strive to ensure proper operation and management of boilers, cogeneration systems, and other equipment, and we conduct regular inspections, maintenance, and soot measurements. Furthermore, we are promoting the conversion of fuels used in boilers and other equipment to gases that produce less particulate matter and sulfur oxides.

Noise Reduction and Odor Control

To address odors generated during wastewater treatment and cooking, we are implementing process improvements and installing deodorizing equipment. Furthermore, to prevent noise pollution, we are installing soundproof walls, conducting noise assessments before equipment installation, and providing guidance to employees and suppliers.

Environmental Communication

Kewpie Group's business activities are based on the abundant blessings of nature, including raw materials. In order to pass on a sustainable society, we give full consideration to the impact of our business activities on nature, strive to enhance our environmental impact reduction and conservation activities, and endeavor to communicate with our stakeholders through our environmental activities.

Kewpie Group Eco-Label

Since February 2024, Kewpie Group has been displaying its own eco-label. With the aim of clearly communicating to customers that our products are environmentally conscious, we have established environmental standards for packaging and attach the label to products that meet these standards.

 [List of Kewpie Group eco-labeled products \(416KB\)](#)



Example label

The Thoughts Behind the Design

Kewpie Group cherishes its motto, "love around the kitchen table." and strives to solve various challenges with "great taste, empathy, and uniqueness." As part of this effort, the Eco-Labels attached to environmentally friendly products also embody the sentiment of "love around the kitchen table."

The design features a plate, spoon, and fork—essential items for the dining table—and the "eco" logo in the center to convey a message of "kindness to the environment," with a leaf added as an accent to the letter "o."

Kewpie Group Eco Label Award Criteria

Assigned items	Labeling Criteria
Plastic Reduction	Reduce plastic use by 5% or more (based on 2018 levels)
Recycled plastic	Use of recycled plastic materials accounting for 25% or more by weight of total plastic usage.
Biomass plastics	Use of biomass plastic materials accounting for 10% or more by weight of total plastic usage.

Labeling Example



Environmental Education

Kewpie Group conducts environmental education to raise employees' awareness of environmental conservation and to promote related initiatives.

We collaborate with relevant departments to conduct requested courses that are relevant to practical environmental work.

We regularly conduct training on wastewater treatment management, waste management, and other related topics.

Each of our business locations also conducts general education on environmental issues and training exercises to prepare for emergencies.

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	—
↳ Material Issues and Promotion Framework	>
↳ Environmental Management	>
↳ Dialogue with Stakeholders	>
↳ External Recognition	>
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>

Dialogue with Stakeholders

Kewpie Group puts its group philosophy and policies into practice in its dialogues with stakeholders, including customers, employees, business partners, shareholders and investors, and local communities, who support our activities.

	Stance Towards Stakeholders	Main Means of Dialogue (FY2025 Results)
> Customers	Under our Code of Conduct, we prioritize quality above all else, striving to improve the quality of all our activities, including safety and reliability products, in order to earn the trust of our customers.	- Customer Service Center (21,554 inquiries/comments per year) - Voluntary Declaration of Consumer-Oriented Management - Community site "KEWPIE MAYONNAISE Fan Club" (8,059 members)
> Employees	Under our Code of Ethics, we respect human rights and refrain from discrimination and harassment. Furthermore, under our Code of Conduct, we promote diversity by respecting the individuality and desire for growth of each employee.	- Employee attitude survey (conducted every two years) - Dialogue by Labor Management Committee - Executive visits to business locations - Career self-declaration (once a year) - Human resource development through interviews between superiors and subordinates
> Business partners	Based on our Code of Ethics, we conduct fair and free competition, build transparent and healthy relationships, and contribute to mutual development.	- Communication with business partners through sales activities - Regular and irregular visits to raw material suppliers and on-site exchange meetings. - Collaboration with farmers and organizations
> Shareholders and investors	We strive to build transparent and healthy relationships based on our Code of Ethics, and to help our group be better understood.	- Annual General Meeting of Shareholders (once a year) * A way to receive feedback in advance - Analyst Financial Results Briefing (twice a year) - Individual investor dialogues (300 times/year) - Online information sessions for individual investors (3,964 participants in total)

Initiatives and Affiliations	>	> Community	Based on our Code of Conduct, we actively engage in social contribution activities, primarily focused on dietary education, to promote better coexistence with society and the local community.	• Open Kitchen (factory tour) and Mayo Terrace tour (73,468 people/year) * Including online • Mayonnaise Classes (dietary education), SDGs Classes (8,854 participants/year) * Including online • Lectures on the theme of food (117 times/year) * Including online • Communication with local communities in various areas both domestically and internationally • Activity report meetings (twice a year) for organizations supported by the matching gift program "QPeace"
History of Our Social and Environmental Activities	>			
Sustainability Activities of Group Companies	>			

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	—
Material Issues and Promotion Framework	>
Environmental Management	>
Dialogue with Stakeholders	>
External Recognition	>
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>

External Recognition

ESG-related indicators  Evaluation  Certification  Award 

ESG-related indicators

FTSE4Good Index

The FTSE4Good Global Index is an ESG (Environmental, Social, and Governance)-conscious investment index provided by FTSE Russell, used by investors as a benchmark for evaluating a company's sustainability.

Kewpie met the inclusion requirements from 2024 and was selected as a constituent stock of this index.

> [FTSE4Good Index Series webpage](#) 



FTSE4Good

FTSE JPX Blossom Japan Index

The FTSE JPX Blossom Japan Index is an index created by FTSE Russell that evaluates the ESG (Environmental, Social, and Governance) responses of Japanese companies, and is an investment indicator adopted by the Government Pension Investment Fund (GPIF). Kewpie met the requirements for inclusion from 2024 and was selected as a constituent of this index.

> [FTSE JPX Blossom Japan Index webpage](#) 



**FTSE JPX Blossom
Japan Index**

FTSE JPX Blossom Japan Sector Relative Index

Initiatives and Affiliations	>	The FTSE JPX Blossom Japan Sector Relative Index is widely used in the creation and evaluation of sustainable investment funds and other financial products. Based on third-party research, Kewpie met the requirements for inclusion in the FTSE JPX Blossom Japan Sector Relative Index from 2022 and was selected as a constituent of this index.	 FTSE JPX Blossom Japan Sector Relative Index
History of Our Social and Environmental Activities	>	> FTSE JPX Blossom Japan Sector Relative Index webpage 	
Sustainability Activities of Group Companies	>		

MSCI Japan ESG Select Leaders Index*

This is an ESG investment index provided by MSCI (Morgan Stanley Capital International). It uses the "MSCI Japan IMI Index" as its base index and is composed of companies with excellent ESG ratings across various industries. It is used by the Government Pension Investment Fund (GPIF) as an investment target, and Kewpie has been selected as a constituent stock since 2024.

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

* The inclusion of Kewpie Corporation in the MSCI Index, and the use of MSCI logos, trademarks, service marks, and index names, does not constitute sponsorship, promotion, or sales promotion of Kewpie Corporation by MSCI or its affiliates. The MSCI Index is the exclusive property of MSCI. The names and logos of MSCI and the MSCI Index are trademarks or service marks of MSCI or its affiliates.

MSCI Japan Empowering Women Index (WIN)*

Based on data on women's employment disclosed under the Act on Promotion of Women's Participation and Advancement in the Workplace, a multifaceted gender diversity score is calculated, and companies with high gender diversity scores are selected from each industry. Kewpie has been selected as a constituent stock by the Government Pension Investment Fund (GPIF) from its initial investment in 2017 until 2019, and again from 2022 onwards.

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

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S&P/JPX Carbon Efficient Index

The company is included in the "S&P/JPX Carbon Efficient Index," an ESG investment index selected by the Government Pension Investment Fund (GPIF). The index is constructed by S&P Dow Jones Indices, one of the world's largest independent index companies, based on carbon emission data from Trucost, a pioneer in environmental assessment. The index places a higher weight on companies with high carbon efficiency within their industry and those that disclose information on greenhouse gas emissions. Kewpie has been selected as a constituent stock continuously since 2020.

The logo for the S&P/JPX Carbon Efficient Index. It features a green background with a white curved line on the right side. The text "S&P/JPX" is at the top in white, followed by "カーボン" (Carbon) and "エフィシエント" (Efficient) in white Japanese characters, and "指数" (Index) at the bottom in white.

SOMPO Sustainability Index

SOMPO Asset Management Co., Ltd selects approximately 300 stocks that excel in ESG initiatives based on its own evaluation, and this index is reviewed annually. The "Sustainable Investment" strategy that follows this index is adopted by multiple pension funds and institutional investors. Kewpie has been selected for this index continuously since 2019.

The logo for the 2025 Sompo Sustainability Index. It features the year "2025" in black, followed by a stylized red and grey circular graphic.

Sompo Sustainability Index

Evaluation

CDP

This international NGO works in environmental fields such as climate change, and it requests disclosure from major companies and cities around the world regarding how they are addressing climate change and water management, and then conducts investigations and evaluations.

Kewpie Group was selected for the "A List," the highest rating in the "Water Security" category, for 2025. It also received a "B" rating in the "Climate Change" and "Forestry" categories.



Certification

Health and Productivity Management Outstanding Organization

Kewpie has been certified as a Health and Productivity Management Outstanding Organization 2026 (Large Corporation Category) for its excellent health management practices. This marks the fifth consecutive year that the company has received this certification. An increasing number of companies are working towards health management certification and raising awareness both internally and externally, and as of 2026, 15 companies have received this certification, exceeding half of the entire Kewpie Group.



* What is the Certified Health and Productivity Management Outstanding Organization System?
 This system recognizes corporations that are implementing particularly excellent health management practices, based on initiatives tailored to local health challenges and health promotion initiatives promoted by Nippon Kenko Kaigi.

List of Certification Statuses	
Health and Productivity Management Outstanding Organization (Large-Scale)	Kewpie
	Aohata Corporation
	Kewpie Egg Corporation
Health and Productivity Management Outstanding Organization (Small and Medium-Sized Enterprises)	Dispen Pak Japan Co., Inc.
	Salad Club, Inc.
	Kewpie Jyozo Co., Ltd.
	San-ei Provisions Co., Ltd.
	K.System Co., Ltd.
	Kewpie Ai Co., Ltd.
Excellent Health Management Company (Gold Certification)	Deria Foods Co., Ltd.
Excellent Health Management Company (Silver Certification)	Tsukuba Egg Processing Corporation
	KEWPIE DIGITAL INNOVATION Co.,Ltd
	Tou Kewpie Co., Ltd.
	Kpack Co., Ltd.
	Co-op Foods Co., Ltd.

Excellent Dietary Education Practice Organizations 2026

Kewpie has been recognized as a "Dietary Education Excellence Corporation 2026 (Large Corporation Category)" under the "Dietary Education Excellence Corporation Recognition System" promoted by the Ministry of Agriculture, Forestry and Fisheries, in recognition of its proactive efforts in implementing dietary education for its employees.

* What is a company recognized as an excellent organization dietary education practices?

This is a system established by the Ministry of Agriculture, Forestry and Fisheries to certify and commend companies that support and implement healthy eating habits for their employees.



Achieved a "3-star" Rating in the "Healthy Meal & Dietary Environment" Certification System.

Kewpie applied to the first "Healthy Meal & Dietary Environment" certification program promoted by the "Healthy Meal & Dietary Environment" Consortium, and its initiatives at the employee cafeteria in its group office "Sengawa Kewport" received the highest rank of "3-star."

> The employee cafeteria at "Sengawa Kewport" has received a "3-star" rating in the first "Healthy Meal & Dietary Environment" certification program.



Platinum Kurumin*

Kewpie has received certification from the Minister of Health, Labour and Welfare as a "childcare support company" (Kurumin certification) a total of seven times. In May 2018, it received Platinum Kurumin* certification.

* What is Platinum Kurumin certification?

As of April 1, 2015, the new Platinum Kurumin certification began to promote ongoing efforts while recognizing companies that have already received Kurumin certification, have made considerable progress in introducing and using systems to support work-life balance, and are implementing a high level of efforts.



Eruboshi Certification*

In recognition of their efforts to promote women's participation in the workforce, the following three companies have received the "Eruboshi Certification" from the Ministry of Health, Labour and Welfare as of the end of November 2025.

- Kewpie: Stage 3
- K.System Co., Ltd.: Stage 3
- Aohata Corporation: Stage 2



* What is Eruboshi certification?
Based on the "Act on Promotion of Women's Participation in Professional Life (Women's Empowerment Act)," this system allows employers who have formulated and submitted a general business owner action plan and who meet requirements such as having excellent implementation status in promoting women's participation in the workforce to receive certification from the Minister of Health, Labour and Welfare. There are five stages of certification: "recruitment," "continued employment," "working hours and other working styles," "management ratio," and "diverse career paths," and employers are certified in three stages depending on the number of criteria they meet.

Award

2025	> Motivation Team Award 2025 Excellence Award: Initiatives of the Future Creation Research Institute, Research and Development Headquarters Kewpie 
2024	> Food Industry Newspaper-sponsored Food Industry Technology Achievement Award, Sustainability Category: Egg-related initiatives  > 2024 Japan Packaging Contest, Food Packaging Category Award: Dressing Bottle Made from 100% Recycled PET Resin > The 9th Care Food & Smile Care Food Contest: Gold Prize in the Food Category for People with Chewing Difficulties (People with Chewing Difficulties) -Yasashii Kondate Soft Rice > 45th Food Industry Excellence Awards, Environmental Category, Minister of Agriculture, Forestry and Fisheries Award: Effective use of mayonnaise residue for biogas power generation.
2023	> SDGs Disaster Food Award ©2023 Rolling Stock Category Grand Prize: Kewpie" Yasashii Kondate" Series > Reiwa 5 (2023) Reduce, Reuse, and Recycle Promotion Awards: Chairman's Award of the Reduce, Reuse, and Recycle Promotion Council - Effective use of mayonnaise waste for biogas power generation. > The 11th Food Industry Waste Reduction Award, Minister's Secretariat of the Ministry of Agriculture, Forestry and Fisheries: Effective use of mayonnaise residue for biogas power generation.

Past Awards

2022	> Received the "Minister of Agriculture, Forestry and Fisheries Award" at the 6th Dietary Education Awards.
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	> 72nd Annual Meeting of the Japan Society for Food Preservation Science: Industrial Technology Achievement Award for "Cold Pressed Fresh Manufacturing Method®" - Japan Society for Food Engineering's 23rd Annual Meeting, Technology Award: "Cold Pressed Fresh Manufacturing Method®" > 2022 Japan Packaging Contest, Packaging Category Award, Food Packaging Category Award: "KEWPIE Cage-Free Mayonnaise" > 2022 Japan Packaging Contest, Packaging Technology Award, Accessible Design Packaging Award: "Microwavable Happy Recipes" > 2022 Japan Packaging Contest Japan Star Award, Japan Packaging Technology Association Chairman's Award: "Verde Peanut Whip, Chocolate Whip" > 2022 Good Design Award Winner: "HOBOTAMA" Series (3 items)
2021	> Reiwa 2nd Year "Intellectual Property Achievement Award" - Commissioner of the Japan Patent Office > Sustaina Award 2021: Green Food System Promotion Award  > Supply Chain Innovation Award 2021
2020	> The 7th "Food Industry Waste Reduction Award" - Director-General's Award, Food Industry Bureau, Ministry of Agriculture, Forestry and Fisheries > The 2nd Japan Open Innovation Awards: Minister of Agriculture, Forestry and Fisheries Award > UCDA Awards 2020 Special Award  > The 3rd "SUSTAINA ESG AWARDS 2020" Overall Category Bronze Class 

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	
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	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives	>

Effective Use and Recycling of Resources

Kewpie Group's business activities are based on the abundant blessings of nature, including raw materials.

We will use limited resources wisely and, as a group, promote initiatives that consider the sustainability of the global environment throughout the entire value chain, from product design and raw material procurement to production, sales, and consumption.



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. (current year)	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%



and Affiliations

History of Our Social
and Environmental
Activities



Sustainability Activities
of Group Companies



➤ Elimination and Effective
Utilization of Food Loss

In addition to reducing food loss through improvements to packaging and extensions of shelf life, we are also working to make effective use of food resources.

➤ Reduction and Reuse of
Plastic Emissions

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

➤ Sustainable Use of Water
Resources

We are working to efficiently utilize water resources, which are essential for people's lives and various industries.

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	
Elimination and Effective Utilization of Food Loss	>
Reduction and Reuse of Plastic Emissions	>
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Elimination and Effective Utilization of Food Loss

Policy for Elimination and Effective Utilization of Food Loss

Responding to Food Loss Reduction

Promoting Effective Utilization

Policy for Elimination and Effective Utilization of Food Loss

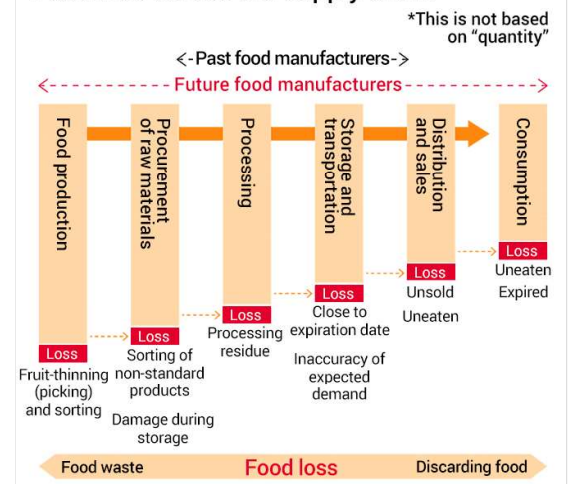
As a food manufacturer that utilizes limited food resources, Kewpie Group has made it a crucial responsibility to reduce food loss and make effective use of resources.

In recent years, the importance of reducing food loss has increased even further due to the impact of climate change on the yield and quality of agricultural products used as raw materials.

Furthermore, interest in reducing food loss from our customers and other stakeholders is growing, and we are committed to continuing to meet those expectations.

Kewpie Group has identified "effective use and recycling of resources" as one of its material issues initiative theme and is focusing on reducing elimination and effective utilization of food loss waste and making effective use of unused parts of vegetables and reducing product waste.

Food loss across the supply chain



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

Responding to Food Loss Reduction

Kewpie Group is committed to reducing food loss by implementing various measures at each stage of the supply chain and working together within the group.

Reducing Food Loss in Manufacturing

Kewpie Group is working to minimize food loss through measures such as efficient production line layouts and innovative product design.

Deria Foods Co., Ltd., which manufactures a variety of salads and delicatessen foods, has introduced a system to weigh and verify whether the production weight was appropriate at each stage of the

manufacturing process. By digitizing this data and repeatedly analyzing the current situation, identifying contributing factors, and implementing countermeasures, they are working to minimize food loss.

Reducing Food Loss in Products

Kewpie Group is working to reduce food loss by extending shelf life through improvements in manufacturing methods and packaging, and by switching to a "year and month" display for expiration dates.

Furthermore, Salad Club, Inc. promotes consumption by offering increased portion sizes during peak seasons when vegetable harvests are at their peak, thereby supporting efforts to reduce food loss in production areas.

List of Compatible Products		
Start time	Targets	Actions
July 2025	KEWPIE MAYONNAISE 50g, 130g, 200g KEWPIE MAYONNAISE (jar) KEWPIE MAYONNAISE- Tom and Jerry (jar)	The shelf life has been extended from 12 months to 13 months, and the expiration date is now displayed in year and month.
July 2025	Free-range egg mayonnaise	The shelf life has been extended from 10 months to 13 months, and the expiration date is now displayed in year and month.
December 2024	KEWPIE MAYONNAISE 450g, 350g	The shelf life has been extended from 12 months to 13 months, and the expiration date is now displayed in year and month.
October 2024	Salad Club, Inc. Select SALAD Series (3 items)	The expiration date has been extended by one day (four days in addition to the processing date).
June 2024	Salad Club, Inc. Cut Lettuce Leaf Mix Big Pack Increased Quantity Promotion Nationwide (excluding Hokkaido, Tohoku, and Okinawa prefectures)	Support for reducing food waste at the production site during peak season
February 2024	All Verde Toast Spread Series	Extended from 13 months to 19 months However, the basil period will be extended from 11 months to 13 months.
February 2024	Salad Club, Inc. Shredded Cabbage Mixed Salad Increased Quantity Promotion (Kyushu Area)	Support for reducing food waste at the production site during peak season
February 2024	Salad Club, Inc. Shredded Cabbage Increase Promotion (Nationwide)	Support for reducing food waste at the production site during peak season

February 2024	Salad Club, Inc. Shredded Lettuce Increase Promotion (Okinawa)	Support for reducing food waste at the production site during peak season
February 2024	Salad Club Shredded Cabbage Mixed Salad with Broccoli Super Sprouts - Increased Quantity Promotion (Tokai and Hokuriku Areas)	Support for reducing food waste at the production site during peak season
December 2023	Kewpie 3-Minute Cooking: 3 types of mixed dressings	Extended from 7 months to 12 months
September 2023	Kewpie Yasashii Kondate 5 items	Extended from 19 months to 25 months
September 2023	Kewpie Aeru Pasta Sauce (8 varieties)	Extended from 11 months to 12-19 months
June 2023	Salad Club, Inc. Cut Lettuce Increase Promotion (Nationwide)	Support for reducing food waste at the production site during peak season
May 2023	GREEN KEWPIE Dressings (2 items)	Extended from 8 months to 10 months
March 2023	Salad Club, Inc. Baby Corn	Extended from 19 months to 24 months
March 2023	Kewpie Delifit Mayonnaise 190kg	Extended from 60 to 75 days
January 2023	Salad Club Shredded Cabbage Mixed Salad with Broccoli Super Sprouts - Increased Quantity Promotion (Tokai and Hokuriku Areas)	Support for reducing food waste at the production site during peak season
January 2023	Kewpie Iron-Fortified Soft Rice Crackers	Extended from 6 months to 12 months
September 2022	All products in Kewpie Aeru Pasta Sauce series	Change to "Year and Month Display" Extended shelf life
September 2022	Kewpie Yasashii Kondate Series: 31 Dishes	Best before date extended to 25 months.
June 2022	Salad Club, Inc. Cut Lettuce (Extra)	Support for maintaining production systems and reducing food waste at the source.
March 2022	Salad Club, Inc. Pre-Cut Vegetables for Cooking: Cabbage for Stir-Frying	Achieving one of the longest shelf lives in the industry: 7 days (processing date + 7 days).
February 2022	Kewpie 3-Minute Cooking Let's eat vegetables! Soup base series	Change to "Year and Month Display" Best before date extended from 12 months to 13 months.
2022	Delicatessen foods such as potato salad	Extended shelf life through the Cold-Pressure Fresh Processing® * Our unique technology, which processes food at low temperatures and high pressures, preserves the original texture

Reducing Product Waste

The main causes of product waste include the gap between production and sales figures based on demand forecasts, and returns due to unsold goods during the distribution stage. We are working to address these issues through collaboration among all departments within each company, as well as actively donating to food banks.

To improve the Accuracy of Supply and Demand Adjustments, Coordination Between Production, Sales, and Logistics is Necessary.

Since 2015, relevant departments have been meeting every other month to form a working group. This group focuses on "product inventory," discussing various challenges and solutions throughout the manufacturing and distribution process. This activity has led to a shift in company-wide awareness of food loss reduction, resulting in more planned production and optimized inventory levels, ultimately reducing waste.

Initiatives to Reduce Returns in Collaboration with our Business Partners

We collaborated with some retailers and wholesalers in the Kanto region to reduce the amount of unsold goods that were wasted. By reviewing the sales trends of products at each store and optimizing product deliveries, we achieved zero returns, a feat that was previously considered difficult.

Currently, we are expanding this initiative horizontally and working to reduce product waste throughout the entire supply chain by promoting collaboration both inside and outside the company.

Recipes to Reduce Food Waste

We want to support our customers in implementing measures to reduce food loss in their daily eating habits.

While the outer leaves and cores of vegetables are often discarded, we recommend using them as delicious ingredients with a little ingenuity. These parts, which are actively growing to protect the vegetable from damage and pests, may have different nutritional value and functional properties compared to other parts.

On our "Special Recipes" website, which showcases recipes for various dishes, we've been featuring recipes since 2019 that utilize cabbage cores, lettuce outer leaves, and broccoli stems, all devised by students from Tokyo Kasei University.

[Clever ways to use the core of a cabbage](#) 

"Kewpie 3-Minute Cooking," a program sponsored solely by Kewpie, offers easy, convenient, and timely recipes to help with daily meal planning. With environmental awareness becoming increasingly commonplace, the program will also incorporate eco-friendly elements.

We will introduce eco-friendly recipes that can be easily incorporated into daily cooking, including tips for making the most of ingredients without waste and ideas for saving energy, providing an opportunity to get started on eco-friendly practices.



"Plus Eco" logo

Promoting Effective Utilization

Kewpie Group is working with stakeholders to promote various initiatives and make effective use of food resources.

Biogas Power Generation Using Food Waste*

Kewpie Group, in its process of manufacturing various types of mayonnaise, generates food waste, such as mayonnaise, from the piping when switching between different product lines. They have successfully utilized this food waste generated during the manufacturing process for biogas power generation.

This initiative is being implemented at Kewpie's Goka Plant, Nakagawara Plant, Izumisano Plant, Kobe Plant, and group companies Tosu Kewpie Co., Ltd. and Kpack Co., Ltd.

* Biogas power generation is a system that uses biogas produced by mixing livestock waste and food scraps from pig farms, undergoing methane fermentation, and then generating electricity.

We succeeded in biogas power generation from the food residue generated in production processes.



The mayonnaise discharged from piping when shifting production from one product to the next



Fermentation tank



Gas-powered generator

- > Received the "Reduce, Reuse, Recycle Promotion Council Chairman's Award" at the 2023 Reduce, Reuse, Recycle Promotion Meritorious Service Awards.
- > The 11th "Food Industry Waste Reduction Award" saw an initiative to utilize mayonnaise waste for biogas power generation receive the Director-General's Award from the Minister's Secretariat of the Ministry of Agriculture, Forestry and Fisheries.
- > Received the "Minister of Agriculture, Forestry and Fisheries Award" in the Environmental Category at the 45th Food Industry Excellent Companies Awards.
- > [Sustainability Topics] Generating electricity with mayonnaise? Turning "waste" into something valuable.

Unused Portions of Vegetables

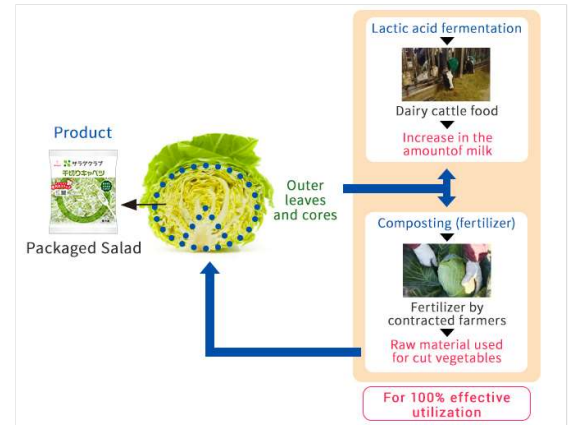
Kewpie Group is committed to making effective use of unused parts of vegetables, such as cores, stems, outer leaves, and peels, that are generated during the processing of salads and delicatessen foods.

Unused Portions of Leafy Vegetables

In fiscal year 2017, Green Message Co., Ltd., a cut vegetable factory, succeeded in converting cabbage and lettuce leafy vegetables into animal feed, something that had previously been considered difficult to do on a business scale. Joint research by Tokyo University of Agriculture and Technology and Kewpie* has reported that dairy cows fed this feed produce increased milk. Furthermore, Salad Club, Inc. utilizes unused parts of vegetables, such as outer leaves and cores, generated at its seven directly managed factories during the production of packaged salads, by providing them to contract farmers and other organizations as compost and animal feed.

* Presentation at the 124th Annual Meeting of the Japanese Society of Animal Science (March 2018)

- > [Kewpie Group received the Prime Minister's Award in the FY2018 Reduce, Reuse, and Recycle Promotion Awards.](#)
- > [Kewpie Group received the Director-General's Award from the Food Industry Bureau at the 6th "Food Industry Waste Reduction Awards."](#)
- > [Salad Club, Inc. Sustainability](#) 



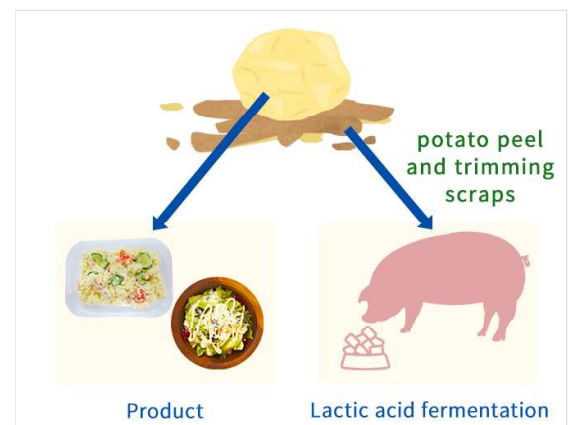
Effective use of unused parts of vegetables (e.g. cabbage)

Unused Portions of Potatoes

Potato Delica Co., Ltd. and Deria Foods Co., Ltd. Metropolitan Area Business Division use special technology to liquefy potato peels and trimming scraps generated during the potato salad manufacturing process, and use them as feed for pigs.

This technology addresses challenges in the pig farming industry, such as the production and stable distribution of safe, domestically produced feed, and also contributes to the creation of a circular economy that utilizes food waste.

- > [Deria Foods Sustainability](#) 
- > [Potato Delica Co., Ltd. Sustainability](#) 



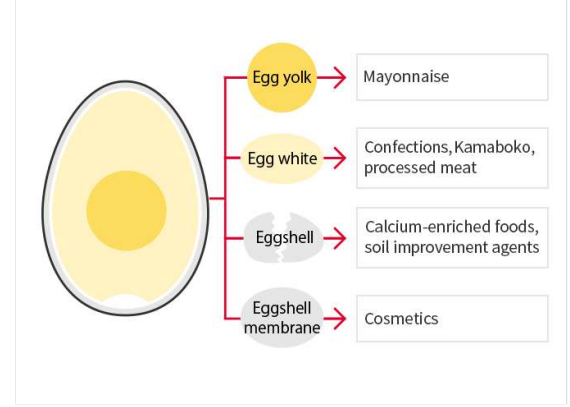
Effective use of unused parts of potatoes

100% Effective Use of Eggs

In addition to mayonnaise, Kewpie Group produces a variety of egg products, using approximately 10% of the eggs produced in Japan.

KEWPIE MAYONNAISE uses egg yolks, while egg whites are used as a food ingredient in processed seafood products such as kamaboko (fish cake) and confectionery such as cakes.

Furthermore, the approximately 28,000 tons of eggshells generated annually are effectively utilized as soil conditioners and additives in calcium-fortified foods. Eggshell membranes are also being used in advanced applications such as cosmetics. We are committed to 100% effective utilization of eggs.



100% Effective Use of Eggs

> Kewpie Group received the Minister of Agriculture, Forestry and Fisheries Award in the 2019 Reduce, Reuse, and Recycle Promotion Awards.

> The 7th "Food Industry Waste Reduction Award": Kewpie Group receives the Minister of Agriculture, Forestry and Fisheries Award, Food Industry Bureau Director's Prize.

Eggshells Strengthen Rice and also Strengthen Human Bones.

In collaboration with Professor Yoshimasa Tsujii and Professor Taku Kato of the Faculty of Applied Biosciences at Tokyo University of Agriculture, we are researching the value of eggshells as fertilizer. To date, we have found that applying eggshells as fertilizer to rice paddies reduces the impact of adverse weather conditions such as heat waves on rice crops, improves yields, and enhances the quality of the rice. Since rice cultivation area is the largest area of cultivated land in Japan*, we expect that in the future, the effective use of eggshells will extend not only to Kewpie Group but to all of Japan.

Furthermore, in joint research with the Hanoi National Institute of Nutrition in Vietnam, we confirmed that eggshell calcium (a biomaterial mainly composed of edible finely ground eggshell powder and calcium carbonate) increases bone mass in humans. Eggshells are a material that can contribute to solving osteoporosis, a global problem due to aging populations. Currently in Vietnam, we are selling nutritionally fortified foods containing eggshell calcium, and are also promoting awareness and making proposals to schools and hospitals to improve the physical development of children and address the problem of osteoporosis in the elderly.

* Ministry of Agriculture, Forestry and Fisheries, 2018: Total area planted with crops and land use rate (referenced).

Message

Our Challenge Going Forward is to Uncover the Full Potential of Egg Shells.

Calcium, the main component of eggshells, is thought to not only strengthen individual plant cells but also possess various physiological activities within them. One of these activities is the important role calcium plays in filling the rice grains into the husk during high-temperature stress. Eggshells, which contain large amounts of calcium, are expected to be an agricultural material that can prevent rice plants from suffering from summer fatigue and ensure a stable supply of delicious rice amidst global climate change.



Functions of Eggshell Membrane

Kewpie has successfully separated eggshells and eggshell membranes using its unique manufacturing method. It was discovered that the water-soluble eggshell membrane has the effect of increasing type III collagen, which is essential for skin elasticity, and it has been used as a cosmetic ingredient since 1991.

Calcium Fertilizer Made from Eggshells and Vinegar

Kewpie Jyozo Co., Ltd. has developed and is selling "Yokatsusu," a calcium fertilizer made by dissolving eggshells in vinegar.

Regularly spraying it on the surface of leaves helps prevent calcium deficiency, promoting healthy growth of vegetables, fruits, flowers, and other plants.

Because it is made from food-derived ingredients, this product is gentle on people and the environment, and can be used with peace of mind.

> [Yokatsu-su made from vinegar and eggs by Kewpie Jyozo](#) 

History of Utilizing Egg Shells

- 1956** We started drying eggshells in the sun and selling them to farmers as a soil conditioner.
- 1981** Eggshell crushing and drying equipment installed (former Sengawa factory).
- 1981** Eggshells are being marketed as food-grade calcium (achieved through the establishment of membrane removal technology).
- 1991** Eggshell membrane processed and launched as a cosmetic ingredient.
- 2007** Eggshells are being sold as a raw material for building materials and everyday goods (wallpaper, tires, etc.).
- 2012** Research begins on rice produced using eggshells as fertilizer.
- 2017** Eggshell calcium sauce launched in Vietnam as a nutritionally fortified food.
- 2019** Our efforts regarding eggshells have earned us the Minister of Agriculture, Forestry and Fisheries Award in the "3R Promotion Meritorious Service Awards."
- 2020** Our initiative regarding eggshells received the Director-General's Award from the Food Industry Bureau of the Ministry of Agriculture, Forestry and Fisheries at the "Food Industry Waste Reduction Awards."
- 2021** A video about "[effective use of eggs](#)" won the "Green Food System Promotion Award" at the Sustaina Awards 2021.
- 2024** In 2024, our egg-related initiatives received the "Food Industry Technology Achievement Award, Sustainability Category," sponsored by the Food Industry Newspaper.

Learn about related initiatives



More into Vegetables

Here are some studies on vegetables.

Sustainability	>
Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	
Elimination and Effective Utilization of Food Loss	>
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Standard Table	>
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Policies	>
Initiatives	>

Reduction and Reuse of Plastic Emissions

- Approach to Reduction and Reuse of Plastic Emissions
 - Kewpie Group Plastics Policy
- Reducing Plastic Use in Container and Packaging Design
 - Reducing Plastic Use in Manufacturing and Distribution
 - Collaborative Efforts for Resource Recycling

Approach to Reduction and Reuse of Plastic Emissions

Kewpie Group uses the most plastic in its food containers and packaging. While plastic has advantages such as being lightweight and durable, its impact on the global environment, including marine plastic waste, has been pointed out.

Kewpie Group recognizes that plastic waste is a problem that affects ecosystems and the environment, and is working to reduce the use of petroleum-derived virgin plastics and promote resource recycling.

> [Participating in the Ministry of the Environment's Plastic Smart Campaign](#)

Kewpie Group Plastics Policy

Kewpie Group has formulated the "Kewpie Group Plastics Policy" and will accelerate efforts to reduce the amount of plastic used in its business activities, aiming to contribute to the creation of a circular economy.

Kewpie Group Plastics Policy

We will help realize a sustainable circular economy by implementing 3R+Renewable.

- We consider reducing environmental impact in design from the development stage.
- We cooperate and promote this throughout the value chain.

Adopted 2019, revised 2022

- Main Initiatives to be Promoted Going Forward**
- Further reduction of plastic usage, primarily through weight reduction
 - Introduction of recycled plastics and biomass plastics
 - Easy-to-separate container and packaging design
 - Participating in industry initiatives to promote plastic collection and recycling



Lightweighting of Mayonnaise cap



Using containers with recycled plastic content

Reducing Plastic Use in Container and Packaging Design

Product packaging is essential for maintaining the quality and taste of products, but it consumes energy during production and becomes waste after use.

Under the "Kewpie Group's Basic Policy for Container and Packaging Selection," we are promoting the adoption of packaging materials that have a low environmental impact by developing lightweight and simplified containers and packaging, as well as biomass materials and recycled materials.

 [Kewpie Group's Basic Policy for Container and Packaging Selection \(152KB\)](#)

Lighter and Simpler Containers and Packaging		
Start time	Targets	Actions
January 2026	retail market Deep-Roasted Sesame Dressing 1000ml	By adopting paper packaging, plastic usage has been reduced by approximately 75%.
November 2025	KEWPIE MAYONNAISE 700g	By adopting a lightweight cap, the amount of plastic used has been reduced by approximately 17%.
September 2025	GREEN KEWPIE Plant-based sesame dressing	By switching to paper packaging for small bags, the amount of plastic used per bag has been reduced by 44%.
February 2024	food service products Hoshienu Pasta Sauce PAKITTE Series	Plastic usage reduced by 25% by changing container size.
July 2023	food services products New Exter	Lighter bottles by reducing the amount of plastic used.
January 2023	food service products Kewpie 's Hoshienu brand products are available in 1000ml and 500ml bottle containers.	Lightweight design reduces the amount of plastic used in the cap by approximately 9%.
September 2022	KEWPIE Aeru Pasta Sauce Series (Sauce Type)	We've slimmed down the individual packaging size and reduced plastic usage by approximately 7%.

August 2022	Verde Toast Spread Series	By reducing the thickness of the material used for the laminated tubes of the containers, the amount of plastic used was reduced by approximately 10.9%. (Used in all 2023 series)
March 2022	KEWPIE Baby Snacks Soft rice crackers with vegetables	We changed the materials used for the outer packaging, individual packaging, and trays, reducing plastic usage by 35%. Furthermore, by switching to a single material, we also considered ease of recycling.
February 2022	Verde Whip Series	By making the containers thinner, the amount of plastic used was reduced by approximately 9.3%.
February 2022	Salad Club, Inc. packaging film	Changes in specifications for the film used in packaged salads, such as reducing the size and thickness of the film.
January 2022	Salad Club, Inc. Package Salad Tray	The trays used for packaged salads are approximately 10% lighter compared to conventional products.
March 2021	KEWPIE Smile Cup Series, KEWPIE Gentle Menu	By removing the outer lid that was attached to the top, the amount of plastic used is reduced.
March 2021	KEWPIE Baby Snacks Tamago Tappuri Boro (round biscuits with plenty of egg)	Reduced plastic usage in exterior and interior surfaces by approximately 25%.

Environmentally Friendly Packaging

Start time	Targets	Actions
August 2025	retail market salad dressings in 380ml size	The bottle is made from 100% recycled plastic.
July 2024	180ml size of retail market salad dressings	The bottle uses 30% recycled plastic.
February 2024	Kewpie Aeru Pasta Sauce Series	The outer packaging has been changed to paper packaging.
February 2024	Kewpie 3-Minute Cooking: Let's Eat Vegetables! Soup Base	The outer packaging has been changed to paper packaging.

July 2023	Kewpie Tasty Dressing, Functional Food Dressing	The bottle is made from 100% recycled plastic (first condiments in Japan: according to Kewpie).
May 2023	Verde PAKITTE Series	By incorporating biomass plastic into a portion of the container (the part containing the contents), the amount of petroleum-derived plastic used is reduced by 40%.
June 2021	Kewpie Tasty Dressing	Bottles containing 30% recycled plastic* are used. * This plastic is recycled using a method called "mechanical recycling" (physical regeneration method), which involves collecting PET bottles, mainly for soft drinks, crushing and washing them, and then treating them at high temperatures for a certain period of time to remove contaminants and improve their quality.
August 2020	Salad Club, Inc. Ingredient Pouch Series	plant-derived plastics* Pouches using this material are used in 12 out of the 19 products. (Used in all 2022 series) * Plant-derived plastics: Biomass plastics made from renewable organic resources (plants such as sugarcane by-products).
February 2020	Kewpie Dressing Stick Type	Approximately 15% of the exterior is made from recycled plastic.

Reducing Plastic Use in Manufacturing and Distribution

In addition to reducing plastic use in product packaging, Kewpie Group is working to reduce plastic emissions throughout the entire value chain, from procurement and manufacturing to distribution and consumption.

Recycling of Product Distribution Containers

Plastic Container for Liquid Eggs

Kewpie Egg Corporation is implementing an initiative* to recycle plastic containers used for egg products such as liquid eggs and to use recycled products. By recycling plastic containers that were previously discarded, this initiative helps to reduce plastic waste.

* Started in 2020

> [Kewpie Egg Corporation Sustainability](#) 



Left: Recycled product Right: Existing product

Collaborative Efforts for Resource Recycling

PET Bottles with Oil (e.g., Dressing Bottles)

Kewpie has begun collaborating with The Nisshin OilliO Group, Ltd. to promote resource recycling of PET bottles used in salad dressings and edible oils.

There are concerns that oil-contaminated PET bottles will leave oil residue during the recycling cleaning process, affecting the quality of recycled PET, and a socially implemented recycling system has not yet been established. By collaborating with companies that handle oil-based products, we aim to create a society where PET bottles from oil-based products can be recycled as resources.

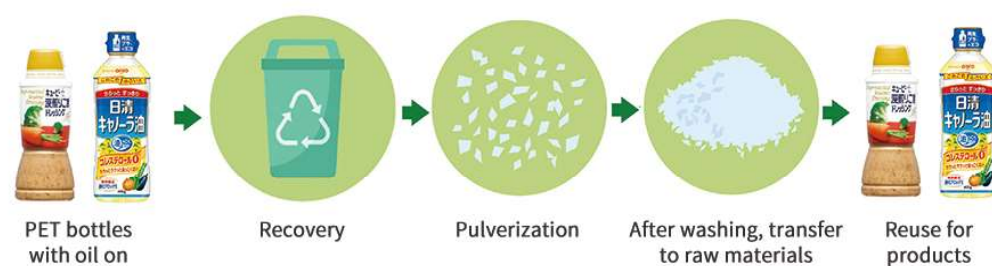


Image of circulation

Mayonnaise Bottle

Kewpie Corporation and Ajinomoto Co., Inc. have begun collaborating on resource recycling for mayonnaise bottles as part of CLOMA (Clean Ocean Material Alliance), a cross-industry platform in which both companies are working in public-private partnerships to solve the problem of marine plastic waste.

Mayonnaise bottles in Japan are primarily made of polyethylene (PE), a type of plastic. While PE is widely used in food packaging, due to its variety and the fact that it is often combined with other materials, a horizontal recycling system*¹, similar to that used for PET beverage bottles, has not been socially implemented.

Furthermore, in order to achieve horizontal recycling through material recycling*², it is important to collect plastic made from the same material as mayonnaise bottles, thoroughly clean them, and then recycle them. By collaborating across company boundaries to address these challenges, we aim to create a society where mayonnaise bottles can be recycled as a resource.

In fiscal year 2025, we collaborated with Ito-Yokado Co., Ltd. to conduct a pilot project to collect used mayonnaise bottles at three Ito-Yokado stores in Kawasaki City.

- *1 Horizontal recycling is a method of recycling used product containers and packaging as raw materials to manufacture the same type of product containers and packaging again, in order to make effective use of limited resources.
- *2 Material recycling is a recycling method in which waste is reused as raw material without changing its properties.

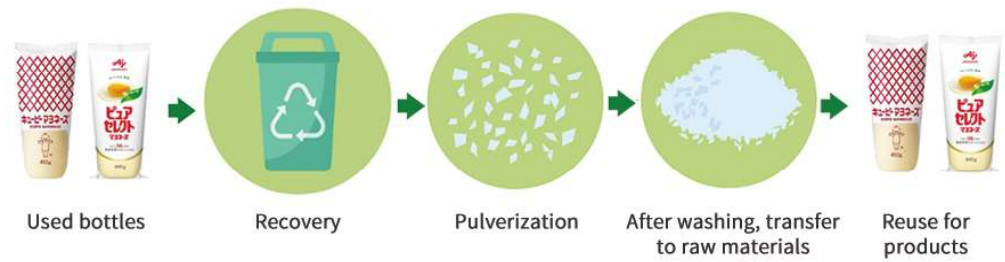


Image of circulation

> [Joined CLOMA \(Clean Ocean Material Alliance\)](#)

Pla-Relay Project

On February 14, 2025, six parties—Kashima City in Ibaraki Prefecture, REFINVERSE, Inc., Mitsubishi Chemical Corporation, Toyo Seikan Group Holdings, Ltd., KASUMI CO., LTD. and Kewpie—signed a comprehensive cooperation agreement with the aim of promoting the circular economy of plastic containers within Ibaraki Prefecture. This initiative, called the "Pla-Relay Project," is a demonstration project in which each of the six parties will leverage their strengths to connect plastics in a relay format and aim for circularity.



Through this project, Kewpie aims to recycle used plastics and contribute to the creation of a circular economy.

 [Kashima City, REFINVERSE, Mitsubishi Chemical, Toyo Seikan Group, Kewpie, and KASUMI have signed a comprehensive cooperation agreement aimed at promoting the recycling of plastic containers. \(339KB\)](#)

Recycling of Used Plastics

Kewpie (hereinafter referred to as "R-Plus Japan") will take a stake in R Plus Japan, Ltd. and engage in the business of recycling used plastics in order to realize a sustainable society. By participating in this joint venture, we will further promote the recycling of used plastics and contribute to the realization of a sustainable society as a member of the value chain.



> [Announcement Regarding Investment in R Plus Japan, Ltd.](#)

Sustainability

Sustainability

>

Top Message

>

Sustainability Management

+

Effective Use and Recycling of Resources

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

+

Contributing to Food Culture and Health

+

Sustainable Procurement

+

Respect for Human Rights

+

Governance

+

Disclosure Policy

>

Kewpie Reports

>

Standard Table

>

ESG Data Sheet

>

Policies

>

Initiatives

>

Sustainable Use of Water Resources

- Approach to Sustainable Use of Water Resources
- Water Risk and Water Stress Assessment
- Efficient Use of Water Resources
- Water Conservation Initiatives

Approach to Sustainable Use of Water Resources

Water is a precious resource that is indispensable to people's lives and various industries.

Kewpie Group uses a lot of water for the agricultural products that are used as raw materials, as well as for washing and cooling during the production process.

To ensure the continuation of our business, we recognize that water is a limited and precious resource, and we are committed to its efficient use and reducing the environmental impact of water intake and discharge.

Water Risk and Water Stress Assessment

To assess the impact of water risks on business operations within Kewpie Group, we use the World Resources Institute's Aqueduct to evaluate water stress (the degree of tightness in water demand).

We assess the risk of flooding and storm surges within Japan using hazard maps, and the risk of flooding and storm surges overseas through Aqueduct.

	Number of plants	Flood risk	Storm surge risk	Water stress
Japan	65	25	4	0
China	4	1	2	1
Asia	4	2	1	2
United States and Europe	4	0	0	2

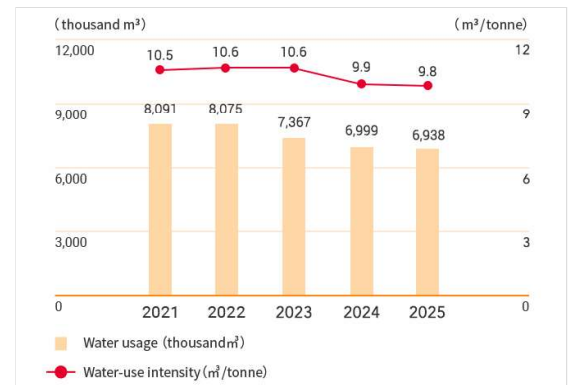
Based on hazard maps
 Based on Aqueduct

Efficient Use of Water Resources

Kewpie Group is working to reduce water usage by reviewing manufacturing methods and improving processes to promote efficient water use.

In fiscal year 2025, water usage was 6,938,000m³ for Kewpie Group's domestic production plants and 757,000m³ for its global production plants. The water usage per ton of production (unit cost) was 9.8m³.

> [ESG Data Sheet](#)



Target: Group domestic production plants

Water Conservation Initiatives

As part of its efforts to create factories that are friendly to people and the environment, Kewpie Group is working to conserve water by introducing an advanced wastewater treatment system.

Use of Highly Treated Water

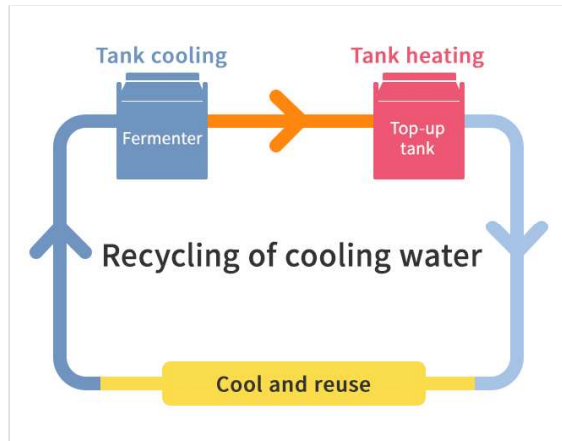
At Deria Foods Co., Ltd., as part of our water conservation efforts in the production process, we are working to minimize water usage by visualizing and collecting data on water consumption, understanding the current situation, analyzing the causes, and implementing countermeasures. Furthermore, in the Tokyo metropolitan area business division, we have introduced equipment utilizing membrane treatment (RO) technology to reuse wastewater from our production lines. We regenerate an average of 160 tons of pure water per day from the wastewater, which is used not only for toilets in the processing plant, but also for watering trees, cleaning floors, watering roofs, and cooling outdoor units of air conditioning equipment.



Reverse Osmosis (RO) Filtration Equipment

Effective Use of Cooling Water

At Kewpie Jyozo Co., Ltd., we reduce the amount of cooling water used in vinegar production by not directly discharging the cooling water outside the factory, but instead using it as cooling water at a different temperature range.



Controlling Excessive Water Supply

At Salad Club, Inc., we have reduced water usage by switching from a constant water supply to a water supply only when needed for washing cut vegetables, and by thoroughly managing water usage to prevent excessive water supply.



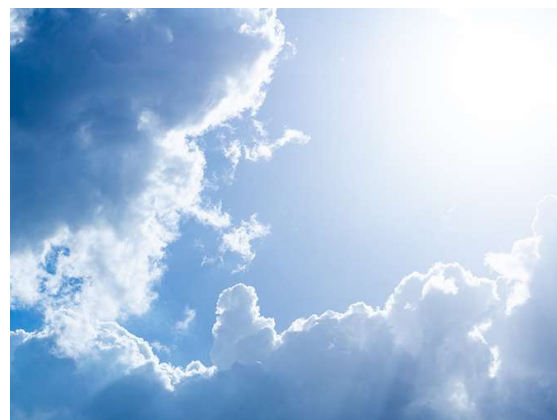
Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	
Reduction of CO ₂ Emissions	>
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities	>

Deal with Climate Change

With the adoption of the Paris Agreement on climate change in 2015, companies are now required to take more responsible actions in order to achieve a decarbonized society.

Kewpie Group aims to reduce CO₂ emissions throughout the entire supply chain, from raw material procurement to product use and disposal.



Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Deal with Climate Change	Reduction of CO ₂ emissions	CO ₂ emissions reduction rate (Compared to fiscal year 2013)	50% or more



Reduction of CO₂ Emissions

We are actively working on energy conservation and energy transition at every stage, from procurement, production, logistics, sales, and office operations.

of Group Companies

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	
Reduction of CO ₂ Emissions	>
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities	>

Reduction of CO₂ Emissions

- Approach to Reducing CO₂ Emissions
- TCFD Initiatives
- Production Initiatives
- Logistics Initiatives
- Office Initiatives

Approach to Reducing CO₂ Emissions

Kewpie Group is actively working to reduce CO₂ emissions, which are a cause of climate change, by implementing energy conservation and energy transition measures throughout its entire value chain, including procurement, production, logistics, sales, and offices.

As part of Kewpie Group's material issues on sustainability, specifically deal with climate change, we will set CO₂ emission reduction targets for our domestic group companies to further promote deal with climate change.

Reduction of CO₂ Emissions

Kewpie Group is working to calculate CO₂ emissions across its entire supply chain and is promoting initiatives to further reduce CO₂ emissions.

In addition to conventional efforts such as improving the efficiency of manufacturing processes and introducing energy-saving equipment, the entire group is promoting transformations in manufacturing methods and processes toward a decarbonized society, as well as the introduction of renewable energy.

> Material Issues and Promotion Framework

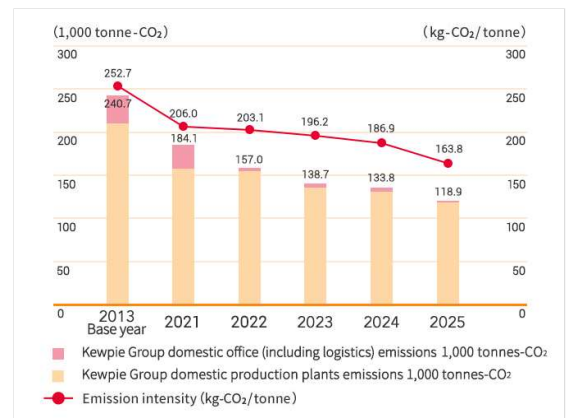
Utilization of Renewable Energy

Kewpie Group is progressively introducing renewable energy both domestically and internationally. In fiscal year 2025, we installed solar panels at one new domestic business site. This will bring our total number of domestic and overseas business sites to 19, and we are working to reduce CO₂ emissions by transitioning to renewable energy.

This time, by switching to virtually 100% renewable energy for electricity at our 10 main business sites, we expect to reduce CO₂ emissions by approximately 20,000 tons.

Installation Status

CO₂ Emissions



Start date of power generation	Base name
January 2026	Tosu Kewpie Co., Ltd.
February 2026	Deria Foods Co., Ltd. Metropolitan Area Division Akishima Production Department (Expansion)
January 2025	Salad Club, Inc. and Kpack Co., Ltd. Goka Factory
August 2024	Salad Club, Inc. Mihara Factory
August 2023	Co-op Foods Co., Ltd. Tohoku Factory
June 2023	Kewpie Egg Corporation Owari Factory
May 2023	KEWPIE MALAYSIA SDN. BHD.
May 2023	Guangzhou Kewpie Corporation
March 2023	Salad Club, Inc. Enshu Factory (Phase 2)
March 2023	Kewpie Egg Corporation Sanda Factory
January 2023	Nantong Kewpie Corporation
August 2022	Kitakami Delica (On-site PPA model) (Currently Deria Foods Co., Ltd. Tohoku Division)
March 2022	BEIJING KEWPIE CO., LTD.
January 2022	Kewpie Kobe Factory (On-site PPA Model)
December 2021	KEWPIE VIETNAM CO., LTD.
February 2021	Kewpie Egg Corporation Hannō Factory
February 2021	Shunsai Deli Co., Ltd. Ome Factory (Currently, Deria Foods Co., Ltd. Metropolitan Area Business Division, Ome Production Department)
April 2020	Shunsai Deli Co., Ltd. Akishima Factory (Currently Deria Foods Co., Ltd. Metropolitan Area Business Division, Akishima Production Department)
February 2020	KEWPIE (THAILAND) CO., LTD. (Phase 2)
April 2018	KEWPIE (THAILAND) CO., LTD. (Phase 1)
March 2017	Green Factory Center Shirakawa* (Phase 2)
December 2016	Kewpie Goka Factory

February 2016	Salad Club, Inc. Enshu Factory (Phase 1)
September 2015	Kewpie Fujiyoshida Factory
January 2015	Green Factory Center Shirakawa* (Phase 1)
April 2014	Kewpie Jyozo Co., Ltd. Shiga Factory
October 2013	Sengawa Kewport
April 2013	Kpack Co., Ltd. Headquarters Factory
March 2012	Kewpie Fine Chemicals Headquarters Goka Plant

* Fujiyoshida Kewpie transferred its business in 2021, and Green Factory Center Shirakawa withdrew from operations in 2023. The solar panels that Kewpie installed on the site are still owned and managed by Kewpie.



Three solar panel installations on the premises of Tosu Kewpie Co., Ltd.

TCFD Initiatives

Because Kewpie Group's business relies heavily on natural resources, it is susceptible to various impacts from climate change, such as reduced raw material yields and declining quality. We will address future climate change-related events as business risks, while simultaneously identifying new opportunities and incorporating them into our corporate strategy.

Kewpie Group has endorsed the TCFD (Task Force on Climate-related Financial Disclosures)*¹ and has joined the GX Future Consortium*², a platform for collaboration among companies and financial institutions that support the TCFD.

We launched the "TCFD Project" within Kewpie Group and have been working on TCFD since 2021.



*¹ Established in 2015 at the request of the G20, the Financial Stability Board (FSB) recommends that companies assess the financial impact of climate change risks and opportunities on their operations and disclose information regarding governance, strategy, risk management, metrics, and targets.

> [TCFD](#)

*² Established in 2019, this forum serves as a platform for discussing effective corporate information disclosure and how to use that information to inform appropriate investment decisions by financial institutions and other organizations. Companies and financial institutions that endorse the TCFD recommendations are actively

TCFD Analysis Plan

Year	Scope	Report
FY2025	Mayonnaise, dressing, eggs, pre-cut vegetables, and delicatessen foods (potato salad)	 FY2025 TCFD and TNFD Report (2.01MB)
FY2024	Mayonnaise, dressing, eggs, pre-cut vegetables, and delicatessen foods (potato salad)	 FY2024 TCFD Report (566KB)
FY2023	Mayonnaise, dressing, eggs, pre-cut vegetables	 FY2023 TCFD Report (579KB)
FY2022	Mayonnaise, dressing, eggs (liquid eggs, processed eggs)	 FY2022 TCFD Report (504KB)
FY2021	Mayonnaise and sesame dressing	 FY2021 TCFD Report (416KB)

Production Initiatives

CO₂ Emission Reduction in the Production Division

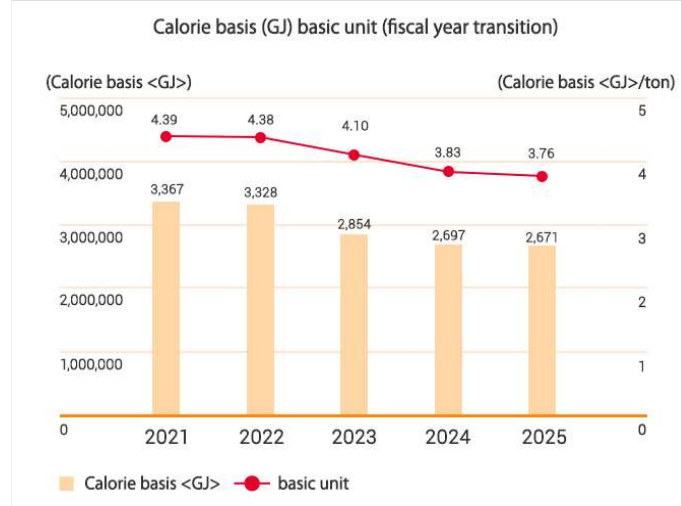
Kewpie Group is promoting energy conservation through efficiency improvements in manufacturing processes and the introduction of new equipment, as well as fuel conversion from heavy fuel oil to city gas and natural gas, and the use of cogeneration (combined heat and power) and solar power generation. Furthermore, we are striving to reduce CO₂ emissions by sharing and implementing best practices from our group's business sites.

Promoting Energy Conservation in the Production Division

Kewpie Group is promoting energy conservation by installing energy measurement devices at each stage of production, thoroughly improving equipment operation and maintenance, and introducing energy-saving equipment.

Energy Conservation Reduction Targets for the Production Division

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



Target: Kewpie Group domestic production plants

The main reasons for the decrease in usage and unit consumption are the efficient production resulting from the reorganization of the condiments business and the egg business, as well as the planned energy-saving equipment upgrades in each business.

Utilizing Natural Refrigerants

Kewpie Group is committed to introducing energy-saving equipment and optimizing equipment operation. By introducing natural refrigerant systems in the replacement of refrigeration equipment, we are achieving CO₂ reduction and eliminating CFCs.



Ammonia refrigerator

Installation Status	
Installation year	Base name
2024	Kewpie Egg Corporation Tsukuba Factory
2023	Kewpie Egg Corporation Owari Factory Kewpie Egg Corporation Tsukuba Factory
2021	Kewpie Egg Corporation Owari Factory
2020	Kewpie Egg Corporation Itami Factory

2018	Kewpie Nakagawara Factory
2015	Kewpie Egg Corporation Tsukuba Factory

Logistics Initiatives

Kewpie Group, in collaboration with its business partners and group companies, is committed to reducing the environmental impact of all transportation and delivery processes, from raw material transport to product delivery.

We are implementing measures to improve transportation efficiency by shortening delivery distances and increasing loading efficiency, as well as eco-driving which leads to lower fuel consumption and greater safety. In addition, we are promoting modal shift (switching from long-distance truck transport to rail and sea transport) to reduce CO₂ emissions.

CO₂ Emissions from Transportation and Delivery

		FY2024	FY2025	Compared to the previous year
Kewpie sales responsibility products	Volume of transportation and delivery (thousand ton-kilometers)	121,802	118,506	-2.7%
	CO ₂ emissions (thousand tons)	19.9	19.4	-2.6%

Target: Domestic only

Promoting a Modal Shift

We have introduced 10 dedicated 31-foot containers (including 4 refrigerated containers) and are working with transportation companies to promote modal shift^{*1}.

Kewpie was certified with the "Eco Rail Mark" in July 2019 as a company that utilizes freight rail for a certain percentage of its product transportation.

^{*1} Modal shift: The shift from long-distance truck transport of 500 km or more to container transport by rail or ship.

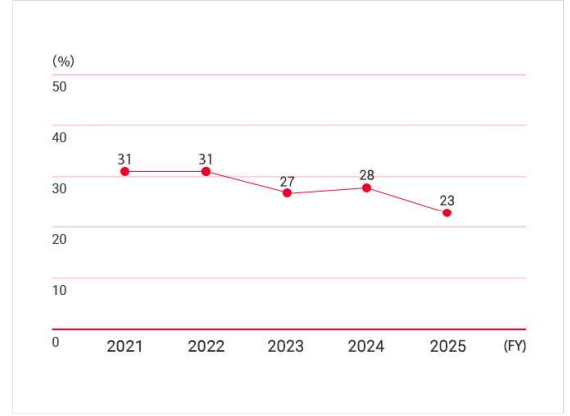


> [Information on the Ministry of Land, Infrastructure, Transport and Tourism's "Eco Rail Mark "](#)





We have introduced 10 31-foot containers for rail and ship transport and are working with transportation companies to promote modal shift.



Change in the modal shift ratio

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

Collaborative Transportation Initiatives Across Different Industries

Since 2018, Kewpie has been conducting joint transportation with Lion Corporation (in the toiletries industry) and Japan Pallet Rental Corporation (in the rental pallet industry). By carrying products from all three companies, they have been able to reduce the amount of empty truck travel to less than 1%.

In addition, by implementing modal shift, switching from trucks to ships for certain sections of the route, the effectiveness of CO₂ reduction is further enhanced.

Office Initiatives

Since February 2022, we have been procuring electricity with environmental value (tracking-enabled FIT non-fossil fuel certificates*) generated by solar panels installed at three locations in Japan from the Japan Electric Power Exchange through TEPCO Energy Partner, Inc., and have switched to using 100% renewable energy at our Shibuya Head Office and Sengawa Kewport.

* This certificate certifies the "value of electricity generated from non-fossil fuel sources." Retail electricity providers are recognized for reducing greenhouse gas emissions by procuring this electricity from the non-fossil fuel value trading market and using it to sell electricity to consumers.

Initiatives at the Shibuya Head Office

Kewpie Group's Shibuya Head Office (Shibuya Toyu Building) features a double-skin facade covering the entire building, achieving high insulation performance through natural ventilation between the panes of glass. It also incorporates energy-saving equipment such as high-efficiency air conditioners and LED lighting.

These environmental designs have resulted in a comprehensive evaluation of A rank in the CASBEE (Comprehensive Assessment System for Built Environment Efficiency) program. Furthermore, it has been selected as a project eligible for the Green Finance Promotion Interest Subsidy Program*.



The double-skin glass facade of the Shibuya office.

* Green Finance Promotion Interest Subsidy Grant Program: This program, publicly solicited by the Ministry of the Environment, is eligible to subsidize a portion of the interest on loans related to capital investment projects aimed at combating global warming.

Initiatives at Sengawa Kewport

At Sengawa Kewport, we have introduced a natural ventilation system utilizing the atrium, a cogeneration system, solar power generation, and LED lighting. To maximize energy-saving design performance, we are deepening our collaboration with equipment manufacturers and improving operational accuracy by conducting interviews with many employees working at Sengawa Kewport.

Furthermore, in collaboration with Tokyo Gas Engineering Solutions Corporation, we are utilizing AI on a cloud server to perform optimized operation pattern analysis based on weather forecast data and the operating status of air conditioners (refrigeration units, heat pumps, gas boilers, and cogeneration generators). We are verifying the operation and making further efforts toward automating operations.



Natural ventilation system

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	—
↳ Conservation of Biodiversity Activities	>
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>

Conservation of Biodiversity

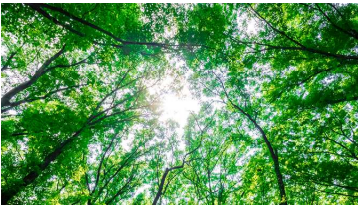
Economic activity is leading to a rapid and critical loss of biodiversity, including habitat destruction due to deforestation and environmental pollution. Because Kewpie Group's business activities are closely linked to the rich natural environment, we recognize that the loss of biodiversity is a serious issue.

We value the belief that "Good products begin with good ingredients" and we are grateful for the blessings of nature that produce these materials. We strive to minimize the negative impact on biodiversity, conserve the environment, and restore and regenerate ecosystems, aiming for a nature-positive approach.



Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Conservation of Biodiversity	Conservation of Biodiversity	100% sustainable paper procurement by FY2025 (Containers and packaging, booklets, promotional products, office supplies)	



➤ Conservation of Biodiversity Activities

We are grateful for the blessings of nature that produce our raw materials, and we strive to conservation of biodiversity.

Sustainability Activities
of Group Companies >

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	—
Conservation of Biodiversity Activities	>
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>

Conservation of Biodiversity Activities

Approach to biodiversity conservation	✓	Kewpie Group Biodiversity Policy	✓
TNFD Initiatives	✓	Considerations for biodiversity conservation in procurement	✓
Kewpie Group's environmental conservation activities	✓		

Approach to biodiversity conservation

Kewpie Group's business activities are closely intertwined with the rich natural environment. We cherish the belief that "Good products begin with good ingredients" and we are grateful for the blessings of nature that produce these raw materials. We strive to conservation of biodiversity, and to pass on a sustainable society to future generations.

> [Keidanren Biodiversity Declaration Initiative](#)

Kewpie Group Biodiversity Policy

Kewpie Group Biodiversity Policy

The Kewpie Group appreciates the abundant nature that produces raw materials and strives to preserve biodiversity and restore and regenerate ecosystems, in its aim to be "nature positive."

1. We understand our dependence on and impact on biodiversity throughout the value chain.
2. We strive to reflect this degree of dependence and impact in our management decisions, and to disclose information.
3. We actively engage in activities to minimize negative impacts on biodiversity, while at the same time restoring and regenerating ecosystems.
4. We promote biodiversity conservation efforts throughout the value chain through dialogue and collaboration with stakeholders.

Adopted 2022

TNFD Initiatives

Kewpie Group's business activities are heavily dependent on the blessings of nature that produce our raw materials. Therefore, we believe it is important to understand the impact on the natural environment and to comprehensively address related issues such as biodiversity, water resources, and climate change.

In April 2024, Kewpie Group endorsed the TNFD (Task Force on Natural Resources and Financial Information)*¹ and joined the TNFD Forum*².



Furthermore, we launched a project to address challenges while simultaneously identifying new opportunities and incorporating them into our corporate strategy.

Using the LEAP approach of the TNFD framework*³, we will conduct an analysis targeting Kewpie Group's main raw materials and direct operations (production sites).

*1 Established as a successor to the TCFD (Task Force on Climate-related Financial Disclosures), this task force assesses risks and opportunities related to natural capital and biodiversity. It aims to encourage financial institutions and corporations to disclose information and shift financial flows towards nature-positive outcomes, while promoting the development of an information disclosure framework for nature-related risks.

> [TNFD](#)

*2 This is an international organization established by participating companies to build a framework for risk management and disclosure regarding natural capital.

> [TNFD Forum](#)

*3 LEAP is an integrated assessment process for managing nature-related risks and opportunities, focusing on the region and biome (biosystem) in which the project will take place. "LEAP" consists of four phases: Locate, Evaluate, Assess, and Prepare.

TNFD Analysis Plan

Year	Scope	Report
FY2025	Mayonnaise and sesame dressing	FY2025 TCFD and TNFD Report (2.01MB)
FY2024	Mayonnaise and sesame dressing	FY2024 TNFD Report (2.1MB)

Considerations for biodiversity conservation in procurement

In 2018, we established the "Basic Policy for sustainable procurement within Kewpie Group" and are promoting procurement that takes into consideration the environment and human rights.

> [Promotion of Sustainable Procurement](#)

paper

Kewpie Group conducts paper procurement with consideration for environmental issues and social issues such as human rights. In December 2023, Kewpie Group established the Paper Procurement Guidelines, setting standards and targets and promoting initiatives to achieve these goals.

[Kewpie Group Paper Procurement Guidelines \(217KB\)](#)

> [Sustainability Targets](#)

palm oil

We joined RSPO* in 2018 and are committed to sustainable palm oil sourcing.

* RSPO: Roundtable on Sustainable Palm Oil

> [ESG Data Sheet](#)

Kewpie Group's environmental conservation activities

Based on the concept of "biodiversity conservation," Kewpie Group has been engaged in environmental conservation activities for many years, including afforestation activities in "Kewpie Forest," a forest located at the northern foot of Mt. Fuji, and conservation activities in the Kiritappu Wetlands. We will understand the impact of Kewpie Group's business activities on the natural environment, review our activities, and promote unique Kewpie Group initiatives to pass on a sustainable society to future generations.

SHIBUYA Urban Farming Project

In June 2024, Kewpie, in collaboration with the Shibuya Future Design Association, established the "SHIBUYA Urban Farming Project" to promote urban greening and biodiversity while fostering a Shibuya-style community and a new food culture.

This consortium is centered on urban farming, and while leveraging the strengths of Kewpie Group, we will promote initiatives toward nature positivity together with participating companies.

> [SHIBUYA Urban Farming Project](#) 



Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	
↳ Contribution to Extending Healthy Life Expectancy	>
↳ Mental and Physical Health Support for Children	>
↳ Universal Design Initiatives (Only in Japan)	>
↳ Social Contribution Activities	>
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>

Contributing to Food Culture and Health

As a company involved in food, an essential part of people's lives, Kewpie Group aims to contribute to the realization of healthy and fulfilling lives.

With this in mind, we have set "contributing to food culture and health" as material issues and are actively working contribution to extending healthy life expectancy and mental and physical health support for children.

Focusing on salads and eggs, which are the group's strengths, we provide products and services tailored to the needs of our customers both domestically and internationally, supporting healthy eating habits and contributing to the well-being of each individual.

Furthermore, in order to realize a better society, we are also engaged in social contribution activities based on the pillars of "being able to continue for a long time," "being useful to many people," and "being rooted in the local community."

> **Contributing to Food Culture and Health**



Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Contributing to Food Culture and Health	Contribution to Extending Healthy Life Expectancy	To contribute to our customers' healthy eating habits, we are promoting initiatives centered on the expansion of opportunities to eat salads and enhancing the added value of eggs.	
	Mental and Physical Health Support for Children	Number of children's smiles via our activities (cumulative since FY2019)	At least 1 million



Policies	>	➤ Contribution to Extending Healthy Life Expectancy We are committed to contributing to the food and health of each generation, and we take into consideration the needs of customers with specific conditions through our products.	➤ Mental and Physical Health Support for Children Through various activities centered around food, we convey not only nutritional value but also the importance and enjoyment of food to children who will create the future.	➤ Universal Design Initiatives (Only in Japan) We are implementing universal design initiatives so that as many people as possible can use our products.
Initiatives and Affiliations	>			
History of Our Social and Environmental Activities	>			
Sustainability Activities of Group Companies	>			



➤ **Social Contribution Activities**

As a member of local and international communities, we support the implementation of sustainable community service activities rooted in the local area, as well as activities through culture such as singing and dancing.

Kewpie Food & Life Academy

We offer a website where you can learn about food and related lifestyles in a fun way through articles, recipes, and quizzes, including delicious recipes, the joy of cooking, and dietary habits that connect to the environment and the future.

[Kewpie Food & Life Academy](#) >



Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	>
Contribution to Extending Healthy Life Expectancy	>
Mental and Physical Health Support for Children	>
Universal Design Initiatives (Only in Japan)	>
Social Contribution Activities	>
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>

Contribution to Extending Healthy Life Expectancy

Our Approach to Extending Healthy Life Expectancy

Efforts to Increase Salad Consumption

Adding Value to Eggs

Collaboration and Research Aimed at Extending Healthy Life Expectancy

Encouraging Eating Habits that Support Health

A Challenge in the Wellness Field

Our Approach to Extending Healthy Life Expectancy

Extending healthy life expectancy refers to the period during which one's daily life is not restricted by health problems.

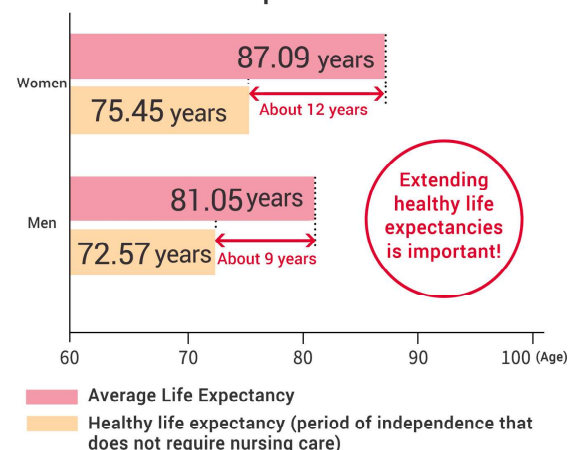
To live a healthy and vibrant life throughout your life, it is important to be mindful of and balance the three pillars of "nutrition," "physical activity," and "social participation."

These are important points that apply to all generations. Incorporating several of these into your daily routine will lead to a healthier life.

In recent years, issues related to food and health have become more diverse, and in Japan, extending healthy life expectancy has become a crucial issue. Initiatives to maintain lifelong health, such as preventing metabolic syndrome, combating frailty, reducing the risk of dementia, and strengthening immunity, are attracting attention.

Kewpie Group will contribute to extending healthy life expectancy by supporting dietary habits that support the long-term health of each individual according to their life stage and by promoting initiatives that improve people's quality of life.

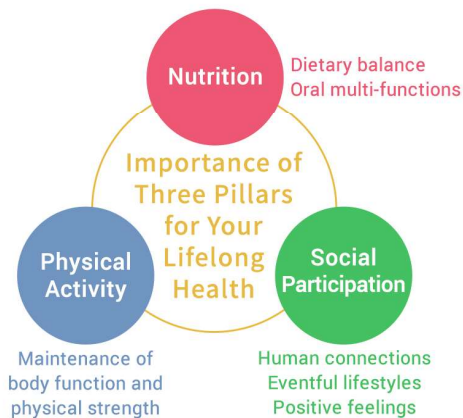
Gap between Average and Healthy Life Expectancies



Source: Health Japan 21 (Third Term) Promotion Committee materials (2022 data)

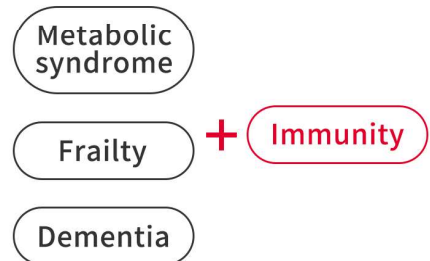
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

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

Health Issues Addressed by the Kewpie Group

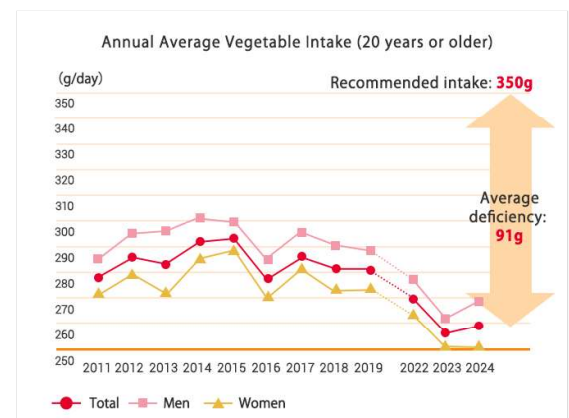


Efforts to Increase Salad Consumption

Salad First Project

Kewpie Group is promoting "Salad First," a concept that proposes a richer lifestyle with salads on the dinner table.

Through mayonnaise and dressings, we have transformed vegetables into a variety of dishes. Moving forward, we will continue to propose ways to enjoy vegetables "deliciously and funly," adapting to the food cultures of around the world, thereby creating a healthy food culture. Currently, vegetable intake in Japan falls short of the target of 350g, posing a health challenge. To address this issue, we will bring together all functions and businesses within our group related to salads to expand the world of salads and encourage increased vegetable consumption. This will increase opportunities for salad consumption, aiming to raise Number of salads eaten in Japan by 105% or more by fiscal year 2028 (compared to fiscal year 2024), and to create a world where salads are abundant in everyday life.



Source: National Health and Nutrition Survey (cancelled in 2020 and 2021)



Salad First is a group-wide initiative that aims to "continue to promote the appeal of salads and contribute to global food and health."

At Kewpie Group, we value salads more than anyone else, and we want to bring out their value and deliver delicious salads to our customers.

With that in mind, we've adopted the slogan "Salad First" and are strengthening our efforts to convey the appeal of salads.

With Vegetables

We have set "with Vegetables" as our strategic theme and will propose menus that naturally incorporate vegetables into meals in all situations. Salads are the best way to maximize the value of vegetables through their diverse combinations of ingredients. Because salads fully utilize the natural flavors and nutrients of the ingredients, they can most flexibly respond to the changing dietary and health needs of consumers. Kewpie Group's design capabilities, cultivated to bring out the best in ingredients and create delicious flavors, along with its ability to offer suggestions that support all dining occasions—home-cooked meals, ready-made foods, and restaurants enhance the satisfaction of each dish and make vegetable intake a natural habit.



Salad White Paper

The "Salad White Paper" is an annual survey aimed at understanding salad-related food culture. It has been conducted since 2010 and is published every year around Vegetable Day (August 31st). In fiscal year 2025, in addition to surveys on "Actual Vegetable and Salad Consumption" and "Attitudes towards Packaged Salads," we also investigated "Attitudes towards Rising Cabbage and Lettuce Prices," which are causing concern due to unfavorable weather conditions. Based on these survey results, we will use them to create products and proposals that better meet your needs.

[> Salad White Paper 2025](#) 



Research Results on Salads

To ensure that people continue to enjoy vegetables and salads into the future, we are engaged in research that scientifically proves the value of salads and vegetables and contributes to society. Through multifaceted approaches, including regional differences in food culture and the latest research into emotional value, we will create new ways of enjoying salads that are tailored to each individual.

Research Topics

- > Study on the effect of potato salad on suppressing the rise in blood sugar levels after meals.
- > The experience of cooking together as a family contributes to the emotional development of children.
- > Research into the bitterness of bell peppers aims to increase the number of children who like vegetables.
- > The relationship between potato salad and regional food preferences.
- > Research exploring the emotional value of salads has begun.



Raising Awareness about the Importance of Chewing

Salads are a great way to get plenty of vegetables, which are foods that require a lot of chewing. It's known that the more fiber you consume, the more you chew.

Chewing ability is crucial for enjoying meals throughout one's life. However, chewing is a semi-unconscious movement, and it is difficult for people who have developed the habit of not chewing to consciously improve it. Kewpie is conducting joint research with Lotte Co., Ltd. and Wayo Women's University with the aim of raising awareness of the importance of chewing. In 2022, they published a "Chewing Frequency Ranking Table" summarizing the research results on the number of times each food item is chewed, which they had been conducting jointly to date.

 Chewing Count Ranking Table

- > Try to chew your food thoroughly!
- > Health contributions through research on the number of times food is chewed and the effects of chewing.

Health-Focused Products

Kewpie Group has strived to popularize a new food culture of eating vegetables in salads, and has grown alongside the expansion of salad menus. Moving forward, we will continue to conduct research and product development to contribute to the food and health of people of all generations, as a food partner for each individual.

Approved by the Ministry of Health, Labour and Welfare Food for Specified Health Uses



Foods with functional claims



Low-calorie and low-sodium foods



Adding Value to Eggs

Since our founding, we have continuously pursued the limitless potential of eggs. Beyond simply using them as an ingredient, we discover the valuable functions hidden within every part of the egg—the yolk, egg white, shell, and eggshell membrane—and use this knowledge to develop innovative products. Through research and development and utilization that maximizes the potential of eggs, we will contribute to our customers' healthy and fulfilling lives. Moving forward, we will continue to create new value for eggs and lead innovation in the food industry.

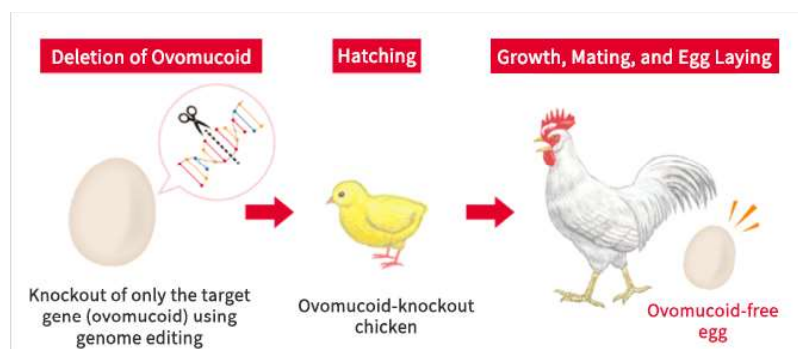
Egg Allergy Research

Research on allergy-reducing eggs

With the desire to eliminate egg allergies, Kewpie has been conducting joint research with Hiroshima University, a national university corporation, since 2013 on allergy-reducing eggs*. Allergy-reducing eggs are produced by targeting the ovomucoid in chicken eggs using genome editing technology to disable its function, and then raising the hatched chickens, mating, and laying eggs.

Since 2022, we have been participating in the national program "Co-creation Platform Formation Support Program (COI-NEXT Full-Scale)," and are further advancing applied research with new partners, including partner companies, in addition to Hiroshima University, with whom we have been working together until now.

We will continue our efforts with the desire to deliver the delicious taste and health benefits of eggs to people with egg allergies by expanding their food choices.



Method for producing chicken eggs that do not contain ovomucoid

* These are eggs from which heat- and digestive enzyme-resistant proteins have been removed, thereby reducing the risk of allergies.

> PRTIMES STORY "Researcher Discussion: The Potential of Allergy-Reducing Eggs and Future Challenges"



> We explored the potential of using allergy-reducing eggs to create confectionery menus that combine deliciousness with low allergen content.

> A study verifying the clinical safety of allergy-reducing eggs has been selected for funding by the Japan Agency for Medical Research and Development (AMED).

> Sagamihara Hospital, Hiroshima University, and Kewpie have reported on the progress of their joint research on allergy-reducing eggs in clinical trials. All 17 cases tested showed "negative allergic reactions."

Egg Allergies can now be Prevented Through Diet.

Food allergies are conditions that cause symptoms such as hives and difficulty breathing, and egg allergies, in particular, are said to be common in infants and young children. Until now, it was believed that it was best to avoid consuming foods that cause allergies, but recent research has shown that "introducing small amounts of eggs early in weaning is more effective in preventing the onset of allergies*." Kewpie Group is collaborating with specialized medical institutions to conduct research that will lead to safer diagnosis, treatment, and prevention of egg allergies by using eggs whose allergenicity has been reduced through heating and other methods. Aiming for a world free of egg allergies, we will continue to provide support from diagnosis to the establishment of treatment and prevention methods.



Egg ingredients whose allergenicity has been reduced through heating or other methods.

* In 2016, the National Center for Child Health and Development published research findings on the prevention of egg allergies. In a study of 121 infants with atopic dermatitis, the effectiveness of the approach was demonstrated. In infants who received sufficient skin treatment and were given small amounts of cooked egg powder from 6 months of age had an egg allergy incidence rate of 8% at 1 year of age (compared to 38% for infants who did not receive the powder). Following these results, in 2017, the Japanese Society for Pediatric Allergy issued "Recommendations on the Prevention of Chicken Egg Allergy," and in 2019, the Ministry of Health, Labour and Welfare revised its guidelines for breastfeeding and weaning support, recommending an earlier introduction of egg yolk.

Research on the Functional Components of Eggs

Choline, a nutrient found in eggs that is important for brain health, is the focus of our research and development efforts. We are collaborating with external experts who study choline, and have registered our research and development platform with the Ministry of Agriculture, Forestry and Fisheries' "Knowledge Accumulation and Utilization" forum, promoting research and development from various perspectives.

While choline is a nutrient with established dietary intake guidelines in many countries around the world, it is still not widely known in Japan. Our research and development platform with external experts aims to standardize choline analysis methods, create a Japanese version of a choline database (a database showing how much choline is contained in various foods), and understand the choline intake of Japanese people.

We are working to raise awareness of the usefulness of choline both domestically and internationally, with the aim of adding higher value to eggs.

Egg-Free Mayonnaise-Type Condiments

Kewpie has launched an egg-free mayonnaise type condiments (food services) for school lunches in consideration of egg allergies. Based on the situation after its launch, we determined that needs for home use were increasing and launched egg-free mayonnaise-type for commercial use in February 2015. We will continue to contribute to dietary life by creating products that society needs.



Tamago Star

We launched our internal certification program, "Tamago Star," in fiscal year 2019.

Our goal is to increase the number of employees throughout the group who can articulate the appeal of eggs, with the aim of becoming a "leading company in eggs."

In addition to obtaining the Three-Star Tamalier certification (Nihon RangyoKyokai Association), certification is also granted upon participation in study sessions designed to accurately convey knowledge about eggs.

1,172 "Tamago Stars" across Japan (as of 2025) will be working to spread the appeal of eggs.



Tamago Star Certification

Egg White Paper

The "Egg White Paper" is a survey report that analyzes perceptions, eating habits, and trends regarding eggs, and has been conducted since 2017. Based on questionnaires about what people find appealing about eggs and their favorite egg dishes, the report aims to educate people about eggs and suggest ways to enjoy egg dishes.

> "Egg White Paper 2025" published



Collaboration and Research Aimed at Extending Healthy Life Expectancy

Frailty Prevention Initiatives

Joint research with the Institute for Gerontology (IOG), University of Tokyo

In collaboration with the University of Tokyo's IOG, we are conducting joint research on the relationship between vegetable and egg intake and dietary habits and physical function in elderly individuals.



The University of Tokyo Institute for Gerontology

Establishment of the Japan Frailty Prevention Industry Association

Kewpie Group aims to create a society where everyone can remain healthy in both mind and body for as long as possible, and is promoting the social implementation of frailty prevention. We have been involved from the outset in the "Frailty Prevention Promotion Conference," a collaboration between industry, government, and academia, and have held numerous discussions aimed at raising awareness. Within this context, in May 2025, we established the "Japan Frailty Prevention Industry Association" with like-minded companies to spread sustainable prevention services nationwide. Based on our nutritional expertise, we will work with retailers and other food companies to promote frailty prevention, creating a future where it becomes an established social infrastructure.



Japan Frailty Prevention Industry Association



Frailty prevention event

[> About frailty prevention](#)

[> Japan Frailty Prevention Industry Association](#)

Supporting Health through both Exercise and Diet.

We are collaborating with Central Sports Co., Ltd., which shares our belief that three elements—nutrition, physical activity, and social participation—are essential for maintaining lifelong health. To help people of all ages, from children to the elderly, live healthy lives, Central Sports promotes the importance of nutrition and exercise through its dietary education events and website.



[> Central Sports Exercise and Food Website](#)

[> The synergistic effect of exercise and diet! Qummy's favorite salad popularity poll project](#)



We are Sharing Information that is Useful for Healthy Dietary Lifestyles through a Joint Project.

We have launched a joint project, "Salad and Egg Recipes and Healthy Kitchen," with ABC Cooking Studio Co., Ltd., who share our desire to contribute to healthy dietary lifestyles. Addressing dietary challenges such as insufficient vegetable intake, protein deficiency, and excessive salt intake, we are disseminating information useful for healthy eating habits related to "salads and eggs" through web content and one-day lessons that leverage the strengths and characteristics of both companies.



> [ABC Cooking Studio Homepage](#) 

Participation in MAFF's "Shokuiku for Adults" Platform

Kewpie Group is participating as a founding company in the "Public-Private Partnership Platform for Shokuiku" established by the Ministry of Agriculture, Forestry and Fisheries in June 2025, and is promoting the "Let's Eat Breakfast Project."

In fiscal year 2025, we will hold seminars at dietary education education exhibitions organized by the Ministry of Agriculture, Forestry and Fisheries, and implement in-house breakfast programs to promote opportunities for breakfast consumption and communicate the importance of breakfast to both internal and external stakeholders.



> **A new challenge to promote "dietary education for adults":**
Participating in a public-private partnership dietary education platform.



Encouraging Eating Habits that Support Health

Lectures on the Theme of Food

Our important role is to convey accurate knowledge about food and the importance and enjoyment of eating.

With the aim of contributing to a healthy and enjoyable eating lifestyle, we dispatch our employees to

lectures on the theme of "food" to provide accurate information about diet and health. There are currently three types of programs. One program, themed "The Charm of Vegetables," includes DVDs showing information about the nutritional value and ideal intake of vegetables, as well as introductions to cooking methods that can be put into practice in daily life. The content is designed to be interesting to all participants. Participants have commented, "I will now plan my meals with the goal of consuming 350g of vegetables per day," and "I learned about the wide range of appealing aspects of vegetables and how to enjoy them at the dinner table," demonstrating that the appeal of vegetables is being conveyed.

[Current lecture program](#)



Events Related to Elderly Care

Kewpie launched Japan's first retail market nursing care food in 1998. Japan is the first country in the world to enter a super-aging society, and the need for nursing care food is increasing more and more. To deepen understanding of nutrition for the elderly and to raise awareness of universal design foods, we hold study sessions for people involved in elderly care and students.

Efforts to Extend Healthy Life Expectancy in China

We continue to conduct health awareness activities throughout China. Furthermore, on March 21st, which is designated as Vegetable Day in China, we collaborated with academic societies and other companies to hold an awareness campaign at our Guangzhou factory promoting increased vegetable consumption and extending healthy life expectancy.

A Challenge in the Wellness Field

Development Utilizing the Group's Unique Materials

In addition to eggs, which are the raw material for mayonnaise, we have also been conducting research for many years on acetic acid bacteria, which produce vinegar. Choline contained in eggs is expected to have an effect on maintaining cognitive function, and acetic acid bacteria have been confirmed to have effects on improving physical condition during hay fever and alcohol consumption, regulating immune balance, and reducing cold symptoms. Based on the results of our long-term research on these and other proprietary ingredients of our group, we will expand our products and services to address four health challenges: metabolic syndrome, frailty, dementia, and immunity.

Furthermore, by utilizing new sales methods such as DtoC and cross-border e-commerce, we will deliver our health-benefiting products to even more customers.

Furthermore, we will venture into fields other than food, such as medical device development and licensing businesses, to contribute to promoting our customers' health and improving their quality of life.

[> Egg yolk choline](#)

[> Acetic acid bacteria](#)

Kewpie Group produces cloudy vinegar using its own unique manufacturing method, and is conducting research to create new value by focusing on the functions of its proprietary ingredient, "Gluconacetobacter hansenii GK-1" which is used as a raw material.

Previous research has confirmed in human clinical trials that Gluconacetobacter hansenii GK-1 reduces nasal discomfort caused by pollen, dust, and house dust. Furthermore, it has been confirmed that Gluconacetobacter hansenii GK-1 increases the amount of secretory IgA in saliva, reducing various symptoms associated with the common cold. These results suggest a correlation between Acetylobacter acetic acid bacteria and their effects on allergic symptoms. We plan to continue further research and collaborate with external parties, including utilizing these bacteria in products and providing them as raw materials.

> Human clinical trials of acetic acid bacteria confirmed an increase in secretory immunoglobulin A antibodies and a reduction in various symptoms seen in the common cold.



Initiatives towards Pre-Disease (Cancer Prevention)

Kewpie began research on preventing cancer through diet in 2013. In 2019, they started a joint study with Yokohama National University and Tokyo Medical University to determine future cancer risk. By measuring a component called microRNA present in the blood, they aim to determine future cancer risk and achieve disease prevention by proposing dietary recommendations that improve microRNA expression levels. The "Technology Development Project for Next-Generation Artificial Intelligence that Evolves with Humans," operated by the New Energy and Industrial Technology Development Organization (NEDO), has concluded (2020-2024), and further research is currently underway toward commercialization.

> Preventing disease before it develops



Commitment to Healthcare

Kewpie 's fine chemicals business provides a variety of materials to fields such as food, cosmetics, and pharmaceuticals, including egg-derived lecithin and lysozyme, and acetic acid bacteria enzymes developed from research into vinegar. Among these, hyaluronic acid, which has been researched for over 30 years, is a core material of the business and is the No. 1 selling product in Japan (according to Fuji Keizai research, 2024).

Kewpie is the only manufacturer in Japan that produces hyaluronic acid using two methods: extraction from chicken crests and microbial fermentation. With its strengths in molecular weight control and modification technologies, the company has provided technical support tailored to customer needs.

Kewpie 's hyaluronic acid is used in a variety of pharmaceuticals, including eye drops and as an ingredient in joint function improving agents. Leveraging the manufacturing and quality control technologies gained through these efforts, we are developing a business that plans and develops medical devices utilizing hyaluronic acid.

The medical device "Endoscopic Submucosal Injection Material," used when removing lesions such as early-stage cancers that remain in the mucosal layer of the digestive tract (stomach, esophagus, large intestine, etc.) using an endoscope, utilizes sodium hyaluronate. Due to the viscosity of hyaluronic acid, it remains in the submucosa, separating the mucosal layer from the muscular layer, and maintaining this state supports improved maneuverability for resection or dissection of the lesion. By providing high-quality medical devices, Kewpie contributes to extending healthy lifespans through early-stage cancer treatment using endoscopy.

We also offer products for use the day before a colonoscopy, for both individuals undergoing colonoscopies and healthcare professionals.

> Dietary Examination 



Kewpie 's first medical device, "K Smart," a submucosal injection material for endoscopy.

Sustainability	
Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	
Contribution to Extending Healthy Life Expectancy	>
Mental and Physical Health Support for Children	>
Universal Design Initiatives (Only in Japan)	>
Social Contribution Activities	>
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
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ESG Data Sheet	>

Mental and Physical Health Support for Children

- Approach to Mental and Physical Health Support for Children
- Dietary Education Activities
- Support for Food Bank Activities
- Support for "Measures Against Child Poverty" through Food
- Bellmark Campaign
- WFP "Red Cup Campaign"

Approach to Mental and Physical Health Support for Children

Food has the power not only to provide nutrition, such as building the body and regulating bodily functions, but also to nurture a healthy mind. Through various activities, we will convey the importance and joy of eating, thereby supporting children's ability to live and think.

Dietary Education Activities

Kewpie Group conducts dietary education that convey "the importance and enjoyment of food" along with "food safety and reliability." Since 1961, they have been conducting "Open Kitchen (factory tours)," and since 2002, they have been conducting "Mayonnaise Classes" as outreach programs to elementary schools nationwide.

In addition, we provide other information related to food. On our website, we have newly added dietary education content such as the "Food & Life Academy," and we also conduct "Media Library activities" in which we distribute DVDs that support the development of a healthy mind and body to schools and consumer affairs centers free of charge.

> Activity details

Dietary Education Activities



Dietary education overseas

Open Kitchen

Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Kewpie believes that "a factory is an extension of a home kitchen." Therefore, we call factory tours for the general public "Open Kitchen." We believe that allowing customers to see how our products are made is the best opportunity to help them understand our products and provide them with peace of mind.

The history of Open Kitchen (factory tours) is long, beginning in 1961. At a time when it was rare for the food industry to open its production sites to the public, it started with a field trip for elementary school students as part of their social studies curriculum. Even today, it continues to welcome many visitors as a place to learn about local industries.

> [Click here for details](#)

Dietary Education Content

Kewpie official website offers a variety of dietary education content on food and nutrition. We will continuously add useful information and enrich the content to enable children to learn proactively and to enjoy learning together.

> [Food & Life Academy](#)

> [Let's enjoy vegetables with the kids!](#) 

> [Supporting everyone's food and health](#) 

The experience of cooking vegetable dishes has a positive impact on a child's psychological development!

Research in the field of developmental psychology has shown that cooking vegetable dishes together as a family is extremely important for a child's mental health and development. Children who have experience cooking vegetable dishes together at least once a month scored significantly higher on all six psychological development items—self-control, assertiveness, cooperativeness, self-esteem, logical and focused attitude, and curiosity—compared to children who only have experience cooking non-vegetable dishes together or who have no experience cooking together at all.

Even though we simply say "vegetables," there are a great many different types, and they vary greatly in color, shape, and aroma.

Furthermore, vegetable dishes are used in a wide variety of cuisines, and they appear very frequently on the dinner table, which is characteristic of a healthy diet. These characteristics suggest that the experience of cooking vegetable dishes together has a positive impact on children's psychological development.

> [Click here for details](#)

Support for Food Bank Activities

In Japan, it is estimated that approximately 4.64 million tons food loss that is still edible is wasted annually (2023 estimate: Ministry of Agriculture, Forestry and Fisheries). Meanwhile, many people do not have enough to eat. Since 2007, Kewpie has been supporting Second Harvest Japan, a certified NPO that conducts food bank activities^{*1}, and now donates products through 10 food banks nationwide and three social welfare councils with which it has partnered. This activity has also spread to other companies within the group.

Furthermore, since 2020, we have been donating products to MOWLS*², an organization established by the National Food Support Activities Cooperation Association, through Kewpie Mirai Tamago Foundation .

- *1 Food bank activities: Activities that involve collecting substandard products and other items that are generated during the manufacturing process of food companies and providing them free of charge to welfare facilities such as children's homes and people in need.
- *2 MOWLS: A system operated by the National Food Support Activities Cooperation Association that supports the environment in which everyone, from children to the elderly, can get meals at "safe spaces" such as children's cafeterias throughout Japan.

Support for "Measures Against Child Poverty" through Food

In recent years, while lifestyles and eating habits have diversified rapidly, social issues surrounding food have become increasingly serious, including a decline in knowledge and interest in food, particularly among younger generations, a weakening of communication through food, and child poverty. Based on its founding principle of "contributing to society through food," Kewpie established the "Kewpie Mirai Tamago Foundation*" in April 2017. By broadly supporting the activities of organizations that share our vision, we aim to contribute to society in ways that a single company alone could not. Together with our unique dietary education, we aim to realize a healthy and sustainable society with a long-term perspective.

* Kewpie Mirai Tamago Foundation transitioned to a public interest incorporated foundation on April 1, 2019.



Kewpie Mirai Tamago Foundation

Our grant activities primarily involve donations to organizations that create safe spaces for children through food, such as children's cafeterias, and that focus on dietary education. We also hold seminars to introduce successful case studies and foster networking among organizations, with the aim of establishing children's cafeterias and similar activities.

Number of organizations receiving grants from 2017 to 2025: 1,078 organizations

Number of seminars held from 2017 to 2025: 17 times

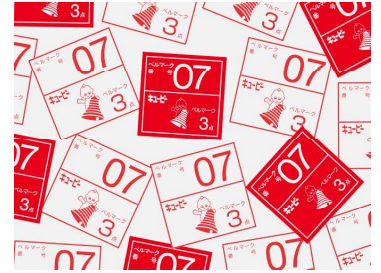


> [Kewpie Mirai Tamago Foundation](#) 

Bellmark Campaign

The Bellmark movement began with the desire to "provide all children with equal opportunities to receive an education in a rich and enriching environment."

Kewpie Group shares this sentiment and, since the Bellmark movement began in 1960, has sponsored the Bellmark Educational Support Foundation, a public interest incorporated foundation, and cooperated in educational support activities for schools and other organizations participating in the movement.



Bellmarks and Kewpie Products

Bellmarks can be found on Kewpie mayonnaise and salad dressing.



Bellmarks and Kewpie Products

[Bellmark Educational Support Foundation](#)

WFP "Red Cup Campaign"

The Red Cup Campaign is an initiative to provide school meals to children suffering from hunger around the world.

Kewpie Baby Food's "Happy Recipes for Microwave Cooking" participates in the "Red Cup Campaign" of the World Food Programme (WFP), a United Nations food assistance agency, and donates a portion of its sales.



[Red Cup Campaign](#)



Double Cap

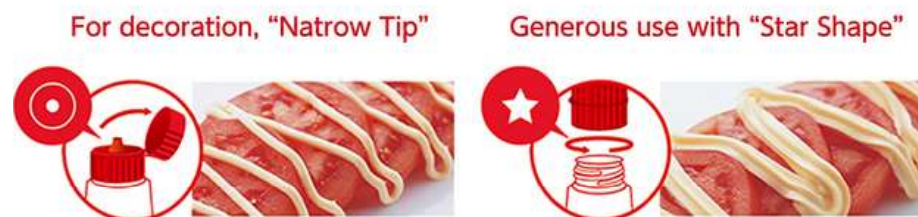
Policies	>	
Initiatives and Affiliations	>	
History of Our Social and Environmental Activities	>	
Sustainability Activities of Group Companies	>	

Narrow Nozzle or Star-Shaped Double Cap

Did you know that KEWPIE MAYONNAISE lids have a double cap with a narrow opening and a star-shaped opening? When you open the top lid, you'll find the narrow opening, and when you twist off the cap, the star-shaped opening is revealed. Use the narrow opening for finishing touches on your dishes, and the star-shaped opening when you want to put on a generous amount. Take advantage of this double cap that expands the fun of cooking!



Furthermore, the cap incorporates universal design principles in many ways, such as being easy to twist without hurting your hand and being durable.



Lightweight and Easy-to-Hold Container

A plastic bottle designed to be lighter and easier to use.

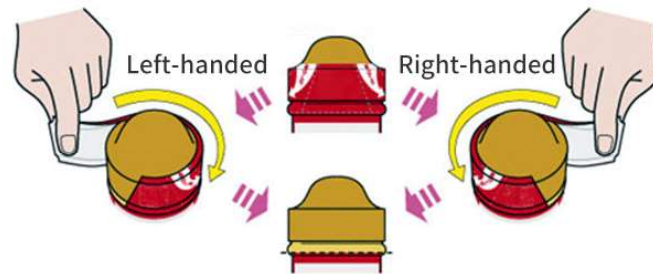
Kewpie dressings use original containers that are "lightweight," "easy to open," "easy to hold," "easy to pour," "easy to separate," and "environmentally friendly."



Cap Seal

Easy-open shrink wrap that can be opened from either the left or right.

The shrink wrap (film) on the cap of the dressing bottle can be opened in a single motion, regardless of whether you are right-handed or left-handed. Furthermore, perforations have been added from top to bottom to the shrink wrap, making it easier to peel off for recycling.



Polyhedron Design

By making the top of the bottle a polyhedron, we achieved an easy grip and easy opening.



PAKITTE

"PAKITTE," a portion dispenser that can be quickly dispensed with one hand.

"PAKITTE" is a container that can be easily opened with one hand, and unlike conventional bags and cups, it allows you to completely squeeze out the contents without getting your hands dirty. Invented in the United States in 1983, Dispen Pak Japan Co., Inc., a group company of Kewpie, successfully developed the technology and commercialized the product in 1987, ahead of the rest of the world. The lineup has been expanded to include various designs for different eating occasions, such as innovative dispensing spouts. Currently, it is widely used in the ready ready-made foods and restaurants industries, as well as in homes and school lunches.



Easy-to-Understand Features

Note on the Date of Opening

A "Opening Date Memo" to record the date the bottle was opened.



Braille Display

We've added Braille to the words "Aohata Corporation," "Jam," and "Dore" to make it easier for more customers to identify the product.



Large Letters

The text is larger, making it easy to read and understand at a glance.



Universal Design Food

With the desire to provide delicious meals that are easy for everyone to eat, Kewpie has developed a variety of products. We support the realization of a rich food lifestyle that allows people to enjoy food for a lifetime.

"Yasashii Kondate" is a universally designed food created with ease of eating in mind. It offers four levels of softness to choose from, tailored to the chewing and swallowing abilities of the eater, as well as as thickening agents.



About Universal Design Foods

Universal Design Food (UDF) is a type of food designed for ease of consumption, suitable for a wide range of uses, from everyday meals to meals for the elderly and those requiring special care. Established in 2002, the Japan Care Food Conference (with 97 member companies as of March 2026) categorizes UDF into four levels of softness (based on chewing and swallowing ability) and thickening agents, making it easier for consumers to understand. Products in each category use the Universal Design Food logo.



About universal design food

Classification	Easy to chew	Can be crushed with the gums	Can be crushed with the tongue	No need to chew.
Guideline for chewing force	Hard or large foods are somewhat difficult to eat.	Hard or large foods are difficult to eat.	If it's finely chopped and soft, it's edible.	Even small pieces of solid food can be difficult to eat.
Guide to swallowing ability	It can be swallowed normally.	Some foods can be difficult to swallow.	Sometimes it's difficult to swallow water or tea.	Difficulty swallowing water or tea
Guide to firmness (Example of rice preparation)	rice ~Soft rice 	Soft rice ~All porridge 	Full porridge 	Paste porridge 
Guide to firmness (Examples of egg preparations)	Thick omelet 	Rolled omelet 	Scrambled eggs 	Soft steamed egg custard (without ingredients) 

> [Japan Care Food Conference Homepage](#) 

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	
↳ Contribution to Extending Healthy Life Expectancy	>
↳ Mental and Physical Health Support for Children	>
↳ Universal Design Initiatives (Only in Japan)	>
↳ Social Contribution Activities	>
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>

Social Contribution Activities

Our Approach to Social Contribution Activities	▼	QPeace donation-matching scheme	▼
Collaboration with the Local Community	▼	Other Initiatives for Better Society	▼

Our Approach to Social Contribution Activities

As a company involved in food, which is indispensable to people's lives, Kewpie Group aims to contribute to the realization of healthy and fulfilling lives.

To that end, we are engaged in social contribution activities aimed at better coexistence with local communities, based on the pillars of "being able to continue for a long time," "being useful to many people," and "being rooted in the community." In particular, we are carrying out various activities that contribute to the development of the region through collaboration with local governments and local NGOs and NPOs.

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 selected by a volunteer selection committee based on employee recommendations. In fiscal year 2024, 26 group companies participated, making donations to 10 social and environmental organizations focusing on the themes of "children," "environment," and "food." This program aims to encourage employees to take an interest in social issues.



How the QPeace Scheme Works

Policies

Initiatives and Affiliations

History of Our Social and Environmental Activities

Sustainability Activities of Group Companies

- Employees recommend organizations they wish to support. A project team of employees and the secretariat review the recommended organizations and make a decision.
- Employees who wish to donate can have 100 yen deducted from their salary each month, which will be accumulated in QPeace.
- The company will provide support equal to the amount of the employees' savings.
- Donations to various social and environmental organizations


[QPeace Supporting Organizations in 2026 \(439KB\)](#)

Collaboration with the Local Community

Kewpie Group will work in collaboration with various local governments to address local community issues and revitalize local areas.

Comprehensive Partnership Agreements

When signed	Partnering municipalities	Objectives and major initiatives
March 2026	Okayama City, Okayama Prefecture	Promoting increased vegetable intake and better health among Okayama citizens
December 2024	Osaka Prefecture	Promotion of health and well-being for residents of Osaka Prefecture
September 2023	Nishio City, Aichi Prefecture	Promoting health improvement and regional revitalization through initiatives such as local production and consumption.
April 2023	Tsuchiura City, Ibaraki Prefecture	Tsuchiura City Lotus Root Salad Project Promotion
March 2021	Fuchu City, Tokyo	Regional agreement on collaboration toward achieving net-zero carbon dioxide emissions by 2050
February 2019	Yamagata Prefecture	Promoting regional revitalization with the aim of revitalizing the region and improving the quality of life for citizens.
March 2018	Hiroshima City, Hiroshima Prefecture	Promoting regional revitalization with the aim of revitalizing the region and improving the quality of life for citizens.

December 2016	Shibuya Ward, Tokyo	Promoting new initiatives with the aim of solving problems in the local community.
March 2015	Kobe City, Hyogo Prefecture	Agreement on the Use of the Facility as an Emergency Shelter from Tsunamis

Examples of Salad-First Initiatives in Collaboration with Local Governments

Based on the "with vegetables" concept, which encourages people to naturally consume vegetables, Kewpie Group proposes salads in various forms in collaboration with local communities, incorporating local production and consumption, eco-friendly recipes, and health-related suggestions.

Asahikawa City, Hokkaido



An initiative to create salads using sweet potatoes from Asahikawa.

> Promotional project for sweet potatoes from Asahikawa

Shinagawa Ward, Tokyo



Shinagawa Bowl's efforts to create a happy and diverse district

> Shinagawa Bowl's initiatives

Shizuoka Prefecture



To expand fish menu options and address insufficient vegetable intake
"Yasakana" Project

> "Yasakana" Project

Osaka Prefecture



Initiatives for health-conscious salads

> Initiatives aimed at promoting the health of prefectural residents

Hiroshima Prefecture

Munakata City, Fukuoka Prefecture



Hiroshima Salad made with Komatsuna (Japanese mustard spinach) from Hiroshima Prefecture

> [The "Hiroshima Salad" initiative](#)



An initiative to create eco-friendly salads using unused parts of vegetables.

> [Eco Salad Recipe Contest](#)

Clean-up Activities

Each of our business locations conducts voluntary cleanup activities around its premises as part of its environmental beautification efforts. We also participate in regular cleanups of nearby rivers and shopping streets. These initiatives are also featured on the "Kewpie Group Official Blog."

> [Kewpie Group Official Blog](#)



Aohata Corporation Adopt-a-Product Program

Aohata Corporation has a comprehensive partnership agreement with Hiroshima Prefecture, and one of the areas they work on together is "environmental measures and recycling." One example of this is their participation in the Adopt-a-Road program * for prefectural roads. In 2013, they were certified as an Adopt-a-Road program certified organization by Hiroshima Prefecture and have continued their activities ever since.

Aohata Corporation conducts cleaning activities four times a year on the road in front of JR Tadami Station, where the company headquarters is located (Higashihiroshima Hongō Tadami Prefectural Road), and a sign that reads "Aohata Corporation" is installed on that road.

Each time, there isn't a huge amount of trash, but it usually consists of empty cans, plastic bags, and cigarette butts. In addition to picking up trash, I also remove weeds growing on the sidewalk.

Through these activities, you can feel a connection



with the community, such as receiving greetings and thanks from local residents.

We will continue our Adopt-a-Space activities to ensure that not only our employees but also the local community can enjoy a pleasant environment.

* "Adopt" comes from the English word meaning "to adopt something," and refers to an activity where a designated public area is treated as an adopted child, and citizens lovingly care for it (by cleaning, mowing the grass, etc.) as if it were their own child.



Community Contribution Activities Overseas

KEWPIE (THAILAND) CO., LTD. conducts contribution activities aligned with four themes: "community healthcare," "education," "sustainability," and "local communities."

Key initiatives

- Donations to projects supporting hospitals
- Expanding support activities such as university projects and scholarships.

Furthermore, some of these activities have been recognized and have received the following external evaluations.

CSR AWARD 2025

The Ministry of Social Development and Human Security of Thailand (MSDHS) recognized its contributions to social welfare and building a sustainable society, and it was recognized as an outstanding CSR organization.

LESS (Low Emission Support Scheme) Certification

We were awarded a certificate of recognition for our contribution to reducing and absorbing greenhouse gases through our continuous tree-planting activities.

Other Initiatives for Better Society

Cultural Contribution

Through artistic and cultural activities such as singing and dancing, we support healthy and joyful lives for all generations.

Mother's Chorus

Kewpie sponsors the "JCA Mothers' Chorus Festival (organized by the Japan Choral Association [JCA] and the Asahi Shimbun Company)" and the "Okinawa Mothers' Chorus Festival (organized by the Okinawa Mothers' Chorus Association and the Ryukyu Shimpo Co., Ltd.)."

These festivals are designed to give mothers, who are usually busy with housework and work, the opportunity to fully experience the joy of choral singing.

We support mothers who are supporting the smiles and health of their families.

JCA Mothers' Chorus Festival

Every year, branch competitions are held throughout Japan, becoming large-scale events with approximately 700 participating groups. Around 60 groups are selected from these to compete in the national festival held in major cities across the country, where they showcase the results of their daily practice. For housewives who enjoy choral singing, it's an indispensable opportunity to perform.



[Official website](#)

History of the Mothers' Chorus Festival

JCA Mothers' Chorus History of the Mothers' Chorus Festival began in 1978 as the "JCA Mothers' Chorus Festival," co-sponsored by the JCA and the Asahi Shimbun, based on the belief of then-chairman of the JCA, Mr. Kan Ishii, that "it is necessary for mothers to learn about the arts in order to create healthy families."

The first tournament saw participation from 232 organizations and approximately 10,000 people nationwide, and the national tournament was held successfully at Toranomon Hall (Tokyo) with 25 participating organizations. Since then, the number of participating organizations has steadily increased, and it has become a large-scale event with approximately 700 organizations participating in the regional branch tournaments held every year from March to July.

Past Events

Year of event (Number of times)	Venue	venue	History
2025 (48th)	Yamagata Prefecture	Yamagin Prefectural Hall	—
2024 (47th)	Hokkaido	Sapporo Concert Hall Kitara	—

2023 (46th)	Hyogo Prefecture	Acrier Himeji	—
2022 (45th)	Tokyo	Showa Women's University Hitomi Memorial Hall	—
2021 (44th)	Shizuoka Prefecture	Act City Hamamatsu Grand Hall	Canceled to prevent the spread of COVID-19. Online event "Mother's Chorus Online Festival 2021" held.
2020 (43rd)	Miyazaki Prefecture	Medikit Prefectural Cultural Center	Canceled to prevent the spread of COVID-19. An online "Virtual Mothers' Chorus" will be held.
2019 (42nd)	Ishikawa Prefecture	Kanazawa Opera House	—
2018 (41st)	Ehime Prefecture	Himegin Hall	—
2017 (40th)	Okayama Prefecture	Okayama Symphony Hall	—
2016 (39th)	Aomori Prefecture	Link Station Hall Aomori	—
2015 (38th)	Hokkaido	Sapporo Concert Hall Kitara	—
2014 (37th)	Niigata Prefecture	Ryutopia Niigata City Performing Arts Center	—
2013 (36th)	Osaka Prefecture	Festival Hall	—
2012 (35th)	Tokyo	Bunkyo Civic Hall Main Hall	To commemorate the 35th anniversary, the national tournament was held over three days.
2011 (34th)	Fukuoka Prefecture	Acros Fukuoka	—
2010 (33rd)	Nagano Prefecture	Nagano Prefectural Citizens' Cultural Center Hokuto Cultural Hall	—
2009 (32nd)	Ehime Prefecture	Himegin Hall	—
2008 (31st)	Fukushima Prefecture	Koriyama Civic Cultural Center Main Hall	—

2007 (30th)	Tottori Prefecture	Tottori Prefectural Citizens' Cultural Center, Rika Hall	—
2006 (29th)	Hokkaido	Sapporo Concert Hall Kitara	—
2005 (28th)	Nagasaki Prefecture	Nagasaki Brick Hall Main Hall	—
2004 (27th)	Kanagawa Prefecture	Yokosuka Arts Theatre	—
2003 (26th)	Shiga Prefecture	Shiga Prefectural Arts Theater Biwako Hall	—
2002 (25th)	Tokyo	Tokyo Bunka Kaikan Main Hall	To commemorate the 25th anniversary, a national tournament was held over three days with the subtitle "Resonate, Moms in Tokyo!".
2001 (24th)	Toyama Prefecture	Toyama City Arts and Culture Hall Overd Hall	—
2000 (23rd)	Kagawa Prefecture	Kagawa Prefectural Citizens' Hall Grand Hall	—
1999 (22nd)	Iwate Prefecture	Iwate Prefectural Hall	—
1998 (21st)	Okayama Prefecture	Kurashiki Civic Hall	As part of the federation's 50th anniversary celebrations, a "Chorus Jamboree" was held at Kurashiki Tivoli Park on the evening of the first day of the national convention.
1997 (20th)	Hokkaido	Sapporo Concert Hall Kitara	—
1996 (19th)	Kumamoto Prefecture	Kumamoto Prefectural Theater Concert Hall	—
1995 (18th)	Gunma Prefecture	Gunma Music Center	—
1994 (17th)	Kyoto Prefecture	Kyoto Kaikan, Hall 1	—
1993 (16th)	Ishikawa Prefecture	Kanazawa City Tourist Information Center	From this year onward, the national tournament was held over two days.
1992 (15th)	Tokyo	Tokyo Metropolitan Theatre Main Hall	—

1991 (14th)	Ehime Prefecture	Ehime Prefectural Citizens' Cultural Hall Main Hall	—
1990 (13th)	Fukushima Prefecture	Koriyama Civic Cultural Center Main Hall	—
1989 (12th)	Hiroshima Prefecture	Hiroshima Kosei Nenkin Kaikan Hall	—
1988 (11th)	Hokkaido	Hokkaido Welfare Pension Hall	—
1987 (10th)	Fukuoka Prefecture	Fukuoka Sunpalace Main Hall	The first Boys and Girls Choir Festival was held concurrently. "Mother's Cantata," billed as another mothers' chorus competition, was also launched.
1986 (9th)	Kanagawa Prefecture	Kanagawa Prefectural Hall	A large gathering of boys' and girls' choirs was held the day before. From this year onward, the host city rotated throughout the country.
1985 (8th)	Osaka Prefecture	Festival Hall	—
1984 (7th)	Tokyo	Yūpōto Simple Insurance Hall	—
1983 (6th)	Aichi prefecture	Nagoya Civic Hall Main Hall	For the first time, the national tournament was held outside of Tokyo and the Kansai region.
1982 (5th)	Hyogo Prefecture	Kobe Cultural Hall Main Hall	—
1981 (4th)	Tokyo	Fumonkan	—
1980 (3rd session)	Kyoto Prefecture	Kyoto Kaikan, Hall 1	The name was changed to "All Japan Mothers' Chorus Competition".
1979 (2nd session)	Tokyo	Tokyo Bunka Kaikan Main Hall	—
1978 (1st session)	Tokyo	Toranomon Hall	We held the "All Japan Mothers' Chorus" event, marking a significant first step towards establishing it as a continuing event.

Okinawa Mothers' Chorus Festival started in 1979 with the core principle of "singing for fun." Initially, it was a small event on the scale of a recital, where groups would perform on stage, then go backstage to the audience to listen to the next group's performance. Over time, it expanded to various cities and towns, growing into a wonderful cultural activity that brings together people who love to sing. Now, the level of the choruses has risen, many Okinawan songs are sung, and it contributes to the popularization of Okinawan music.



History of the Okinawa Mothers' Chorus Festival

Based on the idea that "if there are mothers' volleyball teams, there should also be mothers' choruses," the Okinawa Mothers' Chorus Association's first chairman, the late Mr. Asataro Nakazato, former advisor Mr. Yokichi Hatoma, former chairperson Ms. Yuki Nijima, and Ms. Tamiko Shibata, a resident of Hyogo Prefecture, held a "Friendship Concert" by five groups at the Naha Central Community Center on February 14, 1979. This became the foundation of today's "Okinawa Mothers' Chorus Festival." On March 1, 1980, the "1st Naha Mothers' Chorus Festival" was held at the Ryukyu Shimpō Hall, with Mr. Kan Ishii, then chairman of the JCA, as an invited guest, marking a significant first step towards continuing the event. Subsequently, the scope of participating groups expanded from "Naha" to "the entire prefecture," and now, as a way to give back to member groups, choral workshops and instructor training courses are held regularly, striving to strengthen organizational cohesion and improve performance skills.

Past Events

Year of event (Number of times)	venue	History
2025 (45th)	Ryukyu Shimpō Hall	—
2024 (44th)	Ryukyu Shimpō Hall	—
2023 (43rd)	Ryukyu Shimpō Hall	—
2022 (42nd)	Ryukyu Shimpō Hall	This event is being held for the first time in three years. It will also be streamed online simultaneously.
2021	Ryukyu Shimpō Hall	The event has been postponed to prevent the spread of COVID-19.
2020 (41st)	Ryukyu Shimpō Hall	Canceled to prevent the spread of COVID-19.
2019 (40th)	Ryukyu Shimpō Hall	—

2018 (39th)	Tomigusuku City Central Community Center	—
2017 (38th)	Tomigusuku City Central Community Center	—
2016 (37th)	Urasoe City Tedako Hall	—
2015 (36th)	Urasoe City Tedako Hall	—
2014 (35th)	Miyakojima City Matida Civic Theater	The name was changed to "Okinawa Mothers' Chorus Festival".
2013 (34th)	Naha Civic Hall Main Hall	—
2012 (33rd)	Urasoe City Tedako Hall	—
2011 (32nd)	Urasoe City Tedako Hall	—
2010 (31st)	Naha Civic Hall Main Hall	—
2009 (30th)	Urasoe City Tedako Hall	—
2008 (29th)	Naha Civic Hall Main Hall	—
2007 (28th)	Naha Civic Hall Main Hall	—
2006 (27th)	Okinawa Convention Center Theater Building	—
2005 (26th)	Naha Civic Hall Main Hall	—
2004 (25th)	Okinawa Civic Hall Main Hall	—
2003 (24th)	Nago Civic Hall Main Hall	—
2002 (23rd)	Naha Civic Hall Main Hall	—
2001 (22nd)	Naha Civic Hall Main Hall	This is the first time the event will be held outside of Okinawa Island.

2000 (21st)	Okinawa Convention Center Theater Building	—
1999 (20th)	Naha Civic Hall Main Hall	—
1998 (19th)	Naha Civic Hall Main Hall	—
1997 (18th)	Naha Civic Hall Main Hall	—
1996 (17th)	Okinawa Convention Center Theater Building	—
1995 (16th)	Okinawa Convention Center Theater Building	—
1994 (15th)	Okinawa Convention Center Theater Building	Created the league song and league flag.
1993 (14th)	Okinawa Convention Center Theater Building	—
1992 (13th)	Naha Civic Hall Main Hall	—
1991 (12th)	Okinawa Civic Hall Main Hall	—
1990 (11th)	Naha Civic Hall Main Hall	—
1989 (10th)	Naha Civic Hall Main Hall	We will begin awarding prizes to groups that have participated 10 times.
1988 (9th)	Naha Civic Hall Main Hall	—
1987 (8th)	Naha Civic Hall Main Hall	—
1986 (7th)	Naha Civic Hall Main Hall	—
1985 (6th)	Naha Civic Hall Main Hall	The name has been changed to "All Okinawa Mothers' Chorus Recital".
1984 (5th)	Labor Welfare Hall, Main Hall	—
1983 (4th)	Labor Welfare Hall, Main Hall	—

1982 (3rd session)	Labor Welfare Hall, Main Hall	The name has been changed to "Naha Mothers' Chorus Recital".
1981 (2nd session)	Ryukyu Shimpō Hall	—
1980 (1st session)	Ryukyu Shimpō Hall	The "1st Naha Mama's Chorus Festival" was held, marking a significant step towards establishing it as a continuing event.

All Japan Elementary and Junior High School Dance Competition

Kewpie is a sponsor of the "All Japan Elementary and Junior High School Dance Competition (organized by the Asahi Shimbun Company)." Rhythmic dance is incorporated into school education and club activities in elementary and junior high schools, and is highly anticipated in the educational field as a tool for improving basic physical fitness, as well as fostering a sense of rhythm, self-expression, creativity, and even communication skills. Kewpie will continue to support the healthy growth of children who work hard at dancing together with their friends, through food that is a source of energy.



Provided by The Asahi Shimbun Company

The History of the All Japan Elementary and Junior High School Dance Competition

This competition was founded in 1913 with the desire to "create a special stage for elementary and junior high school students to perform rhythm dances they have practiced with their friends in school classes and club activities," and to "nurture healthy bodies, rich expressiveness, and a spirit of working hard together with friends through dance." The 13th tournament, held in 2025, saw a record-breaking 367 teams and approximately 4,800 participants. Of these, 50 teams, comprising about 700 elementary and junior high school students, who achieved particularly outstanding results in the regional tournaments, advanced to the national tournament, where they showcased the results of their training.



Provided by The Asahi Shimbun Company

[Official website](#)



Year of event (Number of times)	venue	History
2025 (13th)	Yoyogi National Stadium Second Gymnasium	—
2024 (12th)	Yoyogi National Stadium Second Gymnasium	—
2023 (11th)	Yoyogi National Stadium Second Gymnasium	—
2022 (10th)	Yoyogi National Stadium Second Gymnasium	The regional tournament will be held for the first time in three years.
2021 (9th)	Yoyogi National Stadium Second Gymnasium	Due to the spread of COVID-19, the regional competitions were canceled. The national competition and an online presentation will be held in November.
2020 (8th)	—	Due to the spread of COVID-19, all competitions were canceled. An online performance event, "All Japan Elementary and Junior High School Students DANCE LIVE 2020," was held instead.
2019 (7th)	Komazawa Olympic Park General Sports Ground Gymnasium	—
2018 (6th)	Komazawa Olympic Park General Sports Ground Gymnasium	—
2017 (5th)	Kawasaki City Todoroki Arena	—
2016 (4th)	Kawasaki City Todoroki Arena	Tokai Tournament and Kyushu Tournament established.
2015 (3rd session)	Yoyogi National Stadium Second Gymnasium	—
2014 (2nd session)	Yoyogi National Stadium Second Gymnasium	West Japan Tournament and East Japan Tournament established
2013 (1st session)	Shibuya Public Hall	Tournament Establishment

As part of its educational support activities, Aohata Corporation conducts lectures and presentations at high schools and universities, and also accepts students for internships (work experience learning) to deepen their understanding of the importance and challenges of work.

Furthermore, based on a donation from Aohata Corporation, the "Aohata Scholarship Fund" was established in 2001 in Takehara City, Hiroshima Prefecture, where the company's headquarters are located. This fund is a grant-based scholarship program, and since 2002, it has provided scholarships to two new university students every year.

Eco-Cap Campaign

Since 2015, Kewpie Ai Co., Ltd. has been collecting plastic bottle caps from various Kewpie Group business locations in Tokyo and donating them as eco-caps to NPOs to support vaccination programs in developing countries.



Recovery Results for Fiscal Year 2025

weight	Quantity	Donations received	Number of people vaccinated
457.41kg	196,683 pieces	4,569 yen	228.45 people

School Uniform Reuse Activities

Since 2020, we have been participating in the school uniform reuse activities of "Sakuraya School Uniform Reuse Shop" to help families and children who are unable to purchase school uniforms and school supplies for various reasons.

Kewpie Group temporarily set up collection boxes at Sengawa Kewport and the Shibuya office to collect uniforms.



Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	—
Promotion of Sustainable Procurement	>
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>

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

This section outlines our basic policy for sustainable procurement and our collaborative efforts with our business partners.

Sustainability Activities
of Group Companies >

Sustainability	>
Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	—
Promotion of Sustainable Procurement >	
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>

Promotion of Sustainable Procurement

Our Approach to Sustainable Procurement	▼
The Fundamental Policy for Sustainable Procurement	▼
Kewpie Group Supplier Guidelines	▼
Sustainable Procurement of Eggs	▼
Sustainable Procurement of Vegetables	▼
Sustainable Palm Oil Procurement	▼
Sustainable Paper Procurement	▼
Sustainable Fruit Sourcing	▼
Approach and Activities Regarding Animal Welfare	▼

Our Approach to Sustainable Procurement

We have a strong commitment to raw materials, believing that "Good products begin with good ingredients" However, nowadays, we must consider not only quality but also the impact on the environment and human rights. We believe that working on this together with our business partners will lead to increased sustainability and the procurement of high-quality raw materials.

> [Correspondence to the Appropriate Price Pass-Through](#)

 [Declaration of Partnership Building](#) 

The Fundamental Policy for Sustainable Procurement

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 ensure sustainable access to safe, high quality raw materials, management will also take into account ecological impacts and animal welfare.
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.

Kewpie Group Supplier Guidelines

In order to realize the "Kewpie Group the fundamental policy for sustainable procurement", we have established the "Kewpie Group Supplier Guidelines" as our request to our valued suppliers (meaning all suppliers including our business partners) who are the suppliers of the Kewpie Group. With these guidelines, we aim to achieve co-existence and co-prosperity with sustainable procurement and our suppliers by solving various issues in the supply chain based on mutual understanding.



[Kewpie Group Supplier Guidelines \(271KB\)](#)

Sustainable Procurement of Eggs

Fundamental Approach

Eggs are one of the key ingredients for our various products including mayonnaise and processed egg products in Kewpie Group. We recognize that quality and influence on environment of eggs, concern on human rights and animal welfare for laying hens are critical challenges.

We, Kewpie Group are making efforts to build cooperation with domestic egg producers by hearing their opinions and conveying our customers' feedbacks to lead mutual growth and development. Besides, we keep trying to enhance the value of eggs in our value chain including our customers through our products and service, continuously making progress the initiatives for lowering environmental loads on eggs.

Furthermore, we actively join the communications and initiatives with government committees, academic experts and advisers as well as supply chain partners including egg producers to increase the sustainability of egg-related industries.

Activities

Exchanging the quality specification agreement with our shell egg suppliers as well as visiting their facility in organized way to share our fundamental policy, we are working on the improvements together. Additionally, by maximizing the excellent nutritional balance of eggs and enhancing the functions to construct various foods as well as "Contribution for Food and Health" and "Studies Against the Egg Allergy", we are working on the initiatives to solve social agendas regarding foods.

> [Research and Studies of Eggs](#)

> [Bringing smiles to children through research addressing egg allergies!](#)

We also working on sustainability lowering global environment load by effectively utilizing eggs without waste. For children, we provide dietary educations to deliver the excellence of eggs.

> [Effective use of eggs](#)

Sustainable Procurement of Vegetables

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 Kewpie Group and the continued growth and development of the producers.

Activities

Circular Agriculture Development

At Salad Club, Inc., we have an initiative to utilize unused parts of vegetables, such as outer leaves and cores, generated at our seven directly managed factories when manufacturing packaged salads, by having them used as raw materials for compost or animal feed by contract farmers and other partners.

For contract farmers, this offers the advantage of access to inexpensive domestically produced compost, and the use of organic compost also minimizes the environmental impact. By using compost made from unused parts of vegetables to cultivate vegetables and manufacture products, a circular process is established that avoids wasting resources, leading to "zero vegetable waste."



Scenes of compost spreading at contract farms

Salad Club, Inc. 's Awards Ceremony for Producers

The vegetables used by Salad Club, Inc. are sourced through "contract transactions" with approximately 400 contracted production areas nationwide, based on a relationship where we can see the faces of the producers. "Contract transactions" not only allow for a stable supply of raw materials at a fixed price, but also offer producers the advantage of being able to make strategic investments based on a stable income. As part of our efforts to procure safety and reliability raw materials, factory members and raw material suppliers regularly visit farms. We also actively engage with local farmers by encouraging them to participate in factory tours, assist with harvesting, participate in factory training, and hold barbecues.

Every April, we recognize our contracted producers



as "Grower of Salad Club." to express our gratitude to them. We evaluate the quality of key ingredients and award "Grand Prize," "Excellence Award," and "Special Award" to our contracted producers. On the other hand, we are also working with producers to build a circular agriculture system. We are expanding our connections by using unused vegetable parts generated during the production of packaged salads as feed and compost raw materials in our factory, and then having the compost used in agricultural areas.

Sustainable Palm Oil Procurement

Palm oil is a vegetable oil obtained from oil palms grown in tropical regions, but it has been noted that there are issues with the large-scale logging of tropical forests to develop these farms and the human rights of farm workers.

In order to avoid using raw materials with such problems and to contribute to solving these issues, the Kewpie Group joined the RSPO (Roundtable for Sustainable Palm Oil) in July 2018 based on the Kewpie Group's Basic Policy for sustainable procurement formulated in January 2018, and we will continue our Group's sustainable palm oil sourcing efforts.

Activities

In 2019, Kewpie Group began purchasing certification credits for palm oil procured by the RSPO using the Book and Claims method ^{*1}. By 2022, Kewpie Group had completed the transition to the Book and Claims method for all raw materials that are 100% palm oil. In addition, the company obtained certification for accepting palm oil using the Mass Balance method ^{*2}.

^{*1} Book and claim system

RSPO issues certification credits (securities) for certified oils produced by producers certified by RSPO. This system supports certified palm oil producers by allowing them to purchase certification credits.

^{*2} Mass balance system

This certification model involves certified palm oil being mixed with other uncertified palm oils during the manufacturing and distribution process.

While it may physically contain uncertified oil, the amount of certified palm oil supplied from certified plantations is guaranteed.

[> ESG Data Sheet](#)

Sustainable Paper Procurement

In December 2023, Kewpie established Kewpie Group Paper Procurement Guidelines, setting standards and targets.

We are committed to sourcing paper and paper products from businesses that do not contribute to new deforestation during the raw material procurement process, adhere to the laws and regulations of the timber production areas and international human rights standards, and produce the materials through appropriate procedures.

Therefore, we aim to procure paper and paper products that are primarily forest certified paper (such as FSC® certified *), and paper products that we have confirmed are made from raw materials that do not contribute to new deforestation or human rights abuses by our suppliers.

* An international forest certification system that recognizes responsibly managed forests and forest products that are appropriately sourced to ensure the continued use of limited forest resources for future generations.

 [Kewpie Group Paper Procurement Guidelines \(217KB\)](#)

[> Sustainability Targets](#)

[> Conservation of Biodiversity](#)

Activities

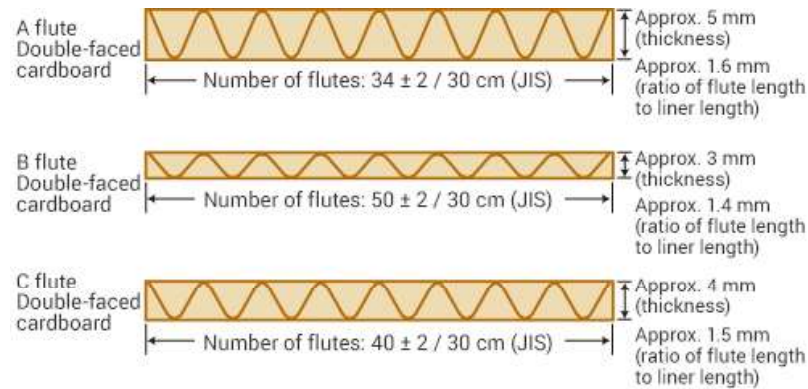
Sourcing and using sustainable paper, such as FSC® certified paper.

Kewpie Group promotes the procurement and use of sustainable paper, including FSC® certified paper produced from forests managed with consideration for the environment and society.

By fiscal year 2025, we will achieve a 100% sustainable paper procurement rate for all containers, packaging materials, printed booklets, promotional materials, and office supplies across our domestic group. Going forward, we will continue to use materials that consider the conservation of forest resources and contribute to the realization of a sustainable society.

Ingenious Cardboard Construction

By improving the corrugated cardboard structure and making it thinner while maintaining strength, we are working to reduce the amount of paper used.



Innovations in Pallet Stacking Methods

We have changed the pallet stacking method used for our main mayonnaise product during transportation. By adopting a stacking method that takes advantage of the properties of cardboard, we have reduced the amount of material used and achieved a reduction in environmental impact by reducing the amount of recycled paper material.



Resource Conservation Efforts in Packaging

At Aohata Corporation, we have adopted "shelf-ready packaging" for our 55 Jam UD150 series and Calorie Half series, resulting in an annual reduction of approximately 50 tons of cartons. In addition, in 2022, we changed the carton liner* used for Verde Toast Spread series, achieving weight reduction of the cartons and a reduction in CO₂ emissions during carton manufacturing while maintaining the same strength as before.

Annual usage for fiscal year 2025	240,000 sheets
Weight reduction	4,300kg/year
CO ₂ reduction during carton manufacturing	2,800kg/year

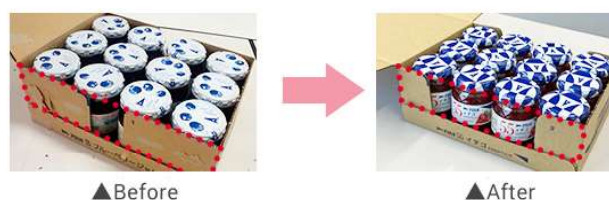
* Liners are the corrugated cardboard base paper used on the front and back surfaces of corrugated cardboard

Innovations in Carton Shape

"AOHATA 55" (small size) carton*

We modified the flap dimensions of the carton to promote resource conservation.

* Started in 2015



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



Sustainable Fruit Sourcing

At Aohata Corporation, guided by the strong belief that "Good products begin with good ingredients" principle passed down since our founding, we are committed to sustainable raw material procurement in collaboration with farmers and frozen primary processing suppliers around the world. As the environment surrounding fruits becomes increasingly challenging due to the effects of climate change, we aim for sustainable procurement by consistently conducting research on cultivation techniques, from breeding and seedling cultivation to cultivation techniques, within our group, with a focus on strawberries, our main raw material.

<China: Strawberry breeding and seedling cultivation> Developing and selling proprietary varieties.



Seedlings before shipment



<Japan: Research on Strawberry Cultivation Techniques> At Aohata Corporation Fruit Research Institute (Miyoshi City, Hiroshima Prefecture), a large number of strawberry varieties are being cultivated and research on cultivation techniques is being conducted.



Aohata Corporation Fruit Research Institute



Aohata Corporation Fruit Research Institute: Strawberry Cultivation Process

Approach and Activities Regarding Animal Welfare

Fundamental Approach

As a company, the Kewpie Group recognizes the welfare of laying hens as a critical factor in the sustainable production and procurement of eggs.

We support the Five Freedoms* of animal welfare outlined by the World Organisation for Animal Health (WOAH) and believes that raising laying hens in alignment with these principles is crucial. As eggs are a cornerstone of our business, we believe it is our responsibility to respect the dignity and well-being of laying hens throughout their lives.

*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
- Freedom to express normal patterns of behaviors

Activities

Japan Domestic

- We have confirmed that eggs we procure are from hens that are raised in accordance with “Animal Welfare Guidelines for Laying Hens”^{**1}. We are also proceeding verification of compliance with the “Technical Guidelines for Management of Laying Hens”^{**2}, established by MAFF.
- We recognize necessities of production expansion of cage-free ^{**3}eggs, supporting domestic shell egg producers and making efforts to promote, as well as working on developing and expanding market.
- With government and poultry supply chain partners, as well as academic experts, specialists, NGO/NPO related parties, we cooperate and discuss about how sustainable ways of husbandry and management of laying hens are supposed to be.

Overseas

- We procure eggs from hens raised in accordance with regulations and social environment in each country or area.
- As for cage-free eggs, we procure eggs from hens raised in accordance with regulations in each country or area. Furthermore, we provide products to respond customer’s needs and requests in each business territory.

Livestock Products except Eggs

- We steadily proceed to confirm the way of husbandry concerned for animal welfare referring “Technical Guidelines for the Husbandry and Management” for each livestock species established by MAFF.

Action Goal

Global Products

- We raise percentage of cage-free egg application for our globally produced and sold KEWPIE MAYONNAISE from 3% at the end of 2023 to 10% at the end of 2027.

Japan Domestic

- We procure cage-free eggs equivalent to 20% of eggs used for domestically produced and sold KEWPIE MAYONNAISE by 2030.

The United States and Europe

- In the United States, we set the goal to switch all eggs procured and used to be cage-free eggs by 2025, which had been achieved in 2022.
- In Europe, we set the goal to switch eggs for the production of Kewpie brand products to cage-free eggs by 2025, which had been achieved in 2025.

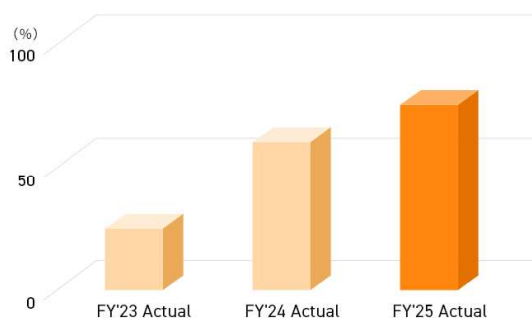
> Actions taken for our procurement of eggs in U.S. 

> Actions taken for our procurement of eggs in Europe 

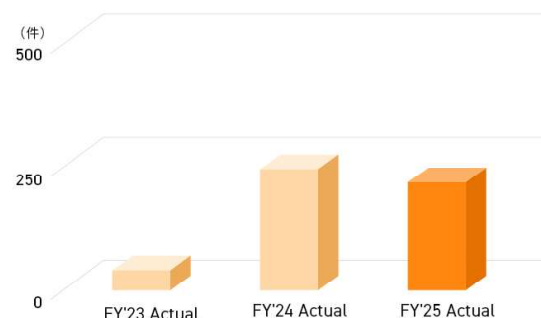
We are also struggling to expand procurement of cage-free eggs in Asian countries however, we will proceed consideration through exchanging information and ideas with suppliers and relevant parties, as it is still difficult to secure in the area.

Our Efforts and Actions Taken in 2025

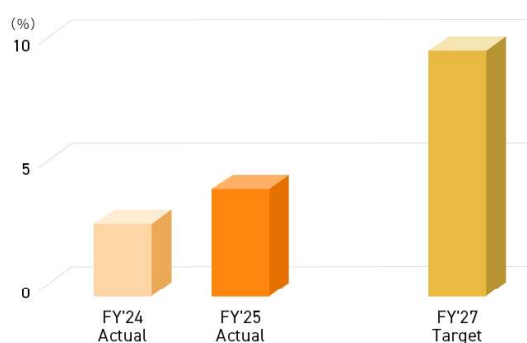
Cumulative on site audit rate for domestic layer farms based on procurement volumes



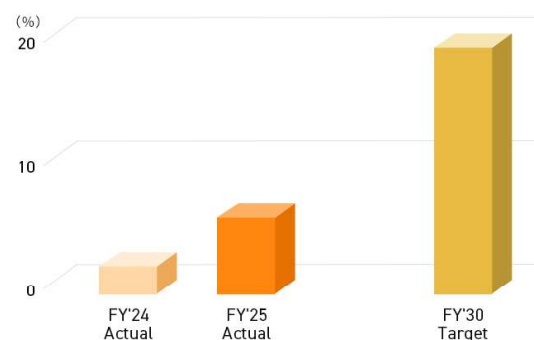
Number of presentation and proposal of cage-free egg products to customers (Single year comparison)



Application rate of cage-free eggs for globally produced and sold KEWPIE Mayonnaise



Domestically procuring cage-free egg volumes shown in equivalence to percentage of egg used for domestically produced and sold KEWPIE MAYONNEAISE. Target to reach 20% in 2030.



On site layer farm inspection

We continue hearing survey based on compliant survey slip for “Guidelines for husbandry and management” to all of domestic shell egg suppliers whom our group procure from.

We concur and are positively participating in “The Association's Views and Policy on Animal Welfare for Laying Hens” established by Japan Association of Mayonnaise & Dressings which we affiliate with.

> The Association's Views and Policy on Animal Welfare for Laying Hens (Japan Association of Mayonnaise & Dressings)



We, Kewpie Group, positively proceed continuous actions, transparent information disclosure and alignment with supply chains to drive of animal welfare.

(Revised in January 2026)

- *1 The 5th Edition (March 2020) of the Animal Welfare Guidelines for Laying Hens, published by the Japan Livestock Technology Association (Public Interest Incorporated Association).
- *2 The Technical Guidelines for Management of Laying Hens (No. 1066, Livestock Division, July 26, 2023), established by the Ministry of Agriculture, Forestry and Fisheries (MAFF).
- *3 Breeding style of cage-free farm
In "1.(2) General principles of farm animal management corresponding to the concept of animal welfare" of "Promotion of farm animal management based on the international standards for animal welfare in the Terrestrial Animal Health Code of the World Organization for Animal Health" (Notification from MAFF Director-General of Livestock 5 Livestock No. 1062, July 26, 2023,) livestock keepers should understand the "Five Freedoms" which are the principles of animal welfare, and continuous efforts through proper husbandry management such as daily observation and recording, careful handling, and provision of high-quality feed and water. It is said that it is necessary for all concerned parties to fully recognize that this is a matter of making improvements and that it cannot be achieved by simply installing specific facilities and equipment, and to promote this.

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
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	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>

Respect for Human Rights

To practice "RAKU-GYOU-KAI-ETSU," we respect the human rights of all those involved with Kewpie Group. To transform into a company capable of sustainable growth, we will promote the mobility of group personnel in line with new business frameworks, expand learning opportunities, and foster career awareness, thereby improving the experience and skills of each individual and creating a system where diverse talents can thrive. Furthermore, by leveraging each individual's perspective and expertise, we will enhance our ability to respond to changes in the social environment and risks, and work to strengthen the overall capabilities of Kewpie Group so that employees can work healthily and with a sense of purpose.



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 community, we respect human rights and will never engage in discrimination or harassment.



➤ Initiatives for Empowering a Diverse Range of Talent

We value enabling diverse individuals to thrive with a sense of purpose and pride, and we are undertaking initiatives such as promoting diversity.



➤ Health-based Management and Occupational Health and Safety

We are promoting various initiatives to ensure the health and safety of every individual working at Kewpie Group.

Policies >

Initiatives
and Affiliations >

History of Our Social
and Environmental
Activities >

Sustainability Activities
of Group Companies >

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
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	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>

Initiatives for Respect for Human Rights

Policy for Respect for Human Rights	▼	Human Rights Management System	▼
Implementation of the Human Rights due Diligence Process	▼	Initiatives for Employees	▼
Commitment to Suppliers	▼	Addressing Customer Harassment	▼

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 \(155KB\)](#)

Established in 2021, revised in 2025

Human Rights Management System

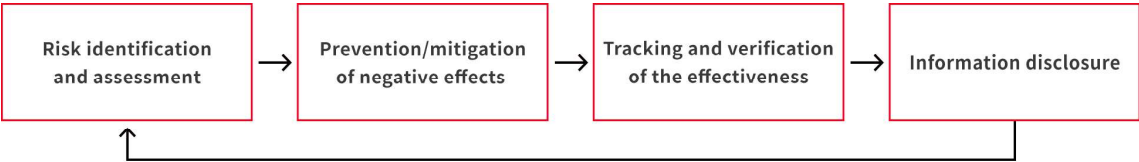
To address the wide range of human rights risks across Kewpie Group's value chain, we have designated "respect for human rights" as a key sustainability material issues and are working to achieve it. The identified human rights risks are addressed by the Sustainability Committee, and in cooperation with relevant committees and departments, we plan and implement countermeasures.

Furthermore, our internal control system includes a "Helpline," a reporting and consultation service for detecting and correcting violations. If a violation occurs, we will consult with the relevant department and implement measures to prevent recurrence.

Implementation of the Human Rights due Diligence Process

Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

As an implementation process to address the wide range of human rights risks related to Kewpie Group's value chain, we are working in accordance with the framework of human rights due diligence.



Of the identified human rights risks, we have decided to focus on those affecting group employees and suppliers, and to work towards correcting each of them.

In the 2023 project to assess critical human rights risks, the following risks were identified as particularly important by external experts based on information obtained through international human rights standards and hearings. We plan to continue monitoring the situation and updating the assessment based on these results.

Kewpie Group's Key Human Rights Risks Requiring Special Attention and Responses to Prevent and Mitigate Them

ImportantHuman rights risks	Targets				Kewpie GroupResponse in the group
	Company employee	Primary supplier	Raw materials producer	Customer·consumer	
Occupational Safety and Health	●	●			> Initiatives for Occupational Health and Safety
Forced labor	●	●	●		> Initiatives for Respect for Human Rights
Child labor	●	●	●		> Initiatives for Respect for Human Rights
Harassment	●	●			> Initiatives for Respect for Human Rights
Long working hours and overwork	●				- Thorough daily time management - Raising awareness and issuing alerts
Product defects and health/safety violation				●	> Commitment to Product Quality

Initiatives for Employees

Given that we have a diverse workforce, we strive to create a workplace where every employee respects human rights and is free from discrimination and harassment. Every two years, we conduct an "Employee

Awareness Survey" for all employees to understand their understanding and awareness of compliance, assess their job satisfaction, and confirm their views on corporate social responsibility. We provide feedback on the survey results to our employees, identify any human rights violations and challenges in promoting and enforcing compliance, and reflect these findings in employee awareness activities and training.

Helpline operation

- In FY2025, there were 38 reports and consultations made to the helpline.
- The majority of the reports and consultations concerned harassment, but there were also some related to inadequate responses in the workplace.
There were no instances of fraud related to accounting or quality control.
- Our response will involve investigating the facts, taking disciplinary action if a violation has occurred, and implementing preventative measures in consultation with the relevant department. If no violation is found, but inappropriate behavior or conduct is deemed to have occurred, we will take corrective measures such as warnings and guidance to improve the workplace environment.
- From the perspective of protecting whistleblowers, we prohibit investigation, prosecution, and retaliation against whistleblowers. After a certain period, we conduct follow-up checks with whistleblowers to confirm that no harm has occurred and to ensure appropriate operation.

[> ESG Data Sheet](#)

Commitment to Suppliers

Kewpie Group has a strong commitment to raw materials, believing that "Good products begin with good ingredients" However, we now recognize the need to consider not only quality but also the environment and human rights throughout the supply chain, and we are working on this together with their business partners.

Under the "Kewpie Group the fundamental policy for sustainable procurement," we have formulated the "Kewpie Group Supplier Guidelines" as a guideline for our business partners. Going forward, we will strive to reduce human rights risks in the supply chain through surveys of our suppliers and continued communication.

[> Promotion of Sustainable Procurement](#)

 [Kewpie Group Supplier Guidelines \(271KB\)](#)

Addressing Customer Harassment

Kewpie Group aims to contribute to the food and health of people around the world through "great taste, empathy, and uniqueness," and strives to be the most trusted company by our customers and other stakeholders.

On the other hand, some customers make unreasonable demands or engage in behavior that goes

beyond what is considered socially acceptable, infringing on employees' human rights and negatively impacting the workplace environment.

To respect the human rights of our customers and employees and to live up to the trust of our customers, we have established a "Basic Policy on Customer Harassment."



[Basic Policy on Customer Harassment \(334KB\)](#)

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
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	>
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ESG Data Sheet	>

Initiatives for Empowering a Diverse Range of Talent

Commitment to Diversity, Equity & Inclusion

Initiatives for Human Resource Development

Initiatives for Flexible Work Arrangements

Commitment to Diversity, Equity & Inclusion

Kewpie Group's Approach to Diversity, Equity & Inclusion

At Kewpie Group, we position diversity, equity, and inclusion (DE&I) as one of our key strategies for human capital management. We aim to achieve sustainable growth and social contribution by leveraging the diverse values and abilities of all our employees. Based on this policy, we value dialogue among employees and are working to create opportunities for them to understand and experience DE&I, to create environments that allow diverse employees to thrive, and to develop career and learning systems that enable them to feel a sense of growth. In order to maximize the value of human capital, we respect the individuality and desire for growth of each and every employee in the Group and are working to foster a corporate culture that allows them to maximize their abilities.

Fostering a Corporate Culture that Creates New Value

We will promote DE&I so that the diverse perspectives, abilities, and skills of each employee will create new value and lead to the growth of the entire group. We will strive to create a corporate culture that is psychologically safe and encourages employees to take on challenges in pursuit of their goals.

Initiatives for Empowering a Diverse Range of Talent

To diversify individual skills and experiences, we facilitate personnel exchanges within the group. We also actively recruit experienced professionals to bring in fresh perspectives from outside the company.

Conducting a Survey

Every year, we conduct a diversity engagement survey to assess employee attitudes. The survey results are fed back to each company and organization and used to promote employee success and foster a better organizational culture.

Implementation of Seminars and Study Sessions

We are accelerating the promotion of diversity through seminars and study sessions that group employees can participate in.

In fiscal year 2025, we conducted the Universal Manners Certification Level 3 course in Shibuya,

Policies	>	Sengawa, and online, allowing a total of 225 employees to learn the mindset and actions necessary to interact with diverse people.
Initiatives and Affiliations	>	Diverse Talent Participates in Important Decision-Making Processes.
History of Our Social and Environmental Activities	>	We are implementing "KEEP20," an initiative to stimulate discussion by ensuring that over 20% of the members participating in important meetings are diverse (in terms of age, gender, skills, and career), eliciting opinions from different perspectives than before. This provides traditional participants with new insights and diverse participants with learning opportunities to access management information and business decisions.
Sustainability Activities of Group Companies	>	

To Enable Each and Every Employee of the Group to Unleash their Potential

Towards the advancement of female employees

In fiscal year 2025, the percentage of female managers was 19.9% for Kewpie alone and 20.5% for the entire group (including overseas). We aim for the percentage of female managers to reach 30% for both Kewpie alone and the entire group by fiscal year 2030. Women make up about half of Kewpie Group's workforce, and the active participation of women will become increasingly important in the future. We will promote the use of a generalist employment system that does not require relocation, and the conversion of regional employees to generalist positions, while also focusing on creating an environment where motivated and capable female employees are properly evaluated and can thrive.

Key indicators for human resource success	FY2025 results	FY2030 Target
Ratio of female managers (Kewpie only)	19.9%	30%

> [ESG Data Sheet](#)

Approach to Employing People with Disabilities

At Kewpie Group, we value the abilities and individuality of each person, regardless of whether they have a disability or not, and aim to create an environment where they can experience the joy and fulfillment of working.

Based on this philosophy, we do not apply group-wide policies to the employment of people with disabilities. Instead, Kewpie Corporation, including Kewpie Ai Co., Ltd. (a special subsidiary), employs people in their respective regions, thereby contributing to the creation of diverse employment opportunities in local communities.

Trends in the employment Rate of People with Disabilities (as of June 1, 2025)

2021	2022	2023	2024	2025
3.72%	3.78%	3.66%	3.74%	3.47%

> [ESG Data Sheet](#)

Initiatives within Each Group Company

Kewpie Ai Co., Ltd. (a special subsidiary company) handles a wide range of tasks, including in-house logistics, cleaning, and the creation and distribution of promotional materials. The employment rate for people with disabilities is 3.06% (Kewpie Ai Co., Ltd.: as of June 1, 2025).

Furthermore, we are actively involved not only in supporting the employment and retention of people with disabilities, but also in contributing to the local community and society. Specifically, we accept interns seeking employment for people with disabilities, dispatch instructors to teach universal design classes at elementary schools, and conduct exchanges and company tours with special needs classes.

Each company within the group actively employs people with disabilities, primarily in its factories, and the group-wide employment rate for people with disabilities is 3.47%.

[> ESG Data Sheet](#)

Initiatives for Human Resource Development

Approach to of Human Resource Development

Kewpie Group has adopted a human resources policy that outlines its approach to talent development: "We will engage with each individual's way of life and make their pursuit of self-realization the driving force for their growth."

To support each individual in taking center stage, respecting each other's lifestyles, and striving for self-realization through their work, we are expanding various career support systems, specialized training, and self-development programs, as outlined below.

1. Self-Career Dock
2. Career Self-Declaration Scheme and In-House Recruiting System
3. Expanding autonomous learning (skills training, self-development support)

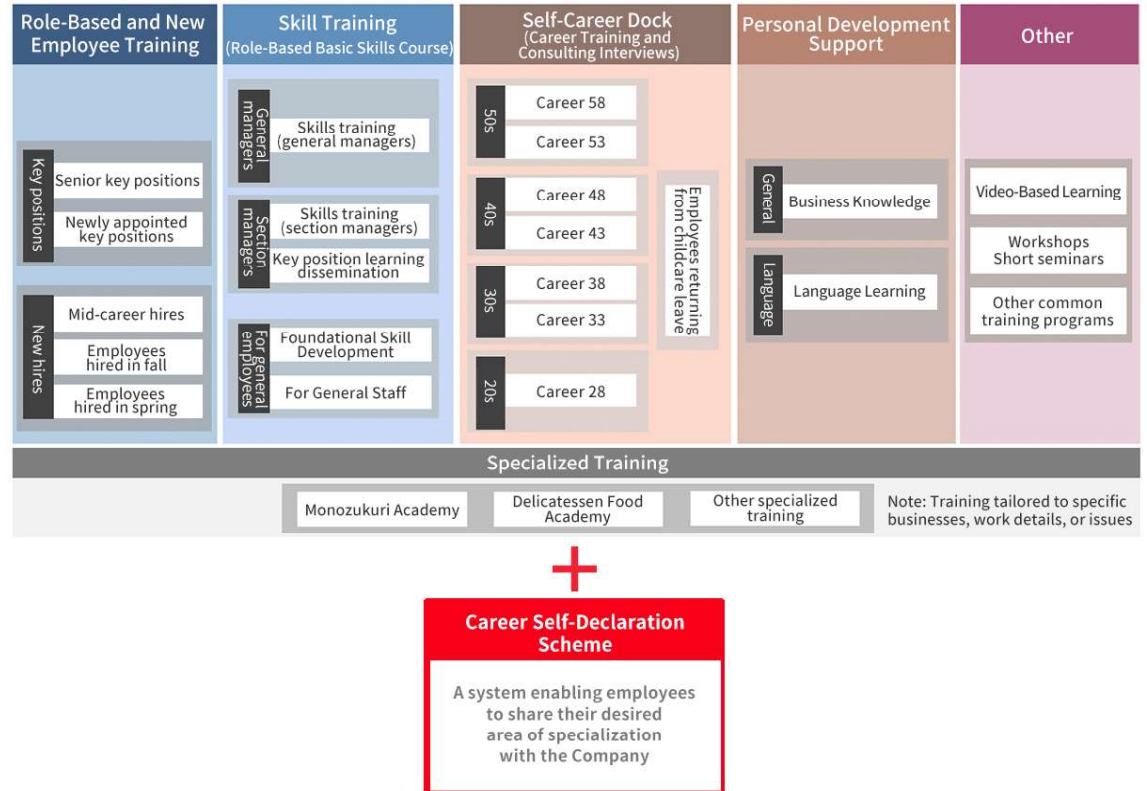
To further deepen career dialogue between superiors and subordinates and support the growth of each employee, we introduced the "Self-Career Dock" program in fiscal year 2024. We have established a system where all employees are required to take this course at least once every five years, which is considered a significant milestone in their careers.

This initiative combines "career training" with "career consulting interviews" conducted by external professionals holding national qualifications. It provides employees with an opportunity to deeply consider the career path they should aim for, and is raising awareness throughout the company that employees should proactively shape their own future.

Furthermore, we have established systems to steadily bring to life the "ideal future" envisioned by our employees. Through our "Career Self-Declaration System," employees can directly communicate their aspirations and career goals to the company, enabling them to forge their own career paths.

Furthermore, we have significantly expanded opportunities for "autonomous learning" to realize these career paths. In addition to "skills training" that allows employees to systematically learn the skills necessary according to their roles, we continue to expand our "self-development support" content to encourage individual self-realization. As a result of regularly improving the usability of these learning platforms, the amount of time spent learning per employee has increased significantly.

Moving forward, we will continue to strive to create an organization where diverse talent can perform at their best, maintain high levels of engagement, and continue to grow, in line with our talent policy.



Kewpie Group's Training System Diagram

Reward System

Kewpie Group has established various award systems, including the President's Award, with the aim of supporting employees in actively taking on challenges and learning, and encouraging them to make suggestions for the future of the company.

President's Award

This system recognizes achievements and social contributions made through the group's technology and the ingenuity of each individual. The aim is to create a Kewpie Group culture through the President's Award.

Invention Award

We recognize employees who have acquired patents that have made a significant contribution to the company or that contribute to society.

Paper Award

This involves employees offering suggestions for the company's future based on their observations of societal changes and the challenges they face on a daily basis.

This program, which has a long tradition of over 50 years, also aims at self-improvement through the writing of academic papers.

Qualification Reward System

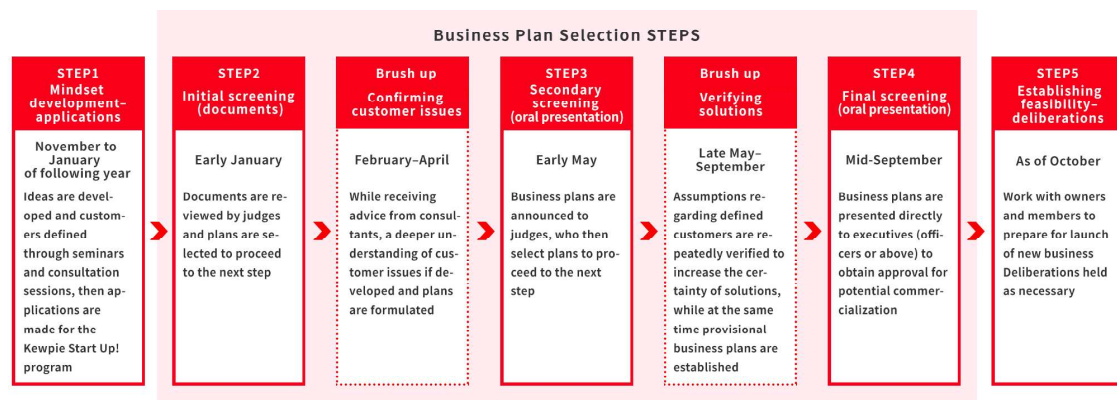
As part of fostering a culture of proactive learning and supporting each individual's career, we have established a qualification reward system. By supporting employees' learning and communicating the qualifications that the company particularly emphasizes and recommends, we aim for mutual growth between employees and the company.

Initiatives for New Challenges

Kewpie Group actively pursues new challenges by promoting research and development across a wide range of products, from mayonnaise and dressings to eggs and vegetables, and by establishing systems to foster innovation. We will create new value through group collaboration, leveraging external resources, and meet the expectations of our stakeholders.

Kewpie Startup Program

To realize the ideas of each employee and create new businesses, we have established an internal application system called the "Kewpie Startup Program." Participants in the program can build a network with mentors across departments, leading to skill development and career advancement.



Ideas Originating from the "Kewpie Startup Program"

Business Model	Actions
Supplements containing acetic acid bacteria enzymes	This is the first product to be submitted under the business model application system. It's a supplement containing enzymes derived from acetic acid bacteria (alcohol-degrading enzymes and aldehyde-degrading enzymes), achieved through the world's first mass production using Kewpie Group's unique brewing technology. * Product name: YOITOKI One
A functional food containing Gluconacetobacter hansenii GK-1	A supplement containing Gluconacetobacter hansenii GK-1 and GABA. Gluconacetobacter hansenii GK-1 have been reported to have two functions: "reducing nasal discomfort caused by pollen, dust, and house dust" and "maintaining immune function." This is the first supplement in Japan to be approved as a functional food with these two functions. * Product name: Diare Plus
GABA Potato Salad	"Body-Conscious Menu" is the first series of delicatessen foods in delicatessen foods industry to be labeled as functional foods. This salad contains GABA, which has been reported to have the function of lowering blood pressure in people with elevated blood pressure, and is labeled "For people with elevated blood pressure," making it a salad for people who are concerned about high blood pressure, as well as health-conscious individuals.



Products born from the "Kewpie Startup Program"



Fukaya Terrace Vegetable Friends' Farm: Harvesting Experience

Initiatives for Flexible Work Arrangements

Work Style Approach

At Kewpie Group, we actively support individual growth and success by providing flexible work arrangements that allow employees to continue working in accordance with their various life stages and circumstances, and to utilize their abilities in the most optimal way.

Initiatives Regarding Flexible Working Arrangements

We offer a flexible work environment that allows employees to pursue productivity while flexibly choosing their work style according to their individual roles and job characteristics, without being bound by time or location. This includes a flextime system with no core hours, telecommuting, and the use of satellite offices.

We offer flexible working hours to employees working reduced hours, creating an environment that makes it easier to balance work and childcare.

Initiatives to Support Childbirth and Childcare

We regularly send company information to employees on childcare leave through our childcare support website. Furthermore, before their return to work, employees have meetings with their supervisors to discuss their work style and career development upon their return, and to convey the supervisors' expectations for their success.

We support supervisors by providing them with online content to learn about various company policies regarding employees returning from childcare, as well as essential management knowledge such as unconscious bias, so that they can effectively support employees returning to work.

Furthermore, we are promoting the use of childcare leave among male employees by individually informing male employees and their supervisors about taking childcare leave when a child is born, and the rate of male employees taking childcare leave in fiscal year 2025 reached 102.4%.

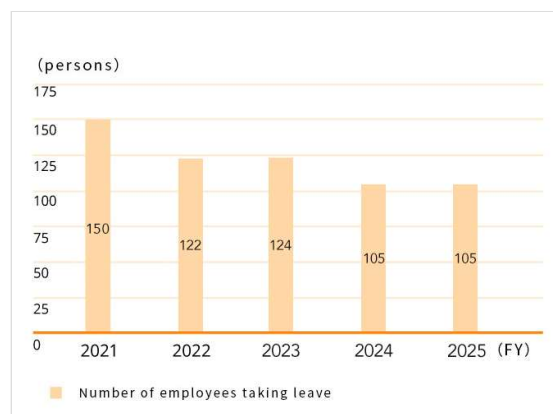


Parental leave guide

Parental Leave Utilization Status

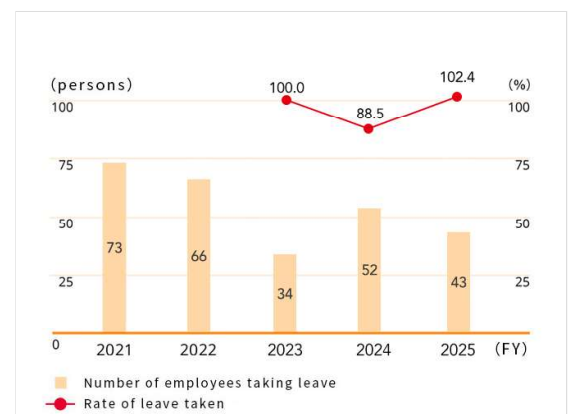
Female Employees

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



Male Employee

- 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](#)

Care Support Initiatives

We are committed to creating an environment that makes it easier to balance work and caregiving, even when time constraints are imposed. We support flexible working arrangements tailored to individual circumstances by utilizing caregiving leave and vacation systems, reduced working hours, flexible

working hours without core hours, and telecommuting.

Furthermore, in 2025, we distributed a "Caregiving Handbook" and "Work-Life Balance Seminar Videos" to all employees, and established an internal consultation service. We are creating an environment where employees can continue working with peace of mind.

> [ESG Data Sheet](#)

Sustainability	
Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
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	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>

Health-based Management and Occupational Health and Safety

- Initiatives for Health-Based Management 
- Initiatives for Occupational Health and Safety 

Initiatives for Health-Based Management

Kewpie Group Health Declaration

At Kewpie Group, we value "great taste, empathy, and uniqueness," and in order to continue being a company that supports the healthy lives of people around the world through food, we have been supporting the extension of healthy life expectancy and the physical and mental health of children through various food-related initiatives, mainly focusing on salads and eggs.

The driving force behind our continued contribution to the food and health of people around the world is the strength of each and every employee.

Each and every one of our employees, with their high aspirations, is a valuable asset to the company, and we believe that your continued health and vitality in your work will lead to the further growth and development of Kewpie Group.

Moving forward, we will continue to promote "health management" throughout the entire group, and provide ongoing support to our employees and their families so that they can lead rich and fulfilling lives both at work and in their personal lives, by seriously addressing the importance of health through food.

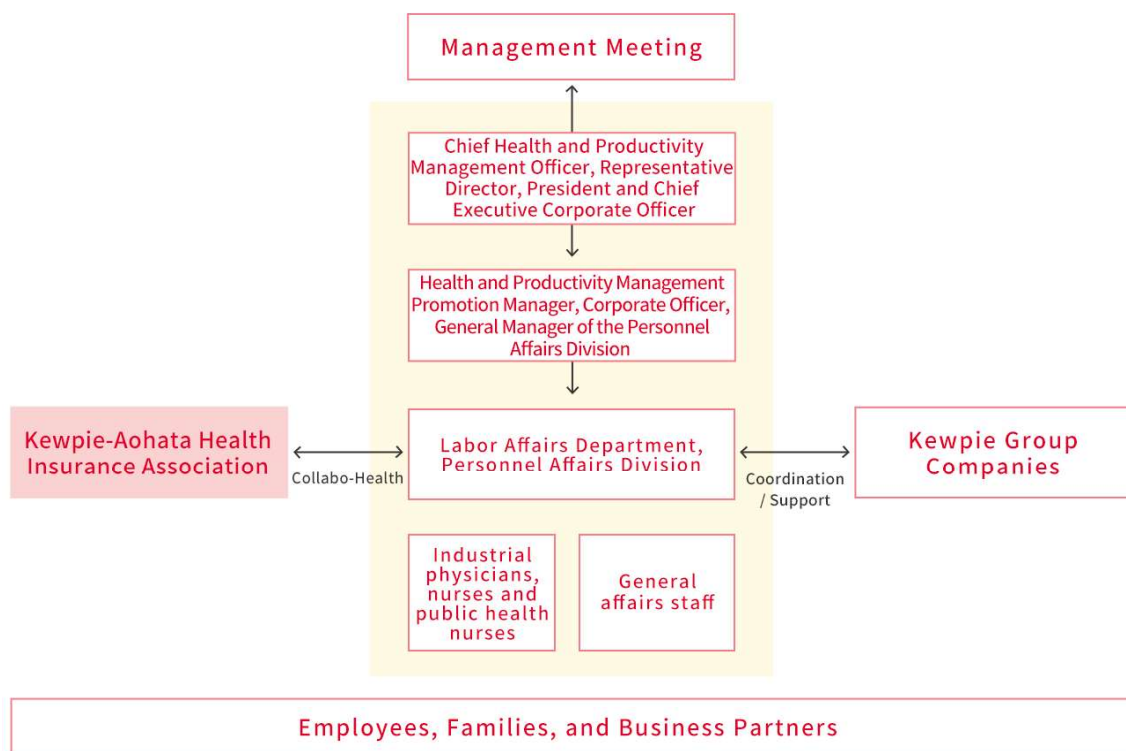
Mitsuru Takamiya
 Chief Health Management Promotion Officer Representative
 Director President and Chief Executive Corporate Officer

> External Recognition

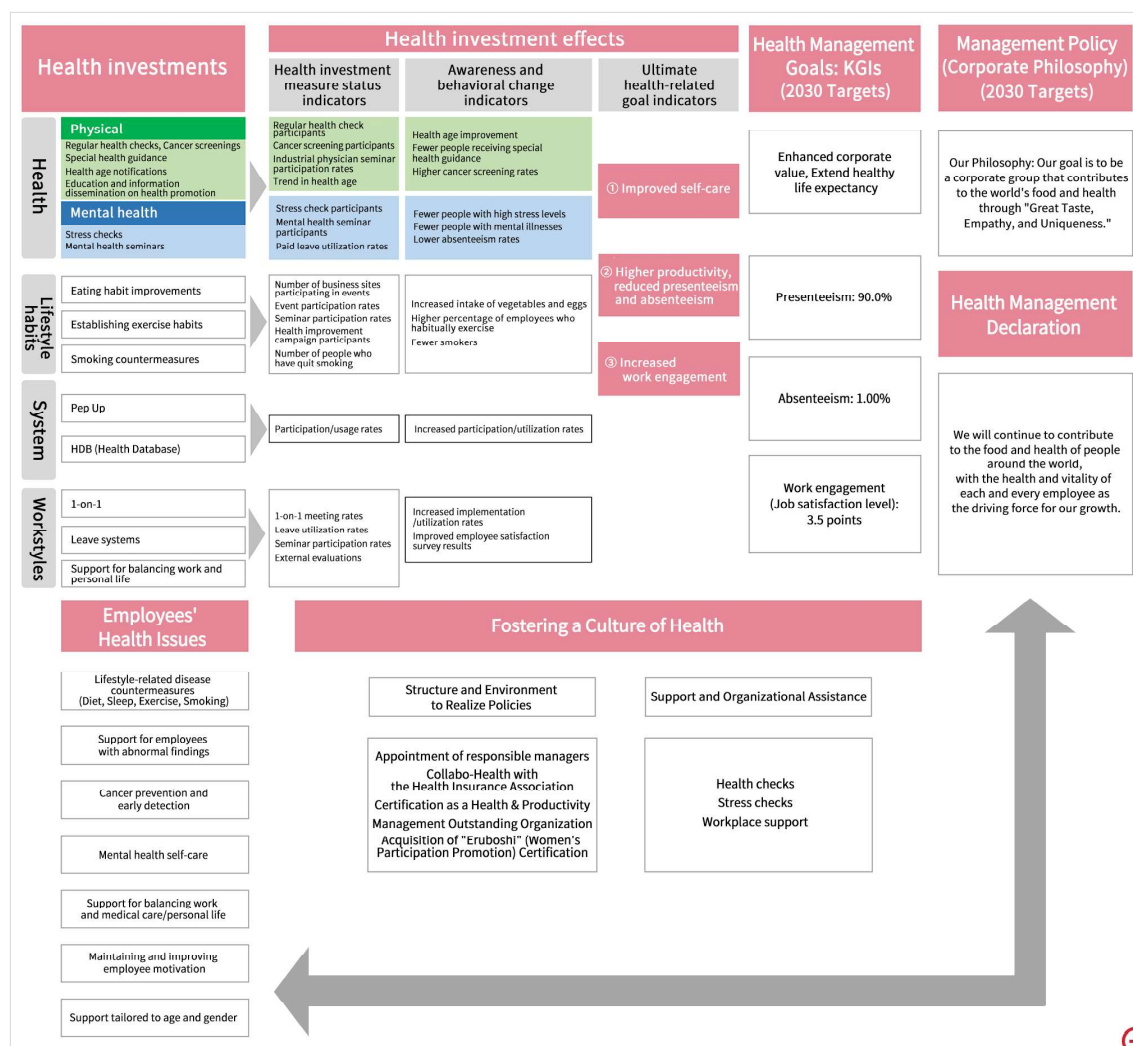
Health Management Promotion System



Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>



Health and Productivity Management Strategy Map



Priority Measures for Addressing Health Challenges

Lifestyle Improvements

We support the primary prevention of lifestyle-related diseases through diet and exercise.

"Food" - Promoting the consumption of salads and eggs, and sharing relevant information through the company cafeteria.

"Exercise" - Daily radio calisthenics and original training, and various events.

Improving Cancer Screening Rates

With the aim of "early detection and early treatment," we will promote increased cancer screening rates in the workplace by implementing in-house cancer screenings, granting cancer screening leave, and allowing regular health checkups and cancer screenings to be conducted on the same day.

Mental Health Measures

We work in conjunction with industrial psychiatrists to promote the creation of a workplace environment where employees can maintain their mental health and work with enthusiasm.

Group-Wide Health Indicator: "Comprehensive Indicator of Mind and Body"

Presenteeism

We are working to encourage a change in health awareness by making the health status of "mind and body" "visible" using numerical data.

		FY2021	FY2022	FY2023	FY2024	FY2025
Average presenteeism ^{*1}	Kewpie ^{*2}	—	—	—	—	81.0
	Group ^{*3}	—	—	—	—	79.5
Absenteeism ^{*4}	Kewpie ^{*5}	0.68	0.65	1.03	1.28	1.32

^{*1} Measurements will be taken using the University of Tokyo's single-item questionnaire (SPQ) starting in fiscal year 2025. In fiscal year 2025, there were 2,675 individual respondents and 9,366 group respondents. Until fiscal year 2024, calculations were performed using group-specific mental indicators, therefore year-on-year comparisons are not available.

^{*2} Target: Kewpie employees (including temporary employees)

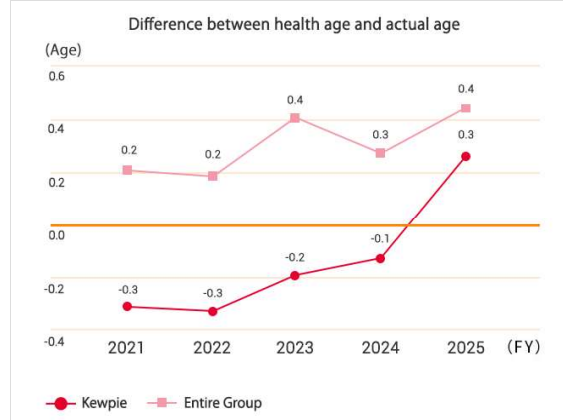
^{*3} Target: Excluding overseas expatriates and seconded employees of Nakato Group and Kewpie Corporation, and Aohata Corporation Health Insurance Association.

^{*4} Average number of days of sick leave used by employees at the end of the fiscal year

^{*5} Target: Kewpie employees (excluding temporary employees)

Health Age

This represents the difference between the age calculated from health checkup results and the actual age. (Health Age is a registered trademark of JMDC Co., Ltd.)

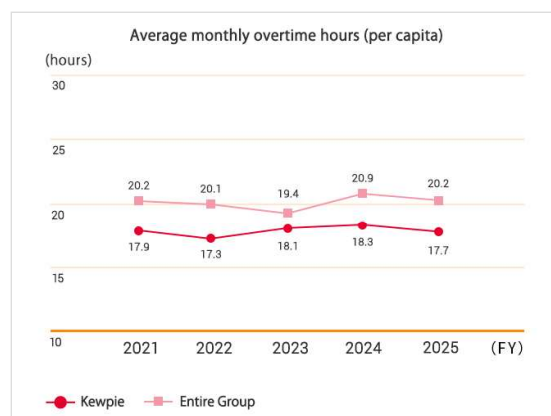


*** Kewpie Group**

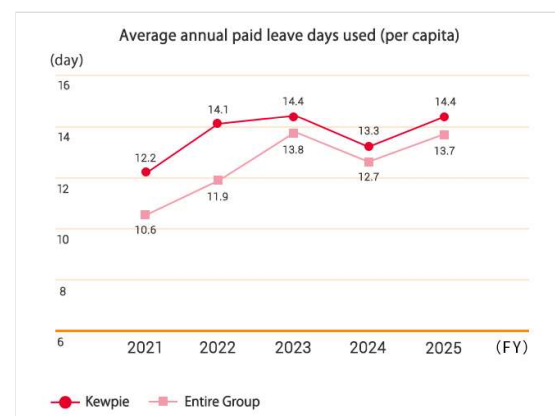
Excluding overseas expatriates and seconded employees of Nakato Group (NAKASHIMATO CO., LTD., nakato Co., Ltd.) and Kewpie Inc., the Kewpie Aohata Health Insurance Association, and KEWPIE DIGITAL INNOVATION Co.,Ltd

Group General Indicators

Indicators of Working Styles

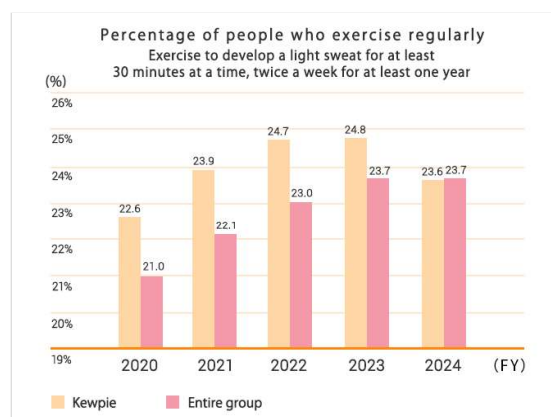


*** Kewpie Group (Domestic Food Only)**



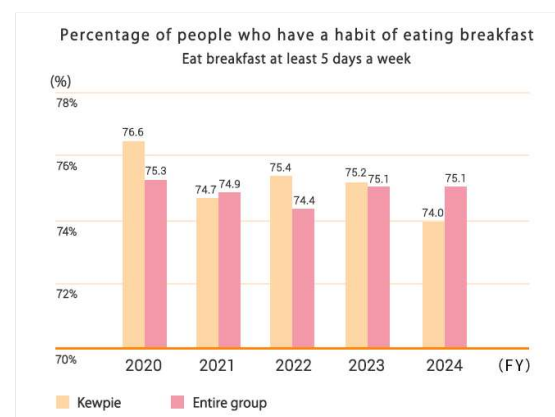
*** Kewpie Group (Domestic Food Only)**

Indicators of Lifestyle Habits



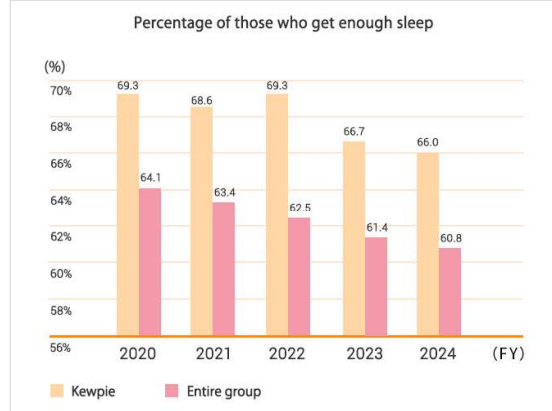
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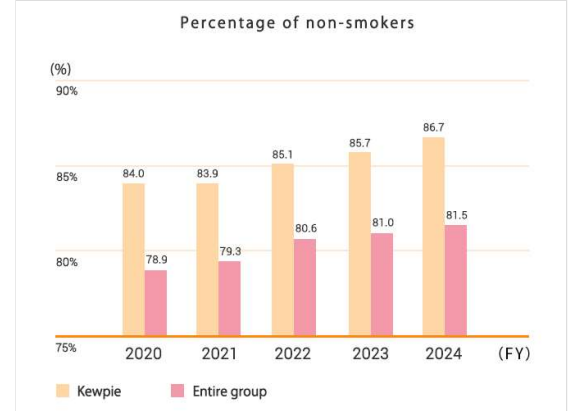
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* Kewpie Group

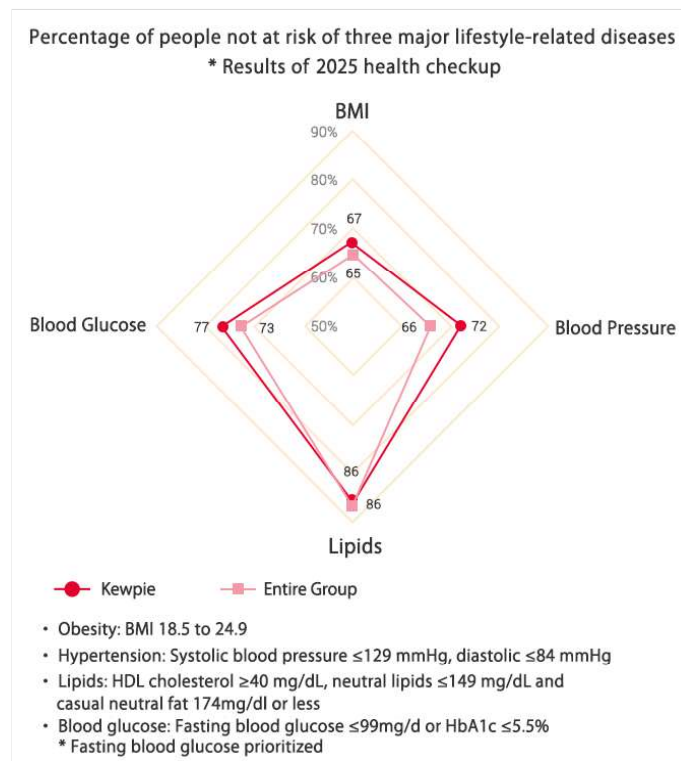
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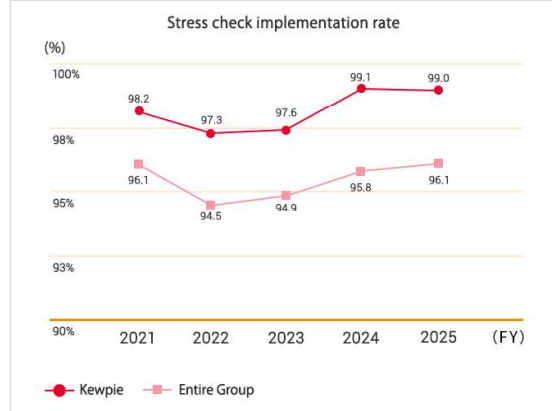
Indicators Related to Lifestyle-Related Diseases



* Kewpie Group

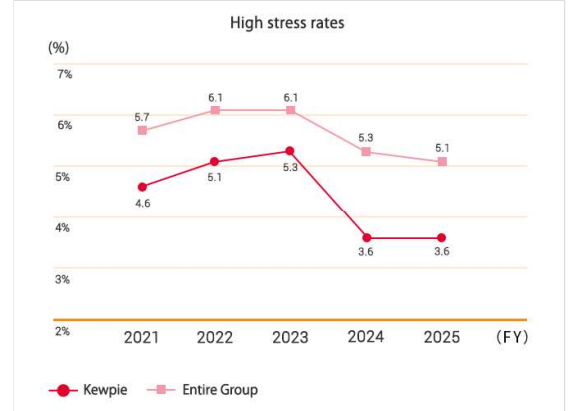
Excluding overseas expatriates and seconded employees of Nakato Group (NAKASHIMATO CO., LTD., nakato Co., Ltd.) and Kewpie Inc., the Kewpie Aohata Health Insurance Association, and KEWPIE DIGITAL INNOVATION Co.,Ltd

Mental Health Indicators



* Kewpie Group

Excluding overseas expatriates, seconded employees, and the Kewpie Aohata Health Insurance Association of Nakato Group and Kewpie Corporation alone.



* Kewpie Group

Excluding overseas expatriates, seconded employees, and the Kewpie Aohata Health Insurance Association of Nakato Group and Kewpie Corporation alone.

Specific Initiatives for Health Management

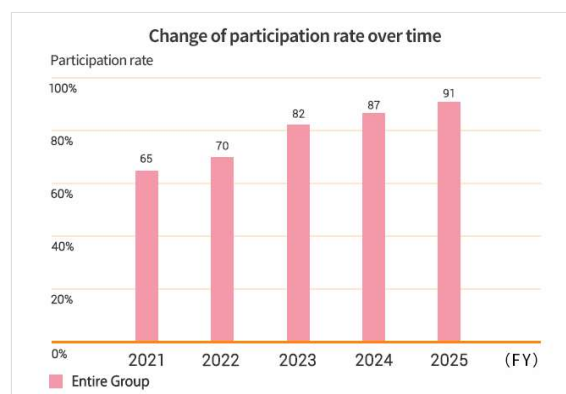
My Health Actions

At Kewpie Group, we set health goals every year to ensure that our employees can continue to work in good health and with vitality.

Starting in fiscal year 2026, the name will be changed to "My Health Actions," and the aim is to make healthy behaviors a habit by having each individual proactively decide on and practice their own health actions, and reflect on them quarterly.

Health Up Campaign Participation Rate

the Kewpie Aohata Health Insurance Association conducts a "Health Up Campaign" once a year to encourage employees to improve their lifestyles and address lifestyle-related diseases. Participants choose a challenge course and work on it for a set period. In fiscal year 2025, the "Start with Salad" course was the most popular, followed by the "Use the Stairs" course. The group-wide participation rate in fiscal year 2025 reached a record high of 91%.



* Kewpie Group, Nakashimoto Co., Ltd. Group, including overseas expatriates
External secondments, excluding the Kewpie Aohata Health Insurance Association.

Meals: Well-being Starts with Salad and Eggs

To ensure that every employee can enjoy a healthy life, we promote meals centered around "salad and eggs." As part of our internal branding efforts, we communicate the value of "salad and eggs" and the

importance of healthy eating through daily meals, even from our company cafeteria.

Initiatives at the Cafeteria and Various Locations

In our employee cafeterias, we collaborate with catering companies to offer nutritionally balanced menus. We regularly hold a variety of events such as "Salad Day," "Salad First," and "Egg Culture Festival" to create opportunities for employees to develop healthy eating habits while having fun. We also distribute packaged salads to locations without cafeterias, ensuring that all employees in the group can choose healthy meals.

Breakfast Event

Through breakfast events at our headquarters (with a total of 540 participants), we are raising awareness about preventing skipped meals and the importance of proper nutrition. Experiencing "easy and delicious breakfasts" using our own products not only raises employees' health awareness but also fosters communication across departments, contributing to increased organizational vitality.



Event photos

Sports Event

With the aim of raising awareness of "health," we hold exercise events at each of our locations. In addition to establishing daily habits such as morning radio calisthenics, we also hold "posture analysis events" at our head office (Shibuya and Sengawa). By combining several photographs, AI posture analysis, and one-on-one guidance from professional trainers, we provided highly personalized advice tailored to each individual's physical condition. This gave people an opportunity to confront their own bodies and become more aware of their own health.



Event photos

Smoking Cessation Measures

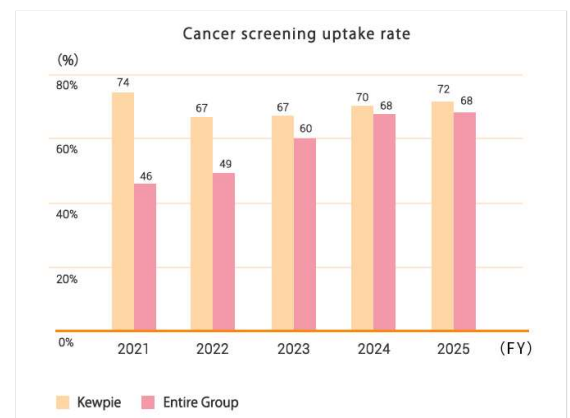
With the aim of maintaining and improving the health of our group employees, we eliminated smoking areas on the premises of our two offices in Tokyo (Shibuya Ward and Chofu City) and implemented a complete smoking ban on the premises starting April 1, 2020. At the same time, we have created a workplace environment free from passive smoking at all of our offices, including those within the group. In addition, we are engaged in awareness-raising activities to encourage employees to quit smoking, such as conducting smoking cessation seminars by industrial physicians and displaying posters in conjunction with World No Tobacco Day. Since 2017, we have been supporting employees in quitting smoking, and we currently have a system in place to subsidize the out-of-pocket expenses for smoking cessation clinic visits and smoking cessation medications, thereby continuously supporting employees in their efforts to quit smoking.

Cancer Screening Leave / Workplace Cancer Screening

In addition to regular health checkups for all employees, Kewpie Group recommends comprehensive medical checkups and Kewpie Group's unique three-part health checkup (stomach cancer, colorectal cancer, and abdominal ultrasound) for employees aged 35 and over, and gynecological examinations (breast cancer and cervical cancer) for female employees aged 20 and over. These examinations are subsidized by the Kewpie Aohata Health Insurance Association, and the subsidy amount was reviewed in fiscal year 2025.

Furthermore, in order to strengthen the environment that makes it easier for employees to receive cancer screenings, we will be implementing various measures to achieve Kewpie Group's target screening rate of 80% by granting "special leave for cancer screenings," conducting workplace group cancer screenings using mobile screening vehicles, implementing workplace colorectal cancer screenings, and collaborating with nearby medical institutions.

- From 2019 Group gynecological cancer screenings for workplaces to be conducted in the Tokyo metropolitan area.
- From 2021 Group cancer screenings (barium swallow, abdominal ultrasound, and fecal occult blood test) are being conducted in the Tokyo metropolitan area.
Cancer screening leave now granted.
- From 2022 Colorectal cancer screenings are being conducted at factories nationwide.
Area is being expanded gradually.
- From 2024 We are collaborating with nearby medical institutions in the Tokyo metropolitan area to conduct a comprehensive cancer screening program (gastroscopy, abdominal ultrasound, and fecal occult blood test).
- From 2025 The factory collaborates with nearby medical institutions to conduct a comprehensive cancer screening program (gastroscopy, abdominal ultrasound, and fecal occult blood test).
Granting of leave for cancer screenings in hourly (half-day) increments begins.



* Kewpie Group

Excluding overseas expatriates and seconded employees of Nakato Group (NAKASHIMATO CO., LTD., nakato Co., Ltd.) and Kewpie Inc., the Kewpie Aohata Health Insurance Association, and KEWPIE DIGITAL INNOVATION Co.,Ltd

* Counts if you have received at least one of the three required checkups.

Health Management for Expatriates

As our overseas operations expand, we have established the same health management system for expatriates as we do for employees stationed in Japan. Annual comprehensive health checkups are mandatory, and advice from public health nurses is provided as needed. For mental health, we conduct interviews and stress checks after employees arrive at their new locations. We have also introduced online consultations with industrial physicians, creating a secure environment where employees can seek advice from anywhere in the world.

We support our employees in maintaining their health and performing at their best, no matter where they are.

Initiatives to Support Women's Health

We are committed to addressing the health challenges faced by our female employees and creating a safe and secure working environment.

We have established a consultation service for women regarding issues specific to their gender, and our in-house health nurses provide attentive support.

We are also working to promote participation in gynecological cancer screenings to facilitate early detection and appropriate treatment, as well as to disseminate health-related information.

We are creating an environment where female employees can thrive for a long time while taking care of their own health.

Health Report

Kewpie Group has always valued "great taste, empathy, and uniqueness," and has contributed to people's health and well-being through food.

We believe that the health of our employees and their families is the foundation for the sustainable growth of our company, and that creating an environment where they can work healthily and energetically is crucial.

This report aims to further promote health management initiatives by summarizing and disseminating information on the current state of these initiatives.



 **Kewpie Group Health Report**
(2.35MB)

Initiatives for Occupational Health and Safety

Concepts Regarding Occupational Safety and Health

At Kewpie Group's production facilities, the Safety Team of Kewpie Production Headquarters' Infrastructure Improvement Promotion Department is at the forefront of creating a comfortable work environment where employees can enjoy a healthy and safe working life. Their main activities include the following three initiatives, aimed at preventing accidents and improving safety awareness:

1. Safety audits of all production plants (66 locations in Japan)
2. Group Safety Meeting
3. Sharing of accident information horizontally across the Group

Group-Wide Preventative Safety Initiatives

Kewpie Group has been promoting preventative safety activities since 2004. By implementing the following three measures, we aim to reduce risks to an acceptable level and build a safety-first culture.

1. Conduct a risk assessment.
2. Training based on safety training procedures.
3. QBSS (Kewpie Blue-flag Safety Standards) Inspection and Correction

Trends in the number of business interruption accidents

	FY2021	FY2022	FY2023	FY2024	FY2025
Lost Time Injuries (LTI)	17	10	11	11	13
Frequency rate ^{*1}	0.87	0.52	0.59	0.60	0.74
Strength rate ^{*2}	0.037	0.032	0.035	0.014	0.044

Target: Kewpie Group domestic factories

*1 Frequency rate = Number of deaths and injuries due to work-related accidents / Total actual working hours × 1,000,000

*2 Severity rate = Number of days lost due to work / Total actual working hours × 1,000

> [ESG Data Sheet](#)

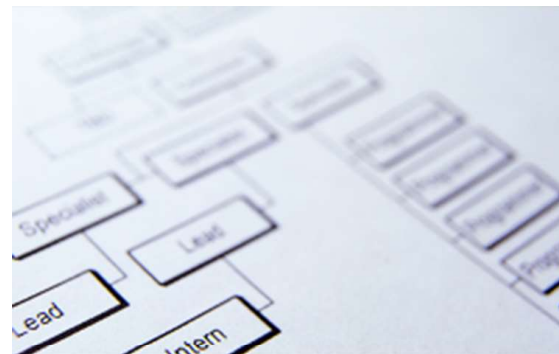
Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	
Code of Ethics	>
Corporate Governance	>
Risk Management	>
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental	>

Governance

Kewpie Group considers the following to be among its most important management priorities: contributing to the dietary habits and health of people around the world through business activities based on the group's philosophy, achieving sustainable growth and enhancing corporate value by developing management organizational structures, systems, and institutions, implementing necessary measures as appropriate, and appropriately distributing management results to stakeholders such as customers, employees, business partners, shareholders and investors, and local communities.

We define corporate governance as a mechanism for making transparent, fair, swift, and decisive decisions. We will comply with our "Group Policies" and continuously work to develop and enhance an appropriate and effective system in accordance with our basic policy.



> Code of Ethics

We conduct our business activities in a way that earns the trust of all our stakeholders, based on Code of Ethics rooted in our Corporate Philosophy.



> Corporate Governance

We will guide you through the mechanisms for transparent, fair, swift, and decisive decision-making.



> Risk Management

We will focus on reducing business losses due to risks and increasing the likelihood of achieving our medium- to long-term goals.

Activities

Sustainability Activities
of Group Companies >

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	
Code of Ethics	>
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Risk Management	>
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Code of Ethics

Initiatives Rooted in the Code of Ethics	Compliance with Laws and Regulations
Respect for Human Rights	Fair and Sound Business Practices
Thorough Information Security	Rejection of Antisocial Forces

Initiatives Rooted in the Code of Ethics

Based on the Group's Philosophy, which is rooted in its Corporate Motto and Principles, Kewpie Group expresses its stance as a "Group Policies" in order to earn the utmost trust from all stakeholders who support our activities.

Within that framework, we have established Code of Ethics to uphold as a better corporate citizen. We believe that when every employee, from our executives to all other staff, understands and faithfully adheres to the spirit of our Group's Policies, it will lead to greater transparency as a company and increased trust from our customers.

- > [Corporate Philosophy](#)
- > [The Kewpie Promise](#)

Compliance with Laws and Regulations

For a company to develop sustainably, it is essential that all officers and employees conduct their business activities with a high sense of ethics, in addition to complying with laws and regulations. Furthermore, since employees are the backbone of sustainable business operations, it is important to instill the fundamental principles of each individual's conduct both within and outside the group, leading to customer trust and mutual self-correction among employees. Based on this philosophy, Kewpie Group has established a compliance promotion system and is promoting initiatives to ensure that all group employees thoroughly adhere to these principles.

- > [Corporate Governance](#)
- > [Kewpie Group establishes the Anti-Bribery Basic Policy.](#)

Promoting Compliance

In January 2004, we established the "Group Code of Ethics and Conduct" and set up a Compliance Committee, creating a company-wide compliance system. This committee is responsible for developing compliance regulations, identifying problems, and implementing employee awareness programs.

•Employee Awareness Survey Questionnaire

We conduct a survey of all employees every two years to confirm their compliance awareness and gather their opinions, striving to create a transparent and comfortable workplace.

•Helpline

In accordance with the Whistleblower Protection Act, we have established a helpline as part of our internal reporting system.

Reports and consultations received by external lawyers, third-party organizations, auditors, etc., will be investigated by the Compliance Investigation Committee. Violations will be penalized, publicly announced within the company, and measures to prevent recurrence will be implemented.

Respect for Human Rights

We strive to create a workplace environment where every executive and employee respects human rights and is free from discrimination and harassment. We are also taking steps to investigate the presence or absence of human rights violations through employee awareness surveys. Furthermore, as we expand our business, we are required to understand and appropriately address various human rights issues, and we will further work to ensure consideration of human rights throughout our entire value chain.

> Initiatives for Respect for Human Rights

 [Kewpie Group Human Rights Policy \(155KB\)](#)

Fair and Sound Business Practices

To gain the trust of all our stakeholders, we comply with all laws and regulations related to our business activities and act with integrity. We also engage in fair and free competition and build transparent and healthy relationships. We operate under the same principles when it comes to raw material procurement, Quality-First while also considering the environment and human rights throughout our supply chain.

> The Fundamental Policy for Sustainable Procurement

> Procurement efforts

Establishing a System for Compliance with Competition Laws (Antimonopoly Act and Proper Transactions Act)

Kewpie Group is committed to complying with competition laws (Antimonopoly Act and Proper Transactions Act) as part of its efforts to practice fair and sound corporate activities.

Responding to the Antimonopoly Act

- Establishment of a "Manual for Compliance with the Antimonopoly Act" and a "Collection of Case Studies and Q&A."
- Implementation of education and training on the Antimonopoly Act through e-learning and in-house study sessions.
- Implementation of in-house training by lawyers at major overseas group companies.

Responding to the Proper Transactions Act

- Construction and operation of an ordering and payment system compliant with the Proper Transactions Act
- Regular implementation of education and training on the Act on the Proper Transactions Act through in-house study sessions, etc.
- Development of a "Manual for the Proper Transactions Act," various formats for necessary documents such as purchase orders, and a self-checklist for the Proper Transactions Act
- Appointment of legal compliance officers in relevant departments, promotion of self-checks and voluntary improvement activities

Correspondence to the Appropriate Price Pass-through

Based on the "Guidelines for Price Negotiations to Ensure Appropriate Pass-Through of Labor Costs," Kewpie Group will take the following measures:

- We will maintain regular communication with our contractors regarding price negotiations and price increases.
- In price negotiations, we will thoroughly discuss and consider the appropriate interests of the contractor, including the impact of any price increases.
- Regarding price negotiations, we always strive to conduct negotiations with fair pricing across the entire supply chain in mind.
- In price negotiations, we will respect the publicly available documents and other materials presented by the contractor, and both parties will create and retain records of the negotiations.

 [Declaration of Partnership Building](#) 

Thorough Information Security

We have established various management manuals related to company information handling regulations, basic personal information protection regulations, etc., and the Information Promotion Committee is primarily responsible for employee training on information management, verifying the operational status of each regulation, and revising the regulations.

Furthermore, at our overseas offices, we are working to develop regulations and inform employees about them in accordance with the constraints and IT environments of each country.

[> Privacy Policy](#)

[> Corporate Governance](#)

[> Regarding the handling of personal information](#)

Rejection of Antisocial Forces

As a member of society, we will have absolutely no ties with antisocial forces that threaten social order and safety, and we will respond resolutely to any unreasonable demands.

We provide training to our group employees and strive to consult with and gather information from relevant organizations such as the police.

Furthermore, our contracts with our business partners include clauses regarding the exclusion of antisocial forces.

System for Promoting the Elimination of Anti-Social Forces

We strive to create manuals for dealing with antisocial forces, provide guidance and education to employees through compliance activities such as hierarchical training and e-learning, and, when necessary, consult with relevant organizations such as the police and gather information.

Contract Clause Excluding Anti-Social Forces

Our contracts with our business partners include clauses regarding the exclusion of antisocial forces, requiring them to guarantee that they are not antisocial forces and have no relationship with such forces. We also stipulate that if it is discovered that they are in violation of this, we can immediately terminate the contract.

Who We Are

Who We Are	>
Top Message	>
Fundamental Policy	+
The Kewpie Promise	—
Corporate Governance	>
Anti-Bribery Basic Policy	>
Privacy Policy	>
Handling of Personal Information	>
Handling of Anonymously Processed Information	>
Corporate Data	+

Corporate Governance

Basic Concepts of Corporate Governance

Corporate Governance System

Basic Concepts of Corporate Governance

The Company defines corporate governance of the Group as a mechanism to ensure transparent and fair management, as well as swift and resolute decision-making and implementation, in order to achieve sustainable growth and enhance corporate value, while putting into practice the Group philosophy and taking into consideration the positions of various stakeholders, including customers, employees, business partners, shareholders and investors, and local communities.

The Company recognizes the importance of building corporate governance that leverages the unique qualities of the Group, and according to Corporate Governance Policy, we will constantly examine how it should be and work toward enhancing it further, while valuing dialogue with our various stakeholders.

 [Corporate Governance Policy \[Japanese\] \(316KB\)](#)

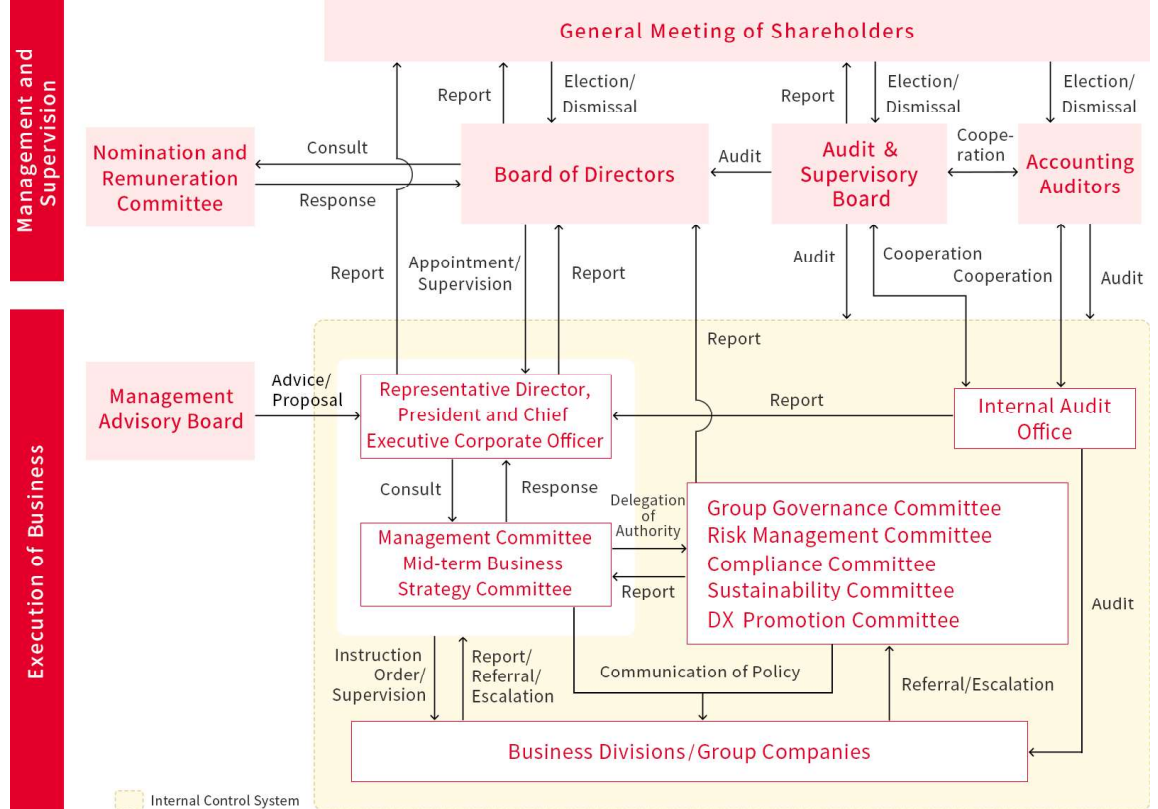
 [Corporate Governance Report \[Japanese\] \(274KB\)](#)

Corporate Governance System

The Company is a company with an Audit & Supervisory Board. The audit function of the Board of Directors of the Company is being strengthened under this governance scheme.

A corporate officer system is adopted for appropriate and flexible execution of business.

The Company sets the terms of directors and corporate officers at one year in order to clarify management responsibilities each fiscal year and establish a management structure that can respond swiftly to changes in the business environment.



Management and Supervision

Board of Directors

The Board of Directors consists of five standing directors and four outside directors, composed mainly of corporate officers who can take a broad view of the overall Group

The Board of Directors makes decisions on important management matters, including the Group's policies and strategies (Medium-term Business Plan, etc.), and supervises the execution of duties by directors and corporate officers.

[PDF](#) [Evaluation of the Effectiveness of the Board of Directors \[Japanese\]\(108KB\)](#)

Audit & Supervisory Board

The Audit & Supervisory Board consists of two standing corporate auditors and three outside corporate auditors.

Through exchanging opinions with the Representative Director, President and Chief Executive Corporate Officer, participating in important meetings and committees, reports from officers in charge and responsible personnel of each division, and on-site inspections, etc., the Audit & Supervisory Board monitors how the Company's internal control system is maintained and operated.

In addition, the Board collaborates with Accounting Auditors and the Internal Audit Office, including regularly sharing information with them.

* All seven outside directors and outside corporate auditors are independent officers as provided for by Tokyo Stock Exchange, Inc.

* For details, please see the list of officers.

> [List of Officers](#)

[PDF](#) [Policies and Procedures for the Appointment/Dismissal of Senior Management and the Nomination of Candidates for Directors and Audit & Supervisory Board Members \[Japanese\]\(198KB\)](#)

[PDF](#) [Policy on Remuneration for Officers \(Directors and Audit & Supervisory Board Members\) and Executive Officers \[Japanese\]\(85.6KB\)](#)

Nomination and Remuneration Committee

The Company has established the Nomination and Remuneration Committee as an advisory body to the Board of Directors with the aim of enhancing objectivity, reasonableness, and transparency of the structure of the Board of Directors, the nomination of Director, and compensation of directors and other officers.

The committee is to consist of no fewer than five members, and at least half of its membership is to be comprised of outside directors and outside corporate auditors (the "outside officers") who meet the independence criteria.

The chairman of the committee shall be appointed by the resolution of the Nomination and Remuneration Committee from among its members who are outside directors, and such person shall undertake chairmanship of the committee.

Composition (As of February 27, 2026)

Chairman	Hitoshi Kashiwaki, Outside Director
Members	Atsuko Fukushima, Outside Director
	Kuniko Nishikawa, Outside Director
	Harold George Meij, Outside Director
	Amane Nakashima, Chairman
	Mitsuru Takamiya, Representative Director, President and Chief Executive Corporate Officer
	Shinichiro Yamamoto, Director, Executive Corporate Officer

Execution of Business

Important Meetings and Committees

The Group's overall policy and most important matters are decided after deliberation by the Company's Board of Directors or the Management Council (or the Medium-Term Business Plan Promotion Council). For important and specialized issues across the Group, specified important meetings and committees to which authority has been delegated by the Management Council are responsible for formulating policies and promoting initiatives, leading to swift and appropriate decision-making and implementation. In particular, functions related to internal control are mainly shared by the following important meetings and committees.

Meeting	Organizer	Main roles
Management Committee	Representative Director, President and Chief Executive Corporate Officer	This is an important meeting that deliberates and monitors important matters (including business risks) related to Group management. Inside directors and corporate officers are the main participating members.
Mid-term Business Strategy Committee	Representative Director, President and Chief	This is an important meeting where members, mainly executive directors, deliberate on important matters especially relevant to the promotion of the Medium-term Business Plan, among other matters listed above.

Meeting	Organizer	Main roles
	Executive Corporate Officer	
Group Governance Committee	Director and Corporate Officer (In Charge of Group Governance)	This is an important committee whose main role is to formulate policies, determine priority issues, and promote initiatives for the establishment of appropriate Group governance. It promotes measures such as appropriate decision-making and the development of group company management systems.
Risk Management Committee	Director and Corporate Officer (In Charge of Risk Management)	This is an important committee whose main role is to formulate policies, determine priority issues, and promote initiatives for risk management of the entire Group. It consolidates information on company-wide risks and oversees the evaluation, prioritization, and countermeasures of such risks.
Compliance Committee	Director and Corporate Officer (In Charge of Compliance)	This is an important committee whose main role is to establish a compliance system for the entire Group, determine priority issues, and promote compliance initiatives. In addition to identifying any issues related to compliance, it formulates plans, raises awareness, conducts training, etc. related to promoting compliance.
Sustainability Committee	Director and Corporate Officer (In Charge of Sustainability Promotion)	This is an important committee whose main role is to formulate policies, determine priority issues, and promote initiatives for achieving sustainability in accordance with the Group Policies. It formulates Basic Policy on Sustainability and works on priority social and environmental issues based on this policy.
DX Promotion Committee	Corporate Officer and Senior General Manager of Digital Transformation Division	This is an important committee whose main role is to develop a policy of digital strategy for the entire Group, optimize resource allocation (cost, systems, etc.), and develop and promote a policy of DX human resources development. Through the Information Promotion Committee, an organization under its direct control, it maintains information security for the entire Group, improves the IT environment, and promotes IT literacy education and IT utilization.

 [Basic Policy on Establishing Internal Control Systems \[Japanese\] \(180KB\)](#)

Management Advisory Board

The Company has also established its Management Advisory Board as an advisory body to the Company's Representative Director, President and Chief Executive Corporate Officer, composed of experts from outside the Company. It was set up with the goal of obtaining advice and recommendations so that the Group may boost the soundness, fairness and transparency of its management and thus better serve society and its customers.

The Management Advisory Board meets regularly twice per year, with additional special meetings held as necessary.

Internal Audit Office

The Internal Audit Office does, from a perspective of legality and rationality, coordinate with staff members in each division or department in charge of auditing duties relating to product quality,

environmental protection, safety, and labor to conduct internal audits of the Group's management and operation systems for overall management activities and the execution status of duties.

In addition, it implements the evaluation of the effectiveness of internal control over financial reporting in accordance with the nomination by the Company's Representative Director, President and Chief Executive Corporate Officer.

Who We Are

Who We Are	>
Top Message	>
Fundamental Policy	+
The Kewpie Promise	—
└ Corporate Governance	>
└ Anti-Bribery Basic Policy	>
└ Privacy Policy	>
└ Handling of Personal Information	>
└ Handling of Anonymously Processed Information	>
Corporate Data	+

Regarding the Kewpie Group Anti-Bribery Basic Policy

We, the Kewpie Group, place great importance on the words of our founder, Toichiro Nakashima, that “It is the way of the world that a person of good faith, who respects morality, will gain recognition in the long run”, and act in accordance with the criteria that “What is the truth, what is the right thing to do” regardless of immediate gain or loss it may cause.

As part of this action, we, the Kewpie Group, established the Kewpie Group Anti-Bribery Basic Policy in 2015, as an important guideline for our executives and employees to follow, which brings more concrete form to our Corporate Motto, Corporate Principles and Group Policies. Since then, we have been promoting anti-bribery activities in accordance with this policy.

Following the establishment of the policy, we conducted the surveys of group employees, anti-bribery trainings and internal education activities worldwide, and established anti-bribery regulations at Kewpie Corporation and important group companies in China, Southeast Asia and Japan.

In addition to preventing bribery through the application of these anti-bribery regulations, we are building an anti-bribery system for the Kewpie Group by preserving payment records, performing continual monitoring, conducting internal anti-bribery audits, and establishing internal reporting systems both in Japan and overseas.

Even if it would lead to an immediate gain, we, the Kewpie Group, will not engage in bribery, and will always select a course of action consistent with the Kewpie Group Anti-Bribery Basic Policy, which clearly reflects the spirit and intent of our Corporate Motto, Corporate Principles and Group Policies.

February 25, 2022
Mitsuru Takamiya,
Representative Director
President and Chief Executive Corporate Officer
Kewpie Corporation

Kewpie Group Anti-Bribery Basic Policy

Prohibition of Bribery

We, the Kewpie Group (hereinafter referred to as “We”) prohibit any Kewpie Group ^{(*)1} executives or employees ^{(*)2} from taking any action involving bribery ^{(*)3} that violates the laws and regulations of any country, of civil servants ^{(*)4} or interested party, whether in Japan or other countries, either directly or indirectly.

Establishing a System to Prevent Bribery

Along with establishing the Kewpie Group Anti-Bribery Basic Policy, we will strengthen our internal rules, starting from subsidiaries with high necessity, to build a system to prevent bribery, and then continuing

onto other subsidiaries in stages. We will make further improvements to our auditing systems by creating a whistle-blowing system, implementing internal training and educational programs, and conducting continuous monitoring and internal auditing activities. In addition, we will evaluate the effectiveness of the bribery prevention system and conduct regular reviews with the involvement of management members when required.

Retention of Payment Records

We will record accounting books correctly based on actual facts and retain records of payments properly under the appropriate internal control system.

Punishment

Should it be made clear that an executive or an employee commits bribery, the executive or employee committing the bribery will be punished in accordance with company regulations (Rules of Employment, etc.).

Agents

We will make sure agents (*5) of the company know the Kewpie Group Anti-Bribery Basic Policy and demand them to comply with it. In addition, we will immediately cancel any business transaction with an agent who breaches this policy or has serious concern of breaching this policy.

*1 Kewpie Group: Kewpie Corporation and domestic and foreign subsidiaries. This Kewpie Group Anti-Bribery Basic Policy is shared with AOHATA Corporation and K.R.S Corporation, listed subsidiaries of Kewpie Corporation, and they are requested to respond similarly to bribery as Kewpie Corporation.

*2 Executive and employee: All corporate officers and employees (including dispatched employees, part time workers, and other temporary workers)

*3 Bribery: The provision of benefits or assets, such as items of value, entertainment with meals and beverages, opportunities to elevate personal prestige and status, and observation tours in order to gain unfair benefits and advantages with regard to transactions and other areas, including making promises, offers and approvals of such.

*4 Civil Servant: Persons engaged in official duties for the government or local authorities in Japan or other countries, including the countries where we conduct business; persons engaged in administrative work for an organization affiliated with a government; persons engaged in administrative work for a public corporation, in particular those who have been granted interest; persons engaged in official duties for an international organization; and persons granted authority by a government, etc.

*5 Agents: A third party with whom the Kewpie Group has entered into a contractual relationship to conduct activities, either domestically or overseas, and who conducts activities as a dealer (agent), consultant, or acts on behalf or in the name of the Kewpie Group.

Who We Are

Who We Are	>
Top Message	>
Fundamental Policy	+
The Kewpie Promise	—
└ Corporate Governance	>
└ Anti-Bribery Basic Policy	>
└ Privacy Policy	>
└ Handling of Personal Information	>
└ Handling of Anonymously Processed Information	>
Corporate Data	+

Privacy Policy

Kewpie Group Privacy Policy

We, Kewpie Corporation and its Group Companies in Japan, hereby declare that we have established this Privacy Policy concerning handling personal information and will comply with it and handle personal information safely and appropriately. ("Group Companies" means subsidiaries as defined in the Companies Act. Hereinafter collectively referred to as the "Kewpie Group". For major Kewpie Group Companies, please see: <https://www.kewpie.com/en/company/about/group/>

If any Group Company has its privacy policy that conflicts with or contradicts this policy, the policy of the Group Company shall take precedence over this policy.

1. Compliance with laws, regulations, and other norms related to the protection of personal information

We, the Kewpie Group, comply with Japanese laws, regulations, and guidelines for protecting personal information.

2. Management and ongoing implementation of personal information

We, the Kewpie Group, shall establish a management system and handling methods, including storage methods, for the appropriate protection of personal information, appoint the person responsible for supervising personal information, and ensure that all executives, employees (including temporary and dispatched employees), and other related parties are fully aware of and comply with these policies.

3. Training of executives and employees

We, the Kewpie Group, shall regularly train its directors and employees on handling personal information and ensure the protection of personal information.

4. Information Security

We, the Kewpie Group, are committed to formulating and operating an information security policy and taking safety measures to prevent information leakage, falsification, and other risks.

5. Obtaining Personal Information

We, the Kewpie Group, shall acquire personal information through legal and fair methods. When we obtain such information, we will inform you in advance of its purpose and scope.

6. Use of Personal Information

We, the Kewpie Group, shall comply with the scope of the purposes previously notified or publicly announced for using personal information.

7. Provision of Personal Information

- (1) We, the Kewpie Group, shall not disclose or provide personal information to any third party without the individual's consent, except in cases where exceptions are permitted by law.
- (2) We, the Kewpie Group, may outsource handling personal information. In such cases, we shall thoroughly examine the management capabilities of the outsourced company, make arrangements regarding personal data, supervise the outsourced company, and ensure the safe management of personal information.
- (3) In cases where personal information is shared within the Kewpie Group, we shall ensure the safe management of personal data and take all necessary measures.

8. Responding to inquiries about the personal information

We, the Kewpie Group, shall respond appropriately and promptly to complaints, consultations, or other inquiries regarding personal information under our management. When we receive a request from a customer to notify, disclose, correct, or discontinue the purpose of the use or to discontinue the provision of personal information to a third party, we will take the necessary action following the prescribed procedures and under laws and regulations.

Last Updated: September 28,2022

[Handling of Personal Information >](#)

[Handling of Anonymously Processed Information >](#)

Kewpie Corporation Privacy Policy for EEA and UK Residents

 [Kewpie Corporation Privacy Policy for EEA and UK Residents\(213KB\)](#)

Who We Are

Who We Are	>
Top Message	>
Fundamental Policy	+
The Kewpie Promise	—
Corporate Governance	>
Anti-Bribery Basic Policy	>
Privacy Policy	>
Handling of Personal Information	>
Handling of Anonymously Processed Information	>
Corporate Data	+

Handling of Personal Information

Kewpie Corporation(the “Company,” or “we”) acknowledges the importance of personal information and other information pertaining to the privacy of our customers, business partners, shareholders, officers, employees, etc. (collectively, the “Customers, Etc.”), and handles the Customers, Etc.’s personal information, etc., pursuant to the “Handling of Personal Information,” as set out below:

1. Purposes of Use of Personal Information

The Company will not use the personal information provided to us beyond the purposes of use, without obtaining the Customers, Etc.’s consent.

In addition, the scope of the purposes of use assumed by the Company shall be as follows:

Customers’ Personal Information

The Company will use its customers’ personal information that it will acquire from such customers, for the following purposes:

- (1) Implementing campaigns and questionnaires, as well as sending out and providing prizes and remuneration;
- (2) Making announcements concerning products, services or events;
- (3) Sending products, samples, documents or information;
- (4) Performing services pertaining to sale, delivery, billing, payment, etc., of products or services;
- (5) Providing and managing services for customers who have registered for a membership service;
- (6) Implementing and corresponding regarding plant visits, taste-testing parties or events;
- (7) Preparing statistical information through aggregating information such as age, address, and application history for or use history of the relevant services, in order to improve products or services, as well as to develop and market new products and services; or
- (8) Responding to customers who make inquiries or comments with regard to products, advertisements or others (including sharing information of and dealing with inquiries, etc., with the body designated by the customers or found appropriate by the Company (including, without limitation, the Kewpie Group), depending on the details of various inquiries made by the customers).

The Company recommends that its customers register themselves for kewpie IDs in order to realize the enhancement of the customers’ convenience and the provision of more suitable services, within the various services provided by the Company.

In addition to the customers’ personal information in connection with the registration and use of the kewpie IDs that the customers have registered themselves for, the Company integrates, by means of the kewpie IDs: (i) the customers’ personal information generated through registration in the relevant services or via its use; (ii) the activity history within the Kewpie Mayonnaise Fun Club (access history to its website, purchase history of products or services, etc.); and (iii) the outcome of the inquiries implemented by the Company, in order to use the same for the following purposes:

- (1) Certification of customers and management of customers' personal information (including the personal information generated through use of the services) by means of kewpie IDs;
- (2) Simplification of entering the registered information for kewpie IDs within the services;
- (3) Integration of personal information per customer in order to use the same for the purposes below:
 - To obtain customer trends such as interests and tastes through integration and analysis of the customers' personal information (the "Integrated Analysis Outcome");
 - To propose personalized products by using the Integrated Analysis Outcome;
 - To deliver advertisements on the Company's or any other company's media by using the Integrated Analysis Outcome; and
 - To provide various contents pertaining to the provided services and to provide personalized products or recommendation services by using the Integrated Analysis Outcome.
- (4) Use as data for learning in order to establish AI pertaining to enhancing the accuracy of the Integrated Analysis Outcome, improving the products and services or developing new products and services.

Business Partners' Personal Information

The Company will use its business partners' personal information that it will acquire from such business partners, for the following purposes:

- (1) Collecting information required for services and under agreements, greetings, correspondence and announcements;
- (2) Fulfilling obligations and exercising rights pertaining to transactions;
- (3) Making announcements with regard to products, services or events;
- (4) Sending products, samples, documents or information;
- (5) Implementing questionnaires;
- (6) Implementing and corresponding regarding plant visits, taste-testing parties or events;
- (7) Preparing statistical information through aggregating information such as age, address, and application history for or use history of the relevant services, etc., in order to improve the products and services, as well as to develop and market new products and services; and
- (8) Responding to business partners who made inquiries or comments with regard to products, advertisements or others (including sharing information of and dealing with inquiries, etc., with the body designated by the business partners or found appropriate by the Company (including, without limitation, the Kewpie Group), depending on the details of various inquiries made by the business partners).

Shareholders' Personal Information

The Company will use its shareholders' personal information that it will acquire from such shareholders, for the following purposes:

- (1) Managing shareholders as set forth by laws and regulations such as the Companies Act and sending out items for distribution and benefit goods to the shareholders;
- (2) Implementing and corresponding regarding plant visits, taste-testing parties or events; and
- (3) Responding to shareholders who make inquiries or comments with regard to the Company (including sharing information of and dealing with inquiries, etc., with the body designated by the shareholders or found appropriate by the Company (including, without limitation, the Kewpie Group), depending on the details of various inquiries made by the shareholders).

Personal Information of Officers, Employees, etc.

The Company will use the personal information of its officers, employees, etc., that it will acquire from such officers, employees, etc., for the following purposes:

- (1) Performing screening for recruitment of and administrative procedures for the people who have applied for recruitment or internships;
- (2) Performing labor and employment management of employees and other procedures required by the Company for its business;
- (3) Providing information and sending items for distribution to the family members of employees;
- (4) Corresponding with, providing information to and sending items for distribution to retired employees;
- (5) Responding to the officers, employees, etc., who made inquiries or comments (including sharing information of and dealing with inquiries, etc., with the body designated by the officers, employees, etc., or found appropriate by the Company (including, without limitation, the Kewpie Group), depending on the details of various inquiries made by the officers, employees, etc.); and
- (6) Making responses equivalent to item (5) above with respect to applicants for recruitment or internships.

2. Joint Use of Personal Information

The Company may jointly use the personal information provided to us, among the Kewpie group companies as set forth in the “Kewpie Group Privacy Policy” (including Nakashimoto Co., Ltd. and its [group companies](#) , in addition to the Kewpie Group, with regard to the personal information of officers, employees, etc.) as follows:

Items of Personal Information to be Jointly Used	Purposes of Joint Use
Customer’s name, address, postal code, telephone number, gender, date of birth and email address	1.Implementing campaigns and questionnaires, as well as sending out and providing prizes and remuneration; 2.Making announcements concerning products, services or events; 3.Sending products, samples, documents or information; 4.Performing services pertaining to sale, delivery, billing, payment, etc., of products or services; 5.Providing and managing services for the customers who have registered for a membership service; 6.Implementing and corresponding regarding plant visits, taste-testing parties or events; or 7.Responding to customers who make inquiries or comments with regard to products, advertisement or others
Outcome of questionnaires concerning products and services received from customers	Preparing statistical information through aggregating the information such as age, address, and application history for or use history of the relevant services, in order to improve products or services as well as to develop and market new products and services;
Business partner’s name, address, postal code, telephone number, gender, date of birth and email address	1.Collecting information required for services and under agreements; greetings, correspondences and announcements; 2.Fulfilling obligations and exercising rights pertaining to transactions;

	3.Making announcements with regard to products, services or events; 4.Sending products, samples, documents or information; 5.Implementing and corresponding regarding plant visits, taste-testing parties or events; 6.Preparing statistical information through aggregating information such as age, address, and application history for or use history of the relevant services, in order to improve products and services, as well as to develop and market new products and services; or 7.Responding to the business partners who make inquiries or comments with regard to products, advertisements or others
Name, address, postal code, telephone number, gender, date of birth and email address of Kewpie Group officers, employees, etc.	1.Performing screening for recruitment of and administrative procedures for people who have applied for recruitment or internships; 2.Performing labor and employment management of employees and other procedures required by the Company for its business; 3.Providing information and sending items for distribution to family members of employees; 4.Corresponding with, providing information to and sending items for distribution to retired employees; 5.Responding to officers, employees, etc., who make inquiries or comments; or 6.Providing responses equivalent to item 5 above with respect to the applicants for recruitment or internships.

Name, Address and Name of Representative of Person Responsible for Management of Personal Information to be Jointly Used

Kewpie Corporation

1-4-13 Shibuya, Shibuya-Ku, Tokyo 150-0002, Japan

Representative Director President and Chief Executive Corporate Officer: Mitsuru Takamiya

3. Provision of Personal Information to Third Parties

The Company will not provide the Customers Etc.'s personal information to any third party without obtaining the Customers Etc.'s consent, except for cases pursuant to laws and regulations, cases where the personal information is provided to a third party to the extent necessary for the "purposes of use of personal information" (e.g., sharing of information required for making payments for products and services to a payment agent or a payment service provider) or the case of providing cookies related information to any third party to the extent necessary for the purposes described in the "Cookies Policy".

If the Customers Etc.'s have given consent, the Company will provide personal information (e.g., email address) of customers who hold kewpie IDs to data providers affiliated with the Company, for the purpose of obtaining the Integrated Analysis Outcome. The data providers will return the information provided by the Company to the Company after adding customer's personal information (e.g., purchase history information) held by the data providers. The data providers will only use the information provided

by the Company in order for the Company to obtain the Integrated Analysis Outcome and will delete such information as soon as the purpose has been achieved.

4. Cookies

Please refer to the Company's [Cookies Policy](#) with regard to handling of cookies.

5. Security Control of Personal Information

The Company takes the following measures in compliance with the laws and regulations of Japan related to personal information protection, other standards, guidelines, the "Kewpie Group Privacy Policy," etc., for the security control of personal information in order to prevent leaks, loss or damage of the Customers Etc.'s personal information or any other situation causing damage to the security of personal information:

Institutional Security Control Measures

- Establishing an institutional system for personal information protection, such as appointing a person responsible for the control of personal information; and
- Establishing regulations on the protection of personal information, etc., and operations pursuant to the regulations, etc.

Human Security Control Measures

- Widely disseminating the control system and handling method, including methods for keeping personal information among our officers, employees (including temporary employees and dispatched workers) and other people concerned and causing them to carry out the methods.

Physical Security Control Measures

- Implementing measures to prevent unauthorized persons from accessing any personal information in the personal information handling area; and
- Preparing physical protection such as equipment, devices, etc.

Technological Security Control Measures

- Performing access control to the system for the handling of personal information; and
- Supervising, etc., the system for the handling of personal information

Understanding Outside Circumstances

- Taking security control measures while understanding the personal information protection systems in countries where the personal information is stored.

Other

- Ensuring security control of personal information while fully considering the management capabilities of the contractors of the service to handle personal information, concluding agreements pertaining to personal information, and exercising supervision over the same.

6. Procedures for Disclosure, etc., of Personal Information

The Company would like you to apply pursuant to the following procedures for the disclosure, modification, addition or removal, suspension of use, deletion, suspension of provision to third parties, notification of purposes of use and disclosure of records provided by third parties ("Disclosure").

(1) Please inform us of your request for Disclosure, along with your name and address to the contact details below:

Contact information for inquiries about personal information:Kewpie Corporation Customer Service Office

[Inquiry form](#)

(2) The Company will send a form to request Disclosure, and a letter describing how to request the same to the address that you informed to us.

(3) Please fill out and send us back the form we sent to you, as follows:

What to send back	1.Form to request Disclosure 2.Identity verification document (one (1) copy of a driver’s license, passport, health insurance card or pension booklet 3.Fee (Postage stamps equivalent to JPY 1,000) <i>* If you enclose an identity verification document which shows your domicile of origin, please make a photocopy of such document which hides the part showing the said domicile of origin.</i>
Where to send back	To. Person in charge of personal information Kewpie Corporation 1-4-13 Shibuya, Shibuya-Ku, Tokyo 150-0002, Japan <i>* Please describe “Document to request disclosure of personal information” in red letters on the front side of the envelope.</i> <i>* Request by proxy</i> In the event of a request for Disclosure by a legal representative or any other agent, in addition to the aforementioned document and a document to verify

the proxy, it is also necessary to send us an identity verification document for the proxy. For more details, please refer to the letter to be enclosed with the form to request Disclosure.

(4) Upon confirming that the request is made by the person him/herself through the form and identity verification document sent back to us, the Company will check the personal information and respond to the said request for Disclosure.

- * In the event of any insufficiency in the items in the form, the Company will need time for verification or be unable to respond to your request for Disclosure.
- * Please understand that the Company will not be able to respond to a request if it is unable to verify that the request is made by the person him/herself.
- * Please refrain from visiting the Company in person for such request.

7. Contact

If you have any inquiries including questions, consultations and others about the Company's handling of personal information, please make contact as follows:

Contact information for inquiries about personal information: Kewpie Corporation Customer Service Office

[Inquiry form](#)



Last Updated: May 7, 2024

Who We Are

Who We Are	>
Top Message	>
Fundamental Policy	+
The Kewpie Promise	—
└ Corporate Governance	>
└ Anti-Bribery Basic Policy	>
└ Privacy Policy	>
└ Handling of Personal Information	>
└ Handling of Anonymously Processed Information	>
Corporate Data	+

Handling of Anonymously Processed Information

The Company will produce anonymously processed information and provide it to third parties. The Company also plans to continuously produce the anonymously processed information and provide it to third parties in the future. These details are as follows:

(1) Categories of information relating to an individual contained in the anonymously processed information:

(a) Information about our customers

- City of residence
- Postal code
- Gender
- Age
- Date of birth
- Purchasing history
- Occupation
- Frequency of cooking
- Family information (number of people living together, number of children, etc.)
- Questionnaire results (excluding descriptions that can identify specific individuals)

(b) Information on test subjects arising in the course of the research

- Age
- Results of physical measurements (height, weight, etc.)
- Vital data (blood pressure, etc.)

(c) Information on our employees

- Department
- Qualification information
- Information on employment history and leaves of absence
- Training attendance history

(2) Methods for providing anonymously processed information:

Uploading to a server etc.

(3) Measures to ensure the proper handling of anonymously processed information:

The Company has prepared the guidelines for handling anonymously processed information and will handle anonymously processed information in accordance with the guidelines, thereby taking necessary

measures to ensure the proper handling of security control measures for anonymously processed information.

For inquiries regarding anonymously processed information, please refer to "[Contact](#)".

Last Updated: May 7, 2024

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	
Code of Ethics	>
Corporate Governance	>
Risk Management	>
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental	>

Risk Management

- Priority Risk Assessment and Selection
- Risk Management System
- Main Risk Management Activities

Priority Risk Assessment and Selection

We evaluate potential risks arising from changes in the internal and external business environment based on two axes: "the magnitude of the impact of each risk on business" and "the degree of management control," and select the risks that need to be addressed. We monitor both internal and external factors, timely assess the importance of risks in response to changing circumstances, and strive to address risks swiftly.

Major Company-Wide Risks

Risks that have a significant impact on business operations but are not adequately managed are prioritized for risk reduction through company-wide projects.

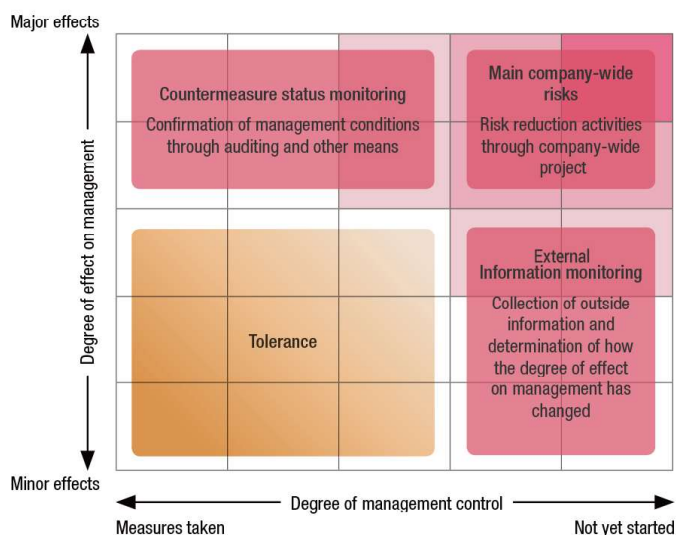
Monitoring of Countermeasures

Even if the measures implemented through these activities prove effective and management control improves, if the impact on business operations remains significant, we verify the subsequent status of the measures through audits and other means.

External Information Monitoring

Even for risks that have little impact on business operations at that point and do not become business issues, we are highly sensitive to risks for which countermeasures have not been taken and strive to collect external information and monitor them.

Risk Assessment



Risk Management System

Kewpie Group recognizes events that could affect the continuous and stable development of its business as risks, and is working to enhance its internal control system through the practice of risk management. Each department continuously monitors individual risks, and company-wide risks are shared by the Risk Management Committee*, which comprehensively manages the evaluation of those risks, prioritization, and the effectiveness of countermeasures. In particular, the following eight are designated as major risks, and efforts are being made to suppress and avoid them.

Risk Management Structure and Company-wide Risks



The director in charge of risk management regularly reports to the board of directors on the assessment of these company-wide risks, as well as the policies and status of responses.

* The Risk Management Committee is composed of members of Kewpie Corporation Management Board and representatives from major headquarters and subsidiaries. It is the highest decision-making body for risk management within Kewpie Group and meets three times a year.

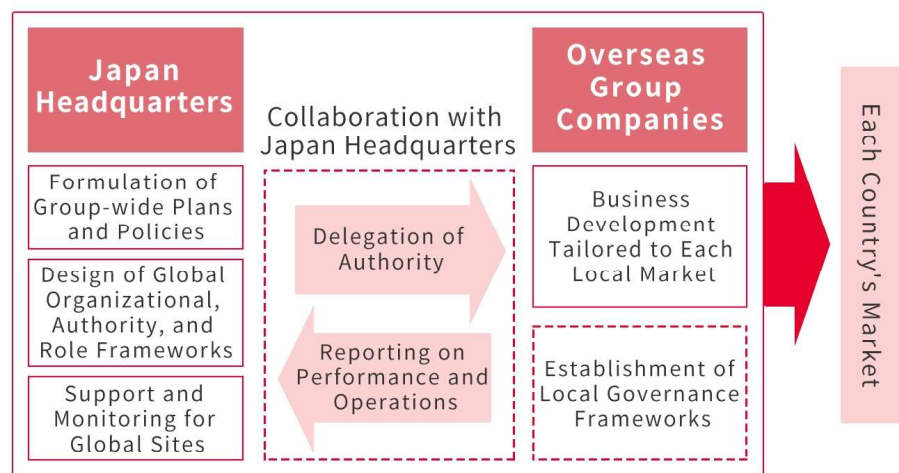
* Global environmental issues and climate change are addressed by the Sustainability Committee.

Main Risk Management Activities

"Overseas Governance Project": An Initiative Aimed at Strengthening Global Governance.

Kewpie Group has launched the "Overseas Governance Project" and is working to strengthen global governance as a foundation to safely and smoothly support its rapidly advancing global business expansion.

Based on the fundamental principle that each overseas group company should build an appropriate operational structure tailored to its own circumstances, under a globally standardized plan and policy, we are proceeding with the development of a global governance system.



Development of Global Governance Guidelines (GGG)

To clarify the vision and basic policies for global governance within Kewpie Group, as well as the overall structure and activities based on them, we have formulated the "Global Governance Guidelines (GGG)." Based on the GGG, we are strengthening the structures and functions at each level and in each corporate area.

Promoting the Delegation of Authority to Local Authorities

Kewpie Group deeply understands the vastly different food cultures across countries and regions, and in order to provide products and services that are tailored to those cultures, it is gradually transferring authority to local areas in accordance with the level of governance development in each region.

Promoting Daily Governance Activities

To support appropriate and swift decision-making and business development, we are strengthening the daily governance activities in each corporate area. While the Japanese headquarters formulates group-wide plans and policies for each corporate area and supports and monitors local operations, local operations proactively strengthen their daily governance activities in a way that suits their specific circumstances.

Handling Measures for Unpredictable Situations such as Natural Disasters: Business Continuity Plan (BCP)

Drawing on past experiences with disasters and infectious disease outbreaks, Kewpie Group is developing and implementing a business continuity plan across the entire group to address crises.

We primarily provide the following:

- Maintaining a system to replace Tokyo headquarters functions with those in the Kansai region
- Establishing emergency communication networks and stockpiling supplies
- Seismic reinforcement of production and logistics facilities
- Development of a system to check the status of production equipment
- Dual production bases for major products, dual procurement bases for raw materials, and dual order processing bases
- Maintaining a system that allows for a nationwide transition to working from home



Scenes from the task force meeting

We have developed manuals for each type of crisis and conduct large-scale disaster response drills (initial response drills, product supply drills, and safety confirmation drills) to ensure that these manuals can be used effectively.

These activities ensure that in the event of a disaster, we can take appropriate initial action, quickly transition to recovery efforts, and promote a return to normal business operations, thereby minimizing damage from unforeseen circumstances.

Responding to Ransomware* Risks

Ransomware attacks on businesses are increasing both domestically and internationally, and Kewpie Group is also raising its awareness of the risks and taking countermeasures.

In anticipation of emergencies, we are working to build an environment that can respond to attacks. As a hardware enhancement measure, we are implementing malware countermeasures on all PCs and servers, and as a software enhancement measure, we are working to improve security awareness among employees by conducting ongoing in-house training programs and simulated attack email drills for all employees.

* This malicious program, once it infects your device, encrypts the data stored on it, rendering it unusable. It not only threatens to expose the data for exploitation but also demands money as payment for decryption.

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Disclosure Policy

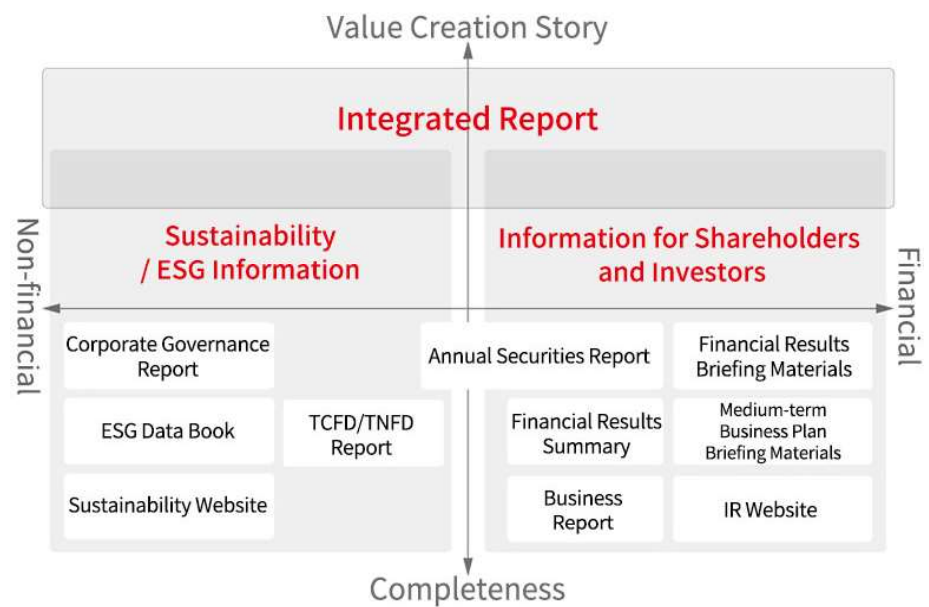
Fundamental Approach 

Disclosure Information 

Inquiry 

Fundamental Approach

Kewpie Group comprehensively reports its sustainability philosophy and initiatives on its website to communicate them to all stakeholders. This report is structured in reference to the GRI Sustainability Reporting Standards.



Disclosure Information

Target organizations: Kewpie Corporation and a total of 81 consolidated subsidiaries and equity-method affiliates.

Target period: Fiscal year 2025 (December 1, 2024 to November 30, 2025)

*Some of the information includes activities that took place outside the specified period.

Reporting cycle: Updated annually as an annual report.

Release: April 2026

Reference guidelines:

GRI Sustainability Reporting Guidelines Standard

Environmental Reporting Guidelines by the Ministry of the Environment

United Nations Global Compact

ISO26000

SASB Standard

Inquiry

For inquiries regarding our sustainability information, please contact us at the address below.

Kewpie Corporation Public Relations & Sustainability Division, Sustainability Promotion Department

1-4-13 Shibuya, Shibuya-ku, Tokyo Tel: 03-3486-3331

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Kewpie Reports

IR information can be viewed below.

> [IR Library](#)

You can view the PDF version of this website below.

Kewpie Sustainability Site PDF	
2025	 Kewpie sustainability site 2025 (5.21MB)
2024	 Kewpie sustainability site 2024 (5.87MB)
2023	 Kewpie sustainability site 2023 (37MB)
2022	 Kewpie sustainability site 2022 (40.9MB)
2021	 Kewpie sustainability site 2021 (30MB)
2020	 Kewpie sustainability site 2020 (30.7MB)
2019	 Kewpie sustainability site 2019 (19.3MB)

You can view the communication book below.

Communication Book	
2021	 Communication Book 2021 (5.28MB)
2020	 Communication Book 2020 (4.2MB)
2019	 Communication Book 2019 (6.9MB)

The social and environmental report can be viewed below.

Social and Environmental Report		
2018	 Digest version (3.80MB)	 Full report (7.12MB)
2017		 Full report (7.61MB)

2016	 Digest version (4.84MB)	 Full report (7.31MB)
2015	 Highlights (2.52MB)	 Full report (3.73MB)
2014	 Highlights (4.25MB)	 Full report (2.88MB)
2013	 Highlights (7.60MB)	 Full report (4.14MB)
2012	 Highlights (1.06MB)	 Full report (4.75MB)
2011	 Highlights (3.31MB)	 Full report (4.20MB)
2010	 Highlights (5.82MB)	 Full report (8.44MB)
2009	 Highlights (7.87MB)	 Full report (5.71MB)
2008	 Highlights (6.73MB)	 Full report (6.14MB)
2007	 Highlights (3.83MB)	 Full report (3.88MB)
2006	 Booklet version (5.15MB)	 Web version (3.31MB)
2005	 Booklet version (2.30MB)	
2004	 Booklet version (1.19MB)	
2003	 Booklet version (1.19MB)	
2002	 Booklet version (1.19MB)	
2001	 Booklet version (1.19MB)	

Changes in the Report

From FY 2022	Sustainability site, integrated report
From FY 2020	Sustainability site, integrated report, communication book
FY2019	CSR site, integrated report, communication book
From FY 2006	Social and environmental reports, websites
FY2005	Environmental and social report
From FY 2001	Environmental report

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
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Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Standard Table

GRI Reference Table	SASB Reference Table
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GRI Reference Table

This comparison table was created by referring to the GRI (Global Reporting Initiative) "GRI Standards".

GRI 1: Fundamentals

Statement of Use	Kewpie Group will refer to the GRI Standards and report the information described in this GRI Content Index for the period in question [December 1, 2024 to November 30, 2025].
GRI 1 used	GRI 1: Fundamentals 2021

GRI 2: General Disclosure 2021

Number	Disclosures	Placement
2-1	Organization details	> Corporate Data PDF Annual Securities Report: Nature of Business PDF Annual Securities Report: Outline of Associated Companies PDF Annual Securities Report: Principal Facilities and Equipment PDF The Kewpie Group Integrated Report 2026: Corporate Information
2-2	Entities covered by the organization's sustainability reporting	> Disclosure Policy PDF Annual Securities Report: Outline of Associated Companies PDF Annual Securities Report: Principal Facilities and Equipment
2-3	Reporting period, reporting frequency, contact information	> Disclosure Policy

2-4	Corrections to information	> ESG Data Sheet PDF The Kewpie Group Integrated Report 2026: Financial and Non-financial Summary
2-5	External Assurance	> ESG Data Sheet > Third-party assurance report
2-6	Activities, value chain, and other business relationships	> Our Business > Corporate Data > Dialogue with Stakeholders PDF Annual Securities Report: Principal Facilities and Equipment > Promotion of Sustainable Procurement > Quality of Raw Materials and Contract-Manufactured Products
2-7	Employees	> Corporate Data > Dialogue with Stakeholders > Respect for Human Rights > ESG Data Sheet PDF Annual Securities Report: Employees
2-8	Non-employee workers	-
2-9	Governance structure and composition	> Material Issues and Promotion Framework > Corporate Governance PDF Annual Securities Report: Corporate Governance PDF Annual Securities Report: Officers PDF Corporate Governance Report: Basic Concepts PDF Corporate Governance Report: Matters related to organizational structure and management, etc. PDF The Kewpie Group Integrated Report 2026: Corporate Governance
2-10	Nomination and selection in the highest governance body	> Corporate Governance PDF The Kewpie Group Integrated Report 2026: Corporate Governance
2-11	Chair of the highest governance body	> Corporate Governance PDF The Kewpie Group Integrated Report 2026: Corporate Governance
2-12	The role of the highest governance body in overseeing impact management	> Material Issues and Promotion Framework > Corporate Governance > Risk Management > Top Message PDF Annual Securities Report: Status of audits

		 Corporate Governance Report: Matters related to functions such as business execution, auditing and supervision, nomination, and compensation determination (Outline of the current corporate governance system)  Corporate Governance Report: Reasons for Choosing the Current Corporate Governance System  Corporate Governance Report: Matters concerning internal control systems, etc.  The Kewpie Group Integrated Report 2026: Risk Management  The Kewpie Group Integrated Report 2026: Outside Officer Interview  The Kewpie Group Integrated Report 2026: Message from the President
2-13	Delegating responsibility for impact management	> Material Issues and Promotion Framework > Environmental Management > Initiatives for Respect for Human Rights > Top Message  The Kewpie Group Integrated Report 2026: Message from the President  The Kewpie Group Integrated Report 2026: Sustainability Management  The Kewpie Group Integrated Report 2026: Corporate Governance
2-14	The role of the highest governance body in sustainability reporting	> Material Issues and Promotion Framework  The Kewpie Group Integrated Report 2026: Sustainability Management
2-15	Conflict of interest	> Corporate Governance  Annual Securities Report: Principal shareholders  Corporate Governance Report: Status of Major Shareholders  Corporate Governance Report: Matters related to organizational structure and management, etc.
2-16	Communicating serious concerns	> Material Issues and Promotion Framework > Risk Management > Environmental Management > ESG Data Sheet  The Kewpie Group Integrated Report 2026: Risk Management  Corporate Governance Report: Matters Related to the Functions of the Board of Directors (Overview of the Current Corporate Governance System)

2-17	Collective insights of the highest governance body	> Material Issues and Promotion Framework > Corporate Governance > Top Message  The Kewpie Group Integrated Report 2026: Message from the President
2-18	Highest governance body performance evaluation	> Corporate Governance  The Kewpie Group Integrated Report 2026: Corporate Governance: Effectiveness of the Board of Directors
2-19	Compensation policy	> Material Issues and Promotion Framework  The Kewpie Group Integrated Report 2026: Corporate Governance: Nomination and Remuneration Committee  Annual Securities Report: Compensation of officers
2-20	Compensation determination process	> Corporate Governance  The Kewpie Group Integrated Report 2026: Corporate Governance: Nomination and Remuneration Committee
2-21	Ratio of total annual compensation	> ESG Data Sheet  The Kewpie Group Integrated Report 2026: Corporate Governance: Nomination and Remuneration Committee
2-22	Statement on Strategies for Sustainable Development	> Top Message  The Kewpie Group Integrated Report 2026: Message from the President
2-23	Policy Statement	> 2030 VISION > Fundamental Policy > The Kewpie Promise > Policies
2-24	Policy Statement Implementation	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Initiatives for Respect for Human Rights > Top Message  The Kewpie Group Integrated Report 2026: Message from the President
2-25	Negative impact remediation process	> Quality & Safety > Initiatives for Respect for Human Rights > Value Chain Quality Initiatives > Health-based Management and Occupational Health and Safety

2-26	Mechanisms for seeking advice and raising concerns	> Corporate Governance > Initiatives for Respect for Human Rights
2-27	Regulatory Compliance	> Environmental Management > ESG Data Sheet > Initiatives for Respect for Human Rights
2-28	Membership Organizations	> Initiatives and Affiliations
2-29	Approaches to Stakeholder Engagement	> Dialogue with Stakeholders > Material Issues and Promotion Framework > Initiatives for Respect for Human Rights
2-30	Labor agreement	> Health-based Management and Occupational Health and Safety

GRI 3: Material Items 2021

Number	Disclosures	Placement
3-1	Process for determining material items	> Material Issues and Promotion Framework
3-2	List of material items	> Material Issues and Promotion Framework > Top Message PDF The Kewpie Group Integrated Report 2026: The Value Creation Process PDF The Kewpie Group Integrated Report 2026: Message from the President

GRI101: Biodiversity 2024

Number	Disclosures	Placement
101-1	Policies to stop and reverse biodiversity loss	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Conservation of Biodiversity Activities > Promotion of Sustainable Procurement PDF Annual Securities Report: Sustainability Approach and Initiatives
101-2	Managing the impact on biodiversity	> Conservation of Biodiversity Activities > ESG Data Sheet

101-3	Access and profit sharing	> Promotion of Sustainable Procurement PDF Kewpie Group Supplier Guidelines (271KB)
101-4	Identifying the impact on biodiversity	> Conservation of Biodiversity Activities PDF 2025 TCFD/TNFD report
101-5	Places with an impact on biodiversity	> Conservation of Biodiversity Activities PDF 2025 TCFD/TNFD report
101-6	Direct causes of biodiversity loss	> Conservation of Biodiversity Activities
101-7	Changes in the state of biodiversity	> Conservation of Biodiversity Activities > ESG Data Sheet
101-8	Ecosystem services	> Conservation of Biodiversity Activities > ESG Data Sheet

GRI201: Economic Performance 2016

Number	Disclosures	Placement
3-3	Management of material items	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Top Message PDF The Kewpie Group Integrated Report 2026: Message from the President
201-1	Direct economic value created and distributed	PDF Annual Securities Report: Consolidated Financial Statements PDF The Kewpie Group Integrated Report 2026: Financial and Non-financial Summary
201-2	Financial impacts and other risks and opportunities of climate change	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Reduction of CO₂ Emissions > Conservation of Biodiversity Activities
201-3	Contributions to defined benefit pension plans and other retirement plans	PDF Annual Securities Report: Retirement Benefits
201-4	Financial support received from the government	We have not disclosed this information.

GRI202: Regional Economic Presence 2016

Number	Disclosures	Placement
202-1	Ratio of standard entry-level employee salary to local minimum wage (by gender)	We have not disclosed this information.
202-2	Percentage of senior management hired from the local community	We have not disclosed this information.

GRI203: Indirect Economic Impact 2016

Number	Disclosures	Placement
3-3	Management of material items	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Top Message  The Kewpie Group Integrated Report 2026: Message from the President
203-1	Infrastructure Investment and Support Services	> Social Contribution Activities > Kewpie Mirai Tamago Foundation 
203-2	Significant indirect economic impact	> Contributing to Food Culture and Health

GRI204: Procurement Practices 2016

Number	Disclosures	Placement
204-1	Percentage of spending on local suppliers	We have not disclosed this information.

GRI205: Anti-corruption 2016

Number	Disclosures	Placement
205-1	Operations undergoing corruption risk assessment	> Risk Management
205-2	Communication and training on anti-corruption policies and procedures	> The Kewpie Promise  Basic policy for establishing an internal control system

		> Risk Management PDF Annual Securities Report: Progress made in establishing internal control system
205-3	Confirmed corruption cases and measures taken	> ESG Data Sheet

GRI206: Anti-competitive practices 2016

Number	Disclosures	Placement
206-1	Legal actions for anti-competitive, anti-trust and monopoly practices	> ESG Data Sheet

GRI207: Taxes 2019

Number	Disclosures	Placement
207-1	Approach to Taxation	> The Kewpie Promise > Corporate Governance
207-2	Tax Governance, Administration, and Risk Management	> Risk Management
207-3	Addressing tax-related stakeholder engagement and concerns	> The Kewpie Promise > Corporate Governance
207-4	Country Reports	> ESG Data Sheet

GRI301: Raw materials 2016

Number	Disclosures	Placement
3-3	Management of material items	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Promotion of Sustainable Procurement > Top Message PDF The Kewpie Group Integrated Report 2026: Working to Transform the Supply Chain PDF Annual Securities Report: Sustainability Approach and Initiatives

301-1	Weight or volume of raw materials used	> Environmental Management > ESG Data Sheet
301-2	Recycled materials used	> Material Issues and Promotion Framework > Elimination and Effective Utilization of Food Loss > Reduction and Reuse of Plastic Emissions > ESG Data Sheet
301-3	Recycled products and packaging materials	> Material Issues and Promotion Framework > Reduction and Reuse of Plastic Emissions > ESG Data Sheet PDF The Kewpie Group Integrated Report 2026: Financial and Non-financial Summary

GRI302: Energy 2016

Number	Disclosures	Placement
3-3	Management of material items	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Reduction of CO₂ Emissions PDF Annual Securities Report: Sustainability Approach and Initiatives
302-1	Energy consumption within an organization	> Environmental Management > Reduction of CO₂ Emissions > ESG Data Sheet > Third-party assurance report PDF The Kewpie Group Integrated Report 2026: Financial and Non-financial Summary
302-2	Extra-organizational energy consumption	We have not disclosed this information.
302-3	Energy intensity	> Reduction of CO₂ Emissions > ESG Data Sheet
302-4	Reduced energy consumption	> Reduction of CO₂ Emissions > ESG Data Sheet > Third-party assurance report PDF The Kewpie Group Integrated Report 2026: Financial and Non-financial Summary
302-5	Reducing the energy requirements of products and services	> Reduction of CO₂ Emissions > ESG Data Sheet

GRI303: Water and Wastewater 2018

Number	Disclosures	Placement
3-3	Management of material items	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Sustainable Use of Water Resources > Annual Securities Report: Sustainability Approach and Initiatives
303-1	Interactions with water as a shared resource	> Material Issues and Promotion Framework > Environmental Management > Sustainable Use of Water Resources
303-2	Managing wastewater-related impacts	> Environmental Management > Sustainable Use of Water Resources > ESG Data Sheet
303-3	Water intake	> Environmental Management > Sustainable Use of Water Resources > ESG Data Sheet
303-4	Drainage	> Environmental Management > Sustainable Use of Water Resources > ESG Data Sheet
303-5	Water consumption	> Environmental Management > Sustainable Use of Water Resources > ESG Data Sheet

GRI305: Emissions into the Atmosphere 2016

Number	Disclosures	Placement
3-3	Management of material items	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Reduction of CO₂ Emissions > Annual Securities Report: Sustainability Approach and Initiatives
305-1	Direct GHG emissions (Scope 1)	> Environmental Management > Reduction of CO₂ Emissions > ESG Data Sheet > Third-party assurance report

305-2	Indirect GHG emissions (Scope 2)	> Environmental Management > Reduction of CO₂ Emissions > ESG Data Sheet > Third-party assurance report
305-3	Other indirect GHG emissions (Scope 3)	> Environmental Management > Reduction of CO₂ Emissions > ESG Data Sheet
305-4	Greenhouse gas (GHG) emissions intensity	> Environmental Management > Reduction of CO₂ Emissions > ESG Data Sheet
305-5	Reducing greenhouse gas (GHG) emissions	> Environmental Management > Reduction of CO₂ Emissions > ESG Data Sheet PDF The Kewpie Group Integrated Report 2026: Financial and Non-financial Summary
305-6	Emissions of ozone-depleting substances (ODS)	We have not disclosed this information.
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	> Environmental Management > Reduction of CO₂ Emissions > ESG Data Sheet

GRI306: Waste 2020

Number	Disclosures	Placement
3-3	Management of material items	> Material Issues and Promotion Framework > Risk Management > Environmental Management > Effective Use and Recycling of Resources > Elimination and Effective Utilization of Food Loss > Reduction and Reuse of Plastic Emissions PDF Annual Securities Report: Sustainability Approach and Initiatives
306-1	Waste generation and significant waste-related impacts	> Material Issues and Promotion Framework > Environmental Management > Effective Use and Recycling of Resources > Elimination and Effective Utilization of Food Loss > Reduction and Reuse of Plastic Emissions > ESG Data Sheet
306-2	Managing significant waste-related impacts	> Environmental Management

		> Elimination and Effective Utilization of Food Loss > Reduction and Reuse of Plastic Emissions > ESG Data Sheet
306-3	Waste generated	> Environmental Management > Elimination and Effective Utilization of Food Loss > Reduction and Reuse of Plastic Emissions > ESG Data Sheet
306-4	Non-disposed waste	> Environmental Management > ESG Data Sheet
306-5	Disposed waste	> Environmental Management > Elimination and Effective Utilization of Food Loss > Reduction and Reuse of Plastic Emissions > ESG Data Sheet

GRI308: Supplier Environmental Assessment 2016

Number	Disclosures	Placement
3-3	Management of material items	> Material Issues and Promotion Framework > Promotion of Sustainable Procurement > Initiatives for Respect for Human Rights  Annual Securities Report: Sustainability Approach and Initiatives  The Kewpie Group Integrated Report 2026: Working to Transform the Supply Chain
308-1	New suppliers selected based on environmental standards	We have not disclosed this information.
308-2	Negative environmental impacts in the supply chain and measures taken	> Promotion of Sustainable Procurement > Initiatives for Respect for Human Rights > Conservation of Biodiversity Activities > ESG Data Sheet

GRI401: Employment 2016

Number	Disclosures	Placement
3-3	Management of material items	> 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 Annual Securities Report: Sustainability Approach and Initiatives
401-1	New employee hiring and employee departures	> ESG Data Sheet
401-2	Benefits provided to full-time employees but not to temporary or part-time employees	We have not disclosed this information.
401-3	Parental leave	> Initiatives for Empowering a Diverse Range of Talent > ESG Data Sheet

GRI402: Labor Relations 2016

Number	Disclosures	Placement
402-1	Minimum notice period for business changes	We have not disclosed this information.

GRI403: Occupational Safety and Health 2018

Number	Disclosures	Placement
3-3	Management of material items	> Risk Management > 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  Annual Securities Report: Sustainability Approach and Initiatives
403-1	Occupational Safety and Health Management System	> Health-based Management and Occupational Health and Safety > ESG Data Sheet
403-2	Hazard identification, risk assessment, and accident investigation	> Risk Management > Health-based Management and Occupational Health and Safety > ESG Data Sheet
403-3	Occupational Health Services	> Health-based Management and Occupational Health and Safety

403-4	Worker participation, consultation and communication in occupational safety and health	> Initiatives for Respect for Human Rights > Initiatives for Empowering a Diverse Range of Talent > Health-based Management and Occupational Health and Safety
403-5	Worker training on occupational safety and health	> Health-based Management and Occupational Health and Safety
403-6	Promoting worker health	> Health-based Management and Occupational Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	> Health-based Management and Occupational Health and Safety > ESG Data Sheet
403-8	Workers covered by the occupational safety and health management system	> Health-based Management and Occupational Health and Safety > ESG Data Sheet
403-9	Work-related injuries	> Health-based Management and Occupational Health and Safety > ESG Data Sheet
403-10	Work-related illnesses and health problems	> ESG Data Sheet

GRI404: Training and Education 2016

Number	Disclosures	Placement
3-3	Management of material items	> 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  Annual Securities Report: Sustainability Approach and Initiatives
404-1	Average annual training hours per employee	> ESG Data Sheet
404-2	Employee Skills Upgrading and Transition Assistance Programs	> Initiatives for Empowering a Diverse Range of Talent
404-3	Percentage of employees receiving regular performance and career development reviews	> Initiatives for Empowering a Diverse Range of Talent

GRI405: Diversity and Equal Opportunity 2016

Number	Disclosures	Placement
3-3	Management of material items	> 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  Annual Securities Report: Sustainability Approach and Initiatives
405-1	Diversity of governance bodies and employees	> Initiatives for Empowering a Diverse Range of Talent > Corporate Governance > ESG Data Sheet  The Kewpie Group Integrated Report 2026: Human Capital Strategy  The Kewpie Group Integrated Report 2026: Corporate Governance  Annual Securities Report: Corporate Governance  Annual Securities Report: Officers
405-2	Gender ratio of base salary and compensation	> ESG Data Sheet

GRI406: Non-discrimination 2016

Number	Disclosures	Placement
3-3	Management of material items	> Respect for Human Rights > Initiatives for Respect for Human Rights  Annual Securities Report: Sustainability Approach and Initiatives
406-1	Incidents of discrimination and corrective actions taken	> Initiatives for Respect for Human Rights > Corporate Governance

GRI407: Freedom of Association and Collective Bargaining 2016

Number	Disclosures	Placement
407-1	Operations and suppliers whose freedom of association and the right to collective bargaining may be at risk	We have not disclosed this information.

GRI408: Child Labor 2016

Number	Disclosures	Placement
3-3	Management of material items	> Respect for Human Rights > Initiatives for Respect for Human Rights > Promotion of Sustainable Procurement  Annual Securities Report: Sustainability Approach and Initiatives
408-1	Operations and suppliers at significant risk for incidents of child labor	> Initiatives for Respect for Human Rights > Promotion of Sustainable Procurement

GRI409: Forced Labor 2016

Number	Disclosures	Placement
3-3	Management of material items	> Respect for Human Rights > Initiatives for Respect for Human Rights > Promotion of Sustainable Procurement  Annual Securities Report: Sustainability Approach and Initiatives
409-1	Operations and suppliers with a significant risk of forced labor cases	> Initiatives for Respect for Human Rights > Promotion of Sustainable Procurement

GRI410: Safety Practices 2016

Number	Disclosures	Placement
3-3	Management of material items	> Respect for Human Rights > Initiatives for Respect for Human Rights
410-1	Security personnel who have received training on human rights policies and procedures	> Initiatives for Respect for Human Rights

GRI411: Indigenous Peoples' Rights 2016

Number	Disclosures	Placement
3-3	Management of material items	> Respect for Human Rights > Initiatives for Respect for Human Rights

		  > Promotion of Sustainable Procurement Annual Securities Report: Sustainability Approach and Initiatives
411-1	Cases of violations of indigenous peoples' rights	 > Initiatives for Respect for Human Rights > Promotion of Sustainable Procurement

GRI413: Local Community 2016

Number	Disclosures	Placement
413-1	Operations that have implemented local community engagement, impact assessments and development programs	 > Dialogue with Stakeholders > Social Contribution Activities  Kewpie Mirai Tamago Foundation  The Kewpie Group Integrated Report 2026: Stakeholder Engagement
413-2	Operations that have a significant negative impact (both apparent and potential) on the local community	We have not disclosed this information.

GRI414: Supplier Social Assessment 2016

Number	Disclosures	Placement
3-3	Management of material items	 > Initiatives for Respect for Human Rights > Promotion of Sustainable Procurement  Annual Securities Report: Sustainability Approach and Initiatives
414-1	New suppliers selected based on social criteria	We have not disclosed this information.
414-2	Negative social impacts in the supply chain and measures taken	 > Initiatives for Respect for Human Rights > Promotion of Sustainable Procurement > ESG Data Sheet

GRI415: Public Policy 2016

Number	Disclosures	Placement
415-1	Political contributions	 > ESG Data Sheet

GRI416: Customer Safety and Health 2016

Number	Disclosures	Placement
416-1	Assessment of the Occupational and Health Impact on Product and Service Categories	> Quality & Safety > Corporate Governance
416-2	Cases of violations regarding the health and safety impact of products and services	> Quality & Safety > Corporate Governance

GRI417: Marketing and Labeling 2016

Number	Disclosures	Placement
3-3	Management of material items	> Quality & Safety > Value Chain Quality Initiatives
417-1	Product and Service Information and Labeling Requirements	> Quality & Safety > Value Chain Quality Initiatives > Dialogue with Stakeholders
417-2	Product and Service Information and Labeling Violation Cases	We have not disclosed this information.
417-3	Marketing Communications Violation Cases	We have not disclosed this information.

GRI418: Customer Privacy 2016

Number	Disclosures	Placement
418-1	Substantiated complaints regarding breaches of customer privacy and loss of customer data	We have not disclosed this information.

Standard Table

GRI Reference Table

SASB Reference Table

SASB Reference Table

The Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization that promotes the disclosure of important sustainability information to meet the needs of investors. The table below refers to the criteria for the processed food industry as defined in the SASB's Sustainable Industries Classification System (SICS), and indicates the relevant sections.

Title	SASB code	Indicators	Placement
Energy Management	FB-PF-130a.1	(1) Total energy consumption (2) Percentage of electricity from the grid (3) Percentage of renewable energy	> Environmental Management > Deal with climate change > ESG Data Sheet  Annual Securities Report: Sustainability Approach and Initiatives  The Kewpie Group Integrated Report 2026: Financial and Non-financial Summary
Water management	FB-PF-140a.1	(1) Total water intake (2) Total water usage, and the respective percentages in areas with high or extremely high baseline water stress.	> Environmental Management > Sustainable Use of Water Resources > ESG Data Sheet
	FB-PF-140a.2	Number of compliance violations related to permits, standards, and regulations concerning water volume and/or water quality.	There were no compliance violations in fiscal year 2025.
	FB-PF-140a.3	Explanation of water management risks and discussion of strategies and practices to mitigate those risks	> Sustainable Use of Water Resources  2025 TCFD/TNFD report

Food safety	FB-PF-250a.1	(1) Non-conformity rate and (2) Corrective action rate related to (a) major and (b) minor non-conformities in Global Food Safety Initiative (GFSI) audits	> Quality Assurance System
	FB-PF-250a.2	Percentage of raw materials sourced from Tier 1 supplier facilities certified by a food safety certification program approved by the Global Food Safety Initiative (GFSI)	We have not disclosed this information.
	FB-PF-250a.3	(1) Total number of food safety violation notifications received, (2) Percentage of violations corrected	There were no food safety violation notifications in fiscal year 2025.
	FB-PF-250a.4	(1) Number of recalls issued and (2) Total quantity of recalled food items	> Risk Management
Health and Nutrition	FB-PF-260a.1	Revenue from products labeled and/or marketed to promote health and nutrition attributes.	> Contributing to Food Culture and Health
	FB-PF-260a.2	Discussion of processes for identifying and managing products and ingredients related to consumer concerns about nutrition and health.	> Contributing to Food Culture and Health > Quality & Safety
Product labeling and marketing	FB-PF-270a.1	(1) The percentage of advertising and promotional activities conducted targeting children, and (2) Percentage of advertising targeting children that promotes products that comply with dietary guidelines	We have not disclosed this information.
	FB-PF-270a.2	Revenue from products: (1) Containing genetically modified organisms (GMOs) (2) labeled as non-GMO	We have not disclosed this information.
	FB-PF-270a.3	Number of instances of label and/or marketing code violations by industry or regulation	There were no reported violations in fiscal year 2025.

	FB-PF-270a.4	The total amount of financial losses resulting from legal proceedings relating to representation and/or marketing practices.	We have not disclosed this information.
Packaging Lifecycle Management	FB-PF-410a.1	(1) Total weight of the packaging (2) the percentage made from recycled and/or renewable materials, and (3) Recyclable, reusable, and/or compostable proportion	> Reduction and Reuse of Plastic Emissions > ESG Data Sheet
	FB-PF-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	> Environmental Management > Reduction and Reuse of Plastic Emissions
Environmental and social impacts of raw material supply chains	FB-PF-430a.1	The percentage of sourced food ingredients and their respective percentages that are certified to third-party environmental and/or social standards.	> Promotion of Sustainable Procurement > ESG Data Sheet
	FB-PF-430a.2	In supplier social and environmental responsibility audits: (1) Nonconformity rate and (2) Corrective action implementation rate for (a) major and (b) minor nonconformities	We have not disclosed this information.
Raw material procurement	FB-PF-440a.1	Percentage of food ingredients sourced from areas with high or extremely high baseline water stress.	 2025 TCFD/TNFD report
	FB-PF-440a.2	A list of priority food ingredients and a discussion of procurement risks due to environmental and social considerations.	> Promotion of Sustainable Procurement  2025 TCFD/TNFD report
Activity index	FB-PF-000.A	Weight of the sold product	We have not disclosed this information.
	FB-PF-000.B	Number of production facilities	> Corporate Data

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

ESG Data Sheet

The ESG (Environmental, Social, and Governance) data for our business activities is available below.

●Data Scope / Period

E: Environmental... Unless otherwise specified, the Kewpie Group (Kewpie Corporation and its consolidated subsidiaries) / The performance period is December to November for domestic operations, and October to September for overseas operations.

S: Social... Unless otherwise specified, Kewpie Corporation / The performance period is December to November.

G: Governance... Unless otherwise specified, Kewpie Corporation / The performance period is December to November.

●Notes

•Figures are rounded to the nearest displayed unit.

•An asterisk (*) indicates data that has been revised due to changes in calculation definitions, etc.

E: Environmental ▼

▼ CO ₂ Emissions Reduction Scope 1 and 2	▼ CO ₂ Emissions Scope 3	▼ Energy-Related	▼ Emissions to Air
▼ Effective Use and Recycling of Resources	▼ Sustainable Use of Water Resources	▼ Sustainable Procurement	▼ Conservation of Biodiversity
▼ Environmental Investments	▼ Environmental Management		

S: Social ▼

▼ Employees	▼ Diversity	▼ Training-Related	▼ Labor
▼ Social Contribution Activities			

G: Governance ▼

▼ Independence of the Board of Directors	▼ Audit & Supervisory Board	▼ Nomination and Remuneration Committee	▼ Executive Compensation
▼ Shareholder Rights	▼ Briefing Sessions for Shareholders, Investors, and Analysts	▼ Compliance	▼ Corporate Taxes Paid
▼ Political Contributions			

Update date: June 8, 2026

E: Environmental

CO₂ Emissions Reduction Scope 1 and 2

			Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
CO ₂ Emissions	Domestic	Scope 1	Thousand t-CO ₂	64.5	63.6	53.6	51.7	50.9	Production plants and offices

		Scope 2	Thousand t-CO ₂	97.5	93.6	85.2	82.3	69.1	
		Scope 1+2	Thousand t-CO ₂	162.0	157.2	138.7	133.9	120.0	
		Intensity	kg-CO ₂ / t of production	205.2	206.7	196.2	190.1	168.7	
	Overseas	Scope 1	Thousand t-CO ₂	1.3	5.0	4.9	2.8	2.8	Production plants
		Scope 2	Thousand t-CO ₂	29.6	30.8	23.1	25.6	24.1	
		Scope 1+2	Thousand t-CO ₂	30.9	35.8	28.0	28.4	26.9	
		Intensity	kg-CO ₂ / t of production	167.6	201.9	150.9	145.0	131.3	

CO₂ Emissions Scope 3

	Calculation Method	Target Emission Factor, etc.	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Scope 3 Total			Thousand t-CO ₂	293.9	1,229.1	1,485.0	1,734.3	1,792.4	
1. Purchased products and services	Intensity per weight	Weight of purchased raw materials and supplies	Thousand t-CO ₂	167.8	987.2	1,126.2	1,337.0	1,483.1	
2. Capital goods	Intensity per investment amount	Capital investment amount	Thousand t-CO ₂	22.4	96.7	46.6	48.4	60.2	
3. Initiatives related to fuel and energy consumption (not included in Scope 1 & 2)	CFP-DB, SC-DB	Energy consumption by type	Thousand t-CO ₂	8.1	5.8	24.2	29.8	21.0	
4. Transportation and delivery (upstream)	Ton-kilometer method / Emissions intensity during transport	Transportation scenario activity data by shipper transport / procured item	Thousand t-CO ₂	33.4	45.1	127.7	168.2	76.8	
5. Material waste produced from business activities	Intensity per weight	Emission weight	Thousand t-CO ₂	0.5	10.2	21.8	20.7	18.6	

6. Business trip	Intensity per employee	Number of Employees	Thousand t-CO ₂	0.3	1.4	1.4	1.4	1.4	
7. Employee commuting	Intensity per number of employees / business days	Number of employees / business days	Thousand t-CO ₂	1.1	4.9	2.4	2.3	2.4	
8. Leased assets (upstream)	Already included in Scope 1 and 2	Already included in Scope 1 and 2	Thousand t-CO ₂	N/A	N/A	N/A	N/A	N/A	
9. Transportation and delivery (downstream)	Emissions intensity during transportation	Shipping weight (Scenario-based product transportation)	Thousand t-CO ₂	9.9	20.7	22.4	24.7	7.2	
10. Manufacturing products sold	Indirect energy consumption per product	Sales volume by product group	Thousand t-CO ₂	0.0	35.8	72.6	72.5	95.6	
11. Use of the products sold	Indirect energy consumption per product	Sales volume by product group	Thousand t-CO ₂	1.8	N/A	N/A	N/A	N/A	
12. Disposal of sold products	Intensity per weight	Weight of packaging materials used in the product	Thousand t-CO ₂	14.0	21.2	39.8	29.4	26.0	
13. Leased assets (downstream)	N/A	N/A	Thousand t-CO ₂	N/A	N/A	N/A	N/A	N/A	
14. Franchise	N/A	N/A	Thousand t-CO ₂	N/A	N/A	N/A	N/A	N/A	
15. Investment	N/A	N/A	Thousand t-CO ₂	N/A	N/A	N/A	N/A	N/A	

[Scope of Reporting]

FY2021: Kewpie Corporation

FY2022: Major domestic companies of Kewpie Group (Kewpie Corporation, Aohata Corporation, Kewpie Egg Corporation, Salad Club, Inc., Kewpie Jyozo Co., Ltd., Deria Foods Co., Ltd., Kpack Co., Ltd., Co-op Foods Co., Ltd.)

FY2023 onwards: Kewpie Group (Kewpie Corporation and its consolidated subsidiaries)

CO₂ Emissions

Regarding CO₂ emissions (Scope 1, 2, and Scope 3 Categories 1, 2, and Category 4 for Japan only), we conduct third-party verification and obtain certificates of assurance from the verification body.

 [FY2025 Greenhouse gas emissions Verification Statement \(1.85MB\)](#)

Energy-Related

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
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Electricity Purchased	Domestic	MWh	221,867*	220,505*	210,311*	206,638*	206,267	Production plants and offices
	Overseas	MWh	34,666*	30,985*	29,905*	33,989*	37,137	Production plants
Renewable Energy	Domestic	MWh	551*	4,032*	15,482*	18,211*	50,979	Production plants and offices
	Overseas	MWh	2,328*	3,416*	5,102*	5,675*	8,447	Production plants

Emissions to Air

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
NO _x Emissions	t	39.8	37.9	33.7	33.1	33.1	Domestic production plants
SO _x Emissions	t	8.3	8.1	6.7	6.1	5.4	Domestic production plants

Effective Use and Recycling of Resources

		Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Waste Generation	Total Amount	Thousand t	41.8*	37.7*	32.7*	34.5*	34.5*	Domestic production plants
	Intensity	kg / t of production	54.5*	50.9*	47.5*	48.6*	47.8	Domestic production plants
Total Waste Generation		Thousand t	66.4	65.1	57.2	56.0	58.5	Domestic production plants
Final Waste Disposal (Direct Landfill)		Thousand t	1.7	1.6	1.6	1.7	1.6	Domestic production plants
Recycling Rate		%	97.4	97.5	97.2	96.9	95.4	Domestic production plants
Food Waste Reduction Rate (compared to FY2015)		%	39.0	46.6	59.6	60.6	61.4	Domestic production plants
Effective Utilization Rate of Unused Portions of Vegetables Main Vegetables: Cabbage, etc.		%	62.1	77.5	82.7	85.3	84.3	Domestic production plants
Product Waste Reduction Rate (compared to FY2015)		%	61.3	74.8	75.5	65.9	53.1	Sales departments of Kewpie Corporation and Aohata Corporation
Plastic Waste Reduction Rate (compared to FY2018)		%	10.8	13.8	20.9	22.3	26.9	Domestic production plants

Sustainable Use of Water Resources

		Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Water Withdrawal by Area	Japan	Thousand m ³	8,091	8,075	7,367	6,999*	6,938	
	Japan Intensity	m ³ / t of production	10.5	10.6	10.6	9.9*	9.8	
	Global	Thousand m ³	451	690	694	731	757	
	Global Intensity	m ³ / t of production	2.4	3.8	3.9	3.7	3.8	
	China	Thousand m ³	237	190	185	213	217	
	Asia (excluding China)	Thousand m ³	173	458	464	475	492	
	North America and Europe	Thousand m ³	41	42	44	43	48	
Water Discharge by Area	Japan	Thousand m ³	6,269	6,241	5,815*	5,644	5,259	
	Japan Intensity	m ³ / t of production	8.2	8.2	8.4	8.0	7.4	
	Global	Thousand m ³	269	167	193	233	238	
	Global Intensity	m ³ / t of production	1.5	0.9	1.1	1.2	1.2	
	China	Thousand m ³	180	99	120	151	149	
	Asia (excluding China)	Thousand m ³	57	56	58	64	74	
	North America and Europe	Thousand m ³	32	12	15	19	15	
Water Intake by Source	Total Freshwater	Thousand m ³	8,542	8,765	8,061	7,730*	7,695	
		%	100.0	100.0	100.0	100.0	100.0	
	City Water	Thousand m ³	1,258	1,288	1,110	1,075*	1,040	
		%	14.7	14.7	13.8	14.0*	13.5	
	Industrial Water	Thousand m ³	922	912	822	925*	1,012	
		%	10.8	10.4	10.2	12.0*	13.2	

	River Water	Thousand m ³	95	366	366	358	364	
		%	1.1	4.2	4.5	4.6	4.7	
	Groundwater	Thousand m ³	6,268	6,199	5,763	5,372*	5,279	
		%	73.4	70.7	71.5	69.5*	68.6	
	Rainwater	Thousand m ³	0	0	0	0	0	
		%	0	0	0	0	0	
Water Discharge by Destination	Total Wastewater	Thousand m ³	6,537	6,407	6,009	5,877	5,498	
		%	100.0	100.0	100.0	100.0	100.0	
	Sewers	Thousand m ³	3,084	2,987	2,711	2,624	2,441	
		%	47.2	46.6	46.6	44.7	44.4	
	Discharge to Rivers	Thousand m ³	3,273	3,246	3,106	3,069	2,883	
		%	50.0	50.8	51.7	52.2	52.4	
	Discharge to Sea	Thousand m ³	185	175	191	184	174	
		%	2.8	2.7	3.2	3.1	3.2	
Water Consumption Intensity Reduction Rate (compared to FY2020)		%	2.5	1.7	2.1	7.8	9.7	Domestic production plants

Sustainable Procurement

		Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Sustainable Palm Oil Procurement	Procurement Rate	%	95.3*	100.0	100.0	100.0	100.0	Domestic production plants. Completed the transition to the RSPO Book and Claim model, and obtained certification to receive palm oil under the Mass Balance model.

Conservation of Biodiversity

		Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Sustainable Paper	Procurement Rate	%	-	-	-	98.4	100.0	All domestic sites

Procurement (containers and packaging, printed booklets, promotional materials, office supplies)							
Existence of Biodiversity Conservation Policy	Yes: Kewpie Group Biodiversity Policy (established in December 2022)						
Presence of Owned, Leased, or Managed Land In or Adjacent to Biodiversity Conservation Areas	No						

Environmental Investments

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Environmental Conservation Costs (Investments)	Millions of yen	172	404	85	105	45	Kewpie Corporation
Environmental Conservation Costs (Expenses)	Millions of yen	611	682	636	658*	761	Kewpie Corporation
Economic Effects of Environmental Conservation Measures	Millions of yen	811	821	1,163	1,150	1,553	Domestic production plants

Environmental Management

		Unit	FY2025	Remarks
Third-Party Certification (ISO 14001)	Certified Sites	-	15 sites / 65 sites	Domestic production plants
	Certification Rate	%	23.1	

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Violations of Environmental Laws and Regulations	Cases	0	0	0	0	0	Domestic production plants
Fines for Violations of Environmental Laws and Regulations	Cases	0	0	0	0	0	Domestic production plants
Serious Environmental Accidents	Cases	0	0	0	0	0	Domestic production plants

S: Social

Employees

		Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Kewpie Group								
Number of Employees		People	15,885	15,785	15,453	14,830	14,981	
Number of Permanent Employees	Total	People	10,719	10,696	10,642	10,517	10,773	
	Male	People	5,348	5,280	5,299	5,253	5,406	
	Female	People	5,371	5,416	5,343	5,264	5,367	
Average Number of Temporary Employees		People	5,166	5,089	4,811	4,313	4,208	
Number of Foreign Employees		People	39	39	40	40	39	Excluding temporary employees
Kewpie Corporation								
Number of Employees		People	2,931	2,946	2,831	2,766	2,815	
Number of Permanent Employees	Total	People	2,394	2,408	2,332	2,327	2,388	
	Male	People	1,296	1,271	1,232	1,232	1,258	
	Female	People	1,098	1,137	1,100	1,095	1,130	
Average Number of Temporary Employees	Total	People	537	538	499	439	427	
	Male	People	169	176	182	179	166	
	Female	People	368	362	317	260	261	
Number of Foreign Employees		People	18	19	21	19	24	Kewpie Group (domestic) employees only. Excluding temporary employees.
Number of New Hires	Total	People	24	24	34	46	49	Kewpie Corporation employees. New graduates in generalist positions only.
	Male	People	13	14	21	26	25	
	Female	People	11	10	13	20	24	
Turnover Rate (New graduates within 3 years of		%	10.2	6.0	15.1	16.7	4.2	New graduates

employment)								in generalist positions only.
Average Years of Service	Average	Years	16.0	16.2	16.2	16.1	16.1	
	Male	Years	18.6	18.8	18.4	17.9	17.7	
	Female	Years	13.0	13.4	13.7	14.0	14.2	
Average Age	Average	Years old	41.2	41.6	41.7	42.0	42.1	
	Male	Years old	43.9	44.3	44.1	43.9	43.8	
	Female	Years old	38.0	38.6	39.1	39.8	40.2	
Average Annual Salary	Average	Yen	6,131,534	6,131,717	6,393,356	6,878,377	6,888,822	
	Male	Yen	7,473,442	7,519,575	7,697,220	8,238,994	8,193,705	
	Female	Yen	4,547,641	4,580,294	4,933,028	5,347,528	5,436,128	
Mid-Career Hires		People	9*	15*	21*	34*	41	Kewpie Corporation employees. Generalist positions.
		%	37.5*	62.5*	61.8*	73.9*	83.7	
Applicants for Post- Retirement Re-employment		People	27	36	33	34	31	Kewpie Corporation employees
Post-Retirement Re- employment Rate		%(%)	73(100)	86(100)	72(100)	83(100)	84(100)	Kewpie Corporation employees. Generalist positions. (Figures in parentheses indicate the re- employment rate among applicants.)

Diversity

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Number of Female Managers	People	132	145	164	181	217	Entire domestic food business of the Kewpie Group
	People	72	82	94	104	136	
↳ Of which, Female Department Managers and Above	People	4	6	6	7	11	
Percentage of Female Managers	%	9.1	10.0	11.4	12.6	14.5	Entire domestic food business of the Kewpie Group

	%	10.9	12.5	14.5	15.9	19.9	
↳ Of which, Percentage of Female Department Managers and Above	%	2.9	4.6	4.3	4.6	7.1	
Percentage of Female Executives	%	21.4	28.6	21.4	20.0	21.4	Including outside directors and Audit & Supervisory Board members
Employment Rate of Persons with Disabilities	%	3.72	3.78	3.66	3.74	3.47	Entire domestic food business of the Kewpie Group *As of June 1, 2025

Training-Related

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Employee Training Expenses (Total)	Millions of yen	172	144	82	91	117	Kewpie Group employees
Employee Training Expenses (per employee)	Yen	-	-	12,000	13,000	16,000	
Human Rights Training Participants	People	14,463	14,793	14,913	13,968*	9,284	Kewpie Group employees *FY2025: Cumulative decrease due to the integration of two programs.
Total Training Hours	Hours	-	-	18,662	23,750	40,173	Kewpie Group employees

Labor

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Total Annual Working Hours (per Employee)	Hours / year	1,995.9	1,967.6	1,967.0	1,908.7	1,897.6	General positions in the entire domestic food business of the Kewpie Group
	Hours / year	1,937.6	1,895.7	1,879.3	1,837.7	1,824.1	General positions only
Average Overtime Hours (per Employee)	Hours / month	18.7	18.7	17.9	19.6	19.1	General positions in the entire domestic food business of the Kewpie Group
	Hours / month	16.6	16.2	16.9	17.0	16.6	General positions only
Average Days of Annual Paid Leave Taken	Days	10.6	11.9	13.8	12.7	13.7	Employees in the entire domestic food business of the Kewpie Group

		Days	12.2	14.1	14.4	13.3	14.4	
Number of Employees Taking Childcare Leave	Total	People	223	188	158	157	148	Employees
	Male	People	73	66	34	52	43	
	Female	People	150	122	124	105	105	
Number of Employees on Reduced Working Hours for Childcar	Total	People	195	192	213	234	193	Employees
	Male	People	1	0	1	1	1	
	Female	People	194	192	212	233	192	
Return to Work Rate After Childcare Leave		%	100.0	100.0	100.0	100.0	100.0	
Number of Employees Taking Nursing Care Leave		People	87	118	112	141	168	Kewpie Group
Number of Employees Taking Family Care Leave		People	11	12	7	15	9	Kewpie Group
Number of Employees Taking Volunteer Leave		People	1	0	25	41	34	
Lost Time Injuries (LTI)		Cases	17	10	11	11	13	66 domestic sites of the Kewpie Group
Lost Time Injury Frequency Rate (LTIFR)		%	0.87	0.52	0.59	0.6	0.74	66 domestic sites of the Kewpie Group
Lost Time Injury Severity Rate (LTISR)		%	0.037	0.032	0.035	0.014	0.044	66 domestic sites of the Kewpie Group

Social Contribution Activities

		Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Remarks
Dietary Education Activities	Number of Events	Meetings	39	56	106	170	144	Includes Mayonnaise Classes and SDGs Classes (including online sessions)
	Number of Participants	People	1,972	4,588	5,617	9,447	8,854	
Lectures	Number of Events	Meetings	58	99	100	123	117	
	Number of Participants	People	2,013	4,013	4,635	5,282	4,331	
Number of Visitors to Factory Tours and Facilities		People	24,857	25,417	44,266	64,385	73,058	Includes factories (Goka, Koromo (until 2022), Tosu, and Kobe), Mayo Terrace, and online.

Matching Gift QPeace	Number of Supported Organizations	Organizations	10	11	10	10	13	
	Total Amount of Support	Tens of thousands of yen	649	667	662	656	680	
Kewpie Mirai Tamago Foundation	Number of Grant Recipients	Organizations	102	131	150	177	269	
	Total Amount of Grants	Tens of thousands of yen	3,800	4,052	4,614	5,088	5,212	

G: Governance

Independence of the Board of Directors

			Unit	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Remarks
Directors	Internal Directors	Male	People	6	7	6	5	5	
		Female		0	0	0	0	0	
		Total		6	7	6	5	5	
	Independent Outside Directors	Male		1	1	2	2	2	
		Female		2	2	2	2	2	
		Total		3	3	4	4	4	
	Total			9	10	10	9	9	
Percentage of Independent Outside Directors			%	33.3	30.0	40.0	44.4	44.4	
Number of Meetings Held			Meetings	12	12	12	11	Scheduled for disclosure in February 2027	

Audit & Supervisory Board

			Unit	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Remarks
Audit & Supervisory Board Members	Internal Audit & Supervisory Board Members	Male	People	2	2	2	2	2	
		Female		0	0	0	0	0	
		Total		2	2	2	2	2	

	Independent Outside Audit & Supervisory Board Members	Male		1	2	2	2	2	
		Female		2	1	1	1	1	
		Total		3	3	3	3	3	
	Total			5	5	5	5	5	
Number of Meetings Held			Meetings	13	13	13	12	Scheduled for disclosure in February 2027	

Nomination and Remuneration Committee

	Unit	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Remarks
Nomination and Remuneration Committee Members	People	7	7	8	7	7	As of February 26, 2026
Internal Directors	People	3	3	3	3	3	
Outside Directors and Audit & Supervisory Board Members	People	4	4	5	4	4	

Executive Remuneration

		FY2025				Remarks
		Number of Recipients (Persons)	Monthly Remuneration (Millions of yen)	Bonuses (Millions of yen)	Total Remuneration (Millions of yen)	
Directors	Directors (Excluding Outside Directors)	6	155	84	265	
	Outside Directors	4	54	-	54	
	Total	10	210	84	320	
Audit & Supervisory Board Members	Audit & Supervisory Board Members (Excluding Outside Members)	2	48	-	48	
	Outside Audit & Supervisory Board Members	3	38	-	38	

	Total	5	87	-	87	
Total		15	297	84	407	

Shareholder Rights

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Remarks
Takeover Defense Measures	Yes	No	No	No	No	

Briefing Sessions for Shareholders, Investors, and Analysts

	Unit	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Remarks
Ordinary General Meeting of Shareholders	Times / year	1	1	1	1	1	
Earnings Briefings for Analysts	Times / year	2	2	2	2	Scheduled for disclosure in February 2027	

Compliance

	Unit	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Remarks
Number of Reports and Consultations to the Helpline (Internal Whistleblowing System)	Cases	28	37	33	38	Scheduled for disclosure in February 2027	Kewpie Group (domestic)
Response Rate of Employee Awareness Survey	Domestic	%	84.5	-	78.6	-	Scheduled for disclosure in February 2027 Conducted every two years by the Kewpie Group
	Overseas	%	-	-	-	63.1	

Corporate Taxes Paid

	Unit	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Remarks
Consolidated Total	Millions of yen	6,774	5,851	9,083	12,730	Scheduled for disclosure in	

						February 2027	
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Political Contributions

	Unit	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Remarks
Expenditure Amount	Millions of yen	0.24	0.11	0.00	0.00	Scheduled for disclosure in February 2027	

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Policies

> Group Policies (Code of Ethics / Code of Conduct)

> Kewpie Group Basic Management Policy

> Kewpie Group Basic Policy on Sustainability

Sustainability-related policies (Including basic principles, guidelines, and declarations)	Sustainability Material Issues					
	Contributing to Food Culture and Health	Effective Use and Recycling of Resources	Deal with Climate Change	Conservation of Biodiversity	Sustainable Procurement	Respect for Human Rights
Environment	> <u>Kewpie Group Environmental Policy</u>	●	●		●	
	 <u>Kewpie Group's Basic Policy for Container and Packaging Selection (152KB)</u>	●	●	●	●	
	> <u>Kewpie Group Plastics Policy</u>	●	●	●	●	
	> <u>Kewpie Group Biodiversity Policy</u>	●	●	●	●	
Procurement	> <u>The Fundamental Policy for Sustainable Procurement</u>	●		●	●	●
	 <u>Kewpie Group Supplier Guidelines (271KB)</u>			●	●	●

	 Kewpie Group Basic Principles for Green Purchasing (16.1KB)		●			●	
	 Kewpie Group Paper Procurement Guidelines (217KB)			●	●	●	●
Human Rights	 Kewpie Group Human Rights Policy (155KB)						●
	 Basic Policy on Customer Harassment (334KB)						●
Quality & Safety	> Kewpie's Universal Design Principles (Only in Japan)	●					
Governance	> Kewpie Group's Anti-Bribery Basic Policy					●	
	> Kewpie Group Privacy Policy					●	
	 Multi-stakeholder policy (271KB)						●
Declaration	> Voluntary Declaration of Consumer-Oriented Management	●					
	> Kewpie Group Health Declaration	●					
	 Declaration of Partnership Building 	●		●		●	●

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
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Contributing to Food Culture and Health	+
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Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Initiatives and Affiliations

Endorsement and Participation in the Initiative

Member Organizations

Endorsement and Participation in the Initiative

United Nations Global Compact (UNGC)

Kewpie signed and joined the United Nations Global Compact (UNGC) in February 2025.

The UNGC is a voluntary initiative in which companies and organizations participate in creating a global framework for sustainable growth by demonstrating responsible and creative leadership and acting as good members of society. It supports and promotes efforts toward the realization of 10 principles* across four areas: human rights, labor, environment, and anti-corruption.

> [United Nations Global Compact](#)



* 【 The Ten Principles of the UN Global Compact 】

< Human Rights >

Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2	make sure that they are not complicit in human rights abuses.

< Labour >

Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4	the elimination of all forms of forced and compulsory labour;
Principle 5	the effective abolition of child labour; and
Principle 6	the elimination of discrimination in respect of employment and occupation.

< Environment >

Principle 7	Businesses should support a precautionary approach to environmental challenges;
Principle 8	undertake initiatives to promote greater environmental responsibility; and

Principle 9	encourage the development and diffusion of environmentally friendly technologies.
< Anti-Corruption >	
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

TCFD (Task Force on Climate-related Financial Disclosures)

Kewpie Group has endorsed the TCFD (Task Force on Climate-related Financial Disclosures) since 2021 and is also participating in the GX Future Consortium.

The Task Force on Financial Decisions (TCFD) was established by the Financial Stability Board (FSB) in 2015 at the request of the G20. The GX Future Consortium is a platform for collaboration among companies and financial institutions that support the TCFD.



> [TCFD](#)

> [GX Future Consortium](#)

TNFD (Taskforce on Nature-related Financial Disclosures) Forum

Kewpie Group joined the TNFD (Taskforce on Nature-related Financial Disclosures) Forum in April 2024.

TNFD was established as an organization to build a framework for private companies and financial institutions to appropriately assess and disclose risks and opportunities related to natural capital and biodiversity. The TNFD Forum is a coalition of volunteers that supports TNFD, with the aim of supporting TNFD's vision and initiatives and assisting in the development of the TNFD framework.



> [TNFD Forum](#)

Keidanren Biodiversity Declaration Initiative

Kewpie has endorsed the Keidanren Biodiversity Declaration Initiative since 2024.

The Keidanren Biodiversity Declaration Initiative is a program that uses a dedicated website to disseminate and introduce the activity policies and case studies of companies and organizations that are working on multiple of the seven items outlined in the "Keidanren Biodiversity Declaration and Action Guidelines (Revised Edition)," or that endorse the overall spirit of the declaration, to both domestic and international audiences.

> [Keidanren Biodiversity Declaration Initiative](#)

GPN (Green Purchasing Network)

Kewpie has been a member of the GPN (Green Purchasing Network) since 1996.

GPN is a network that promotes green purchasing activities, conducts public awareness campaigns and provides information, and performs research on green purchasing in order to encourage the formation of markets for products and services with low environmental impact and contribute to the creation of a sustainable socio-economic system.



[> GPN](#) 

RSPO (Roundtable on Sustainable Palm Oil)

Kewpie Group has been a member of the RSPO (Roundtable on Sustainable Palm Oil) since 2018.

RSPO is a non-profit organization established in 2004 by seven related organizations, including the WWF, with the aim of promoting sustainable palm oil production and use through the development of globally trusted certification standards and the participation of stakeholders.

[> RSPO](#) 

JaSPON (Japan Sustainable Palm Oil Network)

Kewpie Group has been a member of "JaSPON (Japan Sustainable Palm Oil Network)" since 2019.

JaSPON is a network established by retailers, consumer goods manufacturers, NGOs, and others with the aim of solving various social and environmental problems in palm oil production and accelerating the procurement and consumption of sustainable palm oil in the Japanese market.

[> JaSPON](#) 

RTRS (Round Table on Responsible Soy Association)

Kewpie Group has been a member of the Round Table on Responsible Soy Association (RTRS) since 2024. The RTRS is a non-profit organization established in Zurich, Switzerland in 2006 to promote the expansion of responsible soybean production, trade, and use.

[> RTRS](#) 

Ministry of the Environment Plastics Smart Campaign

Kewpie has been participating in the Ministry of the Environment's "Plastics Smart Campaign" since 2020.

"Plastics Smart" is the name of a campaign implemented by the Ministry of the Environment to reduce marine plastic waste. It promotes and disseminates nationwide "smart ways of dealing with plastic" through collaboration and cooperation among various entities such as individuals, local governments, NGOs, companies, and research institutions.



[> Ministry of the Environment Plastics Smart Campaign](#) 

CLOMA (Clean Ocean Material Alliance)

Kewpie has been a member of CLOMA (Clean Ocean Material Alliance) since 2020.

CLOMA is a platform established in January 2019 to accelerate innovation by strengthening collaboration among a wide range of stakeholders across industries, with the aim of addressing the new global environmental challenge of marine plastic waste. This is achieved by promoting the more sustainable use of plastic products and the development and widespread adoption of innovative alternatives that lead to the reduction of plastic waste.



[> CLOMA](#) 

SCAFFF2030 (Sustainability Consortium for Agriculture, Forestry, Fisheries and Food)

Kewpie has been participating in the "Afunowa 2030 Project" since 2020.

The "Afunowa 2030 Project" is a project launched by the Ministry of Agriculture, Forestry and Fisheries with the aim of achieving the SDGs by 2030 and creating a future where not only the present but also future generations can live prosperous lives.



[> Afunowa Project](#) 

HSFE (Strategic Initiative for a Healthy and Sustainable Food Environment)

Kewpie has been participating in HSFE since March 2021.

HSFE, launched by the Ministry of Health, Labour and Welfare, is promoted through a collaborative system involving industry, academia, and government. It recognizes excessive salt intake, underweight among young women, and nutritional disparities resulting from economic inequality as serious social issues, and aims to realize a vibrant and sustainable society.

[> HSFE](#) 

[> Kewpie's Publicly Disclosed Goals in HSFE](#) 

Member Organizations

Association/Organization Name	Post
Japan Food Industry Association	Vice Chair
Food Industry Central Council	Auditor

Japan Association of Mayonnaise & Dressings	Chair
Japan Dressing Fair Trade Council	Chair
Japan Cannery Association	Vice Chair
Japan Care Food Conference	Chair
Frailty Prevention Promotion Council	-
Japan Frailty Prevention Industry Association	Director

History of Our Social and Environmental Activities

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
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Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Target: Kewpie Group

This timeline lists the activities that took place at that time.

Western Calendar	Social Activities	Environmental Activities
2025	Kewpie Group selected for the first time to the CDP's "A List," the highest rating in the "Water Security" category.	
	FTSE4Good Index Series, FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative IndexSelected as a constituent stock	
	Kewpie Group has revised Basic Policy on Sustainability in conjunction with a refresh of its management policy.	
	Kewpie Group revises its human rights policy (adding sexual orientation and gender identity)	
	As part of the organizational restructuring, a Sustainability Promotion Department has been established within the Public Relations and Sustainability Division.	
	Kewpie has received the "Eruboshi Certification (Level 3)" as a company that promotes the advancement of women.	KEWPIE MAYONNAISE 700g now features a lighter cap, reducing plastic usage by approximately 17%.
	We are participating as a founding company in the "Public-Private Partnership dietary education Platform" established by the Ministry of Agriculture, Forestry and Fisheries.	Kewpie 's Eggs with Sauce series now features packaging made with approximately 15% recycled plastic.
	Certified as a "Health and Productivity Management Outstanding Organization 2025"	Kewpie and JALUX jointly plan and develop sustainable products; Japan's first*1 paper sachet salad dressing selected for use on selected JAL international flights
	Signed the United Nations Global Compact Joined the Global Compact Network Japan.	All 10 of retail market salad dressings, 380ml in size, will be bottled in 100% recycled PET resin.
	Aohata Corporation obtains "Eruboshi certification (Level 2)".	Aohata Corporation switches its jam factory's electricity to 100% renewable energy.
Received the Excellence Award at the 2025 Motivation Team Awards (for the	Kashima City, Refineverse, Mitsubishi Chemical, Toyo Seikan Group, Kewpie,	

	initiative of the Future Creation Research Institute, Research and Development Division, Kewpie)	and Kasumi have signed a comprehensive partnership agreement aimed at promoting the recycling of plastic containers.
		Disclosure of the TCFD Report for FY2024
		Disclosure of the 2024 TNFD Report
		Salad Club, Inc. Kpack Co., Ltd. Goka Factory Begins Solar Power Generation
		Ezaki Glico Co., Ltd., Kewpie, KRS, and T2 begin joint verification of trunk line transportation.
		Kewpie invests in R Plus Japan to promote the recycling of used plastics.
		Kewpie and Universal Studios Japan have created "Tamagara Seals," environmentally friendly stickers made from upcycled eggshells.
2024	Kewpie Group revises its basic policy for sustainable procurement and its Kewpie guidelines.	
	First selection for the FTSE4Good Index Series	
	Kewpie Group formulates Environmental Vision 2050	
	Certified as a "Health and Productivity Management Outstanding Organization 2024"	Disclosure of the TCFD Report for FY2023
	Joined as a special full member of Shibuya Future Design.	The Hoshienu Pasta PAKITTE series food service has reduced plastic usage by 25% through a change in container size.
	Participated in the Frailty Prevention Promotion Conference.	Kewpie changes the outer packaging Aeru Pasta Sauce series to paper packaging.
		Kewpie 3-Minute Cooking: Let's Eat Vegetables! Soup Mix Outer Packaging Changed to Paper Packaging.
		Kewpie receives the Minister of Agriculture, Forestry and Fisheries Award in the Environmental Category at the 45th Food Industry Excellent Companies Awards (effective utilization of mayonnaise residue for biogas power generation).
		Kewpie Group launches eco-label system.

		CDP awarded an "A-" rating in two categories: "Climate Change" and "Water Security."
		Keidanren (Japan Business Federation) participates in the Biodiversity Declaration Initiative.
		Participation in the TNFD Forum
		Kewpie and Nisshin Oillio Group have begun collaborating on resource recycling of used PET bottles contaminated with oil, and have started collecting them.
		SHIBUYA Urban Farming Project established in collaboration with Shibuya Future Design.
		Kewpie and Ajinomoto collaborate to promote resource recycling of mayonnaise bottles and begin collection.
		All 25 of retail market salad dressings in 180ml size now use bottles containing 30% recycled PET resin.
		Salad Club, Inc. Mihara Factory Starts Solar Power Generation
		Kewpie wins the Food Packaging category award at the 2024 Japan Packaging Contest (first dressing bottle made from 100% recycled PET resin for a domestic condiments).
		Kewpie Egg Corporation receives the Sustainability Category of the Food Industry Technology Achievement Award, sponsored by the Food Industry Newspaper (for its egg-related initiatives).
2023	Declaration of Partnership Building	
	Formulate a multi-stakeholder policy	
	Three factories in Beijing, Hangzhou, and Guangzhou have been designated as "Food Science Popularization and Education Bases."	Disclosure of the TCFD Report for FY2022
	GREEN KEWPIE, a new brand focused on sustainable food, has been announced.	The New Extar bottle, a food service product, is made lighter by reducing the amount of plastic used.

Launch of a nationwide initiative featuring "Local Paysanne Salads" from all 47 prefectures.	Kewpie 's Hoshienu brand food service products, packaged in 1000ml and 500ml bottles, have reduced the amount of plastic used in the caps by approximately 9% through weight reduction.
Certified as a "Health and Productivity Management Outstanding Organization 2023"	Solar power generation has begun at Nantong Qiubi, Kewpie Egg Corporation Sanda and Owari factories, Salad Club, Inc. Enshu factory (Phase 2), Guangzhou Qiubi, KEWPIE MALAYSIA SDN. BHD., and Co-op Tohoku.
	Italiante Basil Sauce Bottle Type: Extended Shelf Life
	Kewpie (Goka Plant, Nakagawara Plant, Izumisano Plant, Kobe Plant) and Kpack Co., Ltd. realize biomass power generation using food waste.
	Verde Toast Spread series has switched to environmentally friendly packaging, reducing plastic usage by approximately 10.9% (adopted for all products in the series).
	Kewpie Tasty Dressing adopts bottles made from 100% recycled plastic for its functional food dressings (first condiments in Japan: according to Kewpie).
	By incorporating biomass plastic into a portion of Verde PAKITTE series containers (the part containing the contents), the amount of petroleum-derived plastic used has been reduced by 40%.
	Kewpie wins the Grand Prize in the Rolling Stock Category of the SDGs Disaster Food Awards ©2023 (Kewpie Yasashii Kondate Series)
	Kewpie receives the Reduce, Reuse, and Recycle Promotion Council Chairman's Award at the 2023 Reduce, Reuse, and Recycle Promotion Awards (effective utilization of mayonnaise waste for biogas power generation).
	Kewpie receives the Director-General's Award from the Minister's Secretariat of the Ministry of Agriculture, Forestry and Fisheries at the 11th Food Industry Waste Reduction Awards (effective use of

		mayonnaise residue for biogas power generation).
		Obtained RSPO acceptance certification under the Mass Balance method.
2022	Kewpie Group formulates Basic Policy on Sustainability	
	We have revised our sustainability material issues, adding sustainable procurement and respect for human rights to our key sustainability targets	
	The three Kewpie Group companies (Kewpie Egg Corporation, Deria Foods Co., Ltd., and Kewpie Jyozo Co., Ltd.) have created a new "Sustainability Page" on their official websites.	
	Kewpie Group revises Basic Policy on Sustainability and formulates a biodiversity policy Kewpie	
	We have reviewed material issues for sustainability and added conservation of biodiversity	
	Certified as a "Health and Productivity Management Outstanding Organization 2022"	Disclose information based on the TCFD framework.
	ABC Cooking Studio x Kewpie [Salad and Egg Food and Health Kitchen] Joint Project	All seven factories have completed their efforts to eliminate vegetable waste. (Salad Club, Inc. Nakagawara Factory, Itami Factory, Tosu Factory)
	Kewpie receives the Minister of Agriculture, Forestry and Fisheries Award in the 6th dietary education Awards, Educators and Businesses Category [Corporate Division].	Verde Peanut Whip, Chocolate Whip: Plastic usage reduced by approximately 9.3% through thinner containers.
	Fukaya Terrace Vegetable Friends' Farm a multi-purpose facility where visitors can experience the charm of vegetables, has opened.	Kewpie 3-Minute Cooking: Let's Eat Vegetables! Soup Base Series (3 products) with year and month indicated.
	SDGs Classes launched online and through on-site visits.	Aohata Corporation Whole Fruit Series Bottle Lighter
	Kewpie, Deria Foods Co., Ltd., and Potato Delica Co., Ltd. receive the Industrial Technology Achievement Award at the 72nd Annual Meeting of the Japan Society for Food Preservation Science (Cold-Pressure Fresh Method®).	Verde Toast Spread Series: Plastic usage reduced by approximately 10.9% through thinner container design.
	The Cold-Pressure Fresh Process® received a technical award at the 23rd Annual Meeting of the Japan Society for Food Engineering.	Salad Club, Inc. package salad trays are approximately 10% lighter, reducing plastic usage.

KEWPIE Cage-Free Mayonnaise).	Salad Club, Inc. pre-cut vegetables for cooking, including stir-fried cabbage, achieve the longest shelf life in the industry thanks to its extended freshness preservation technology.
Received the Packaging Technology Award and the Accessible Design Packaging Award at the 2020 Japan Packaging Contest (for "Happy Recipes You Can Microwave").	Salad Club, Inc. reduces plastic usage by changing the specifications of its packaged salad film (reducing dimensions and making it thinner).
2020 Japan Packaging Contest Japan Star Award and Japan Packaging Technology Association Chairman's Award (Verde Peanut Whip, Chocolate Whip)	We have switched 100% of the electricity used at our Shibuya headquarters and Sengawa Kewport to virtually renewable energy sources.
Awarded the Good Design Award in 2022 (HOBOTAMA series)	Kewpie Started solar power generation at Kobe Plant (onsite PPA), Beijing Qiaohui, and Kitakami ^{Delica*} (onsite PPA) * Current Deria Foods Co., Ltd. Tohoku Business Division
	Kewpie Baby Snacks Vegetable Soft Rice Crackers: Plastic usage reduced by approximately 35% through a change in packaging.
	Received the Sustaina Award 2021 Green Food System Promotion Award (for video on effective use of eggs)
	Plant-based food HOBOTAMA (almost egg) now available retail market.
	Salad Club, Inc. initiative to increase the amount of cut lettuce included supports the reduction of food waste at the production site.
	Kewpie switches to displaying "year and month" on Aeru Pasta Sauce series packaging, reducing plastic usage by approximately 7% through streamlined packaging.
	Kewpie Yasashii Kondate Series: 31 items, extended shelf life.
	We have completed the transition of all packaging materials and inks Salad Club, Inc. Ingredients Pouch series to plant-derived biomass pouches and biomass inks.

		We have completed the transition to the RSPO Book and Claims method for palm oil.
2021	We have reviewed material issues for sustainability (contributing to food culture and health, effective use and recycling of resources, deal with climate change) and sustainability targets.	
	Online baby food classes launched at Kewpie Tosu Factory	Kewpie introduces all-electric equipment at its Guangzhou factory.
	Joint research program established: "Kewpie and Tokyo Kasei University Egg Deliciousness Research Institute"	Kewpie Baby Snacks: Reduces plastic usage in the packaging by approximately 25%.
	"Health Support Book" released	Four factories have completed zero vegetable waste. (Salad Club, Inc. Goka Factory)
	Aohata Corporation has been certified as a "Childcare Support Company" for the fourth consecutive term.	All Kewpie Tasty Dressing products now use bottles containing 30% recycled plastic.
	Kewpie dietary education including "Mayonnaise Classes" and "Food-themed Lectures," are now offered in a hybrid format, combining in-person and online sessions.	Expressing support for the TCFD recommendations Joining the TCFD Consortium
	Kewpie Group formulates human rights policy	Salad Club, Inc. launches sustainability page
	We have launched "Food & Life Academy" a website where children can learn and try new things in a fun way, fostering the life skills they will develop to create the future.	Solar power generation begins at Shunsai Deli Ome Factory *, Kewpie Egg Corporation Hannō Factory, and KEWPIE VIETNAM CO., LTD. * Current Deria Foods Co., Ltd. Metropolitan Area Business Division, Ome Production Department
	We have launched a website called "Let's Enjoy Vegetables with Kids" to encourage children to eat vegetables in a fun and delicious way.	
	We have launched a website called "Supporting Everyone's Food and Health," which introduces key points for healthy eating habits and recommended recipes for each generation.	
2020	As part of the organizational restructuring, the Sustainability Promotion Department (formerly the CSR Department) was established within the Management Promotion Headquarters.	

	A Sustainability Committee (formerly the CSR Committee) has been established, chaired by the Director in charge of Sustainability.	
	The CSR site has been renamed to the Sustainability site.	
	Certified Health and Productivity Management Outstanding Organization 2020 (White 500) for the third consecutive year.	KEWPIE (THAILAND) CO., LTD. (Phase 2) begins solar power generation at its Shunsai Deli Akishima factory * * Current Deria Foods Co., Ltd. Metropolitan Area Business Division, Akishima Production Department
	Kewpie wins the Minister of Agriculture, Forestry and Fisheries Award at the 2nd Japan Open Innovation Awards for its AI-powered raw material inspection system.	Three factories have completed zero vegetable waste. (Salad Club, Inc. Mihara Factory / Salad Club, Inc. Maniwa Factory)
	Kewpie establishes "Egg Innovation" endowed research division within Tokyo University of Agriculture.	Kewpie and Kewpie Egg Corporation received the Director-General's Award from the Food Industry Bureau of the Ministry of Agriculture, Forestry and Fisheries at the 7th "Food Industry Waste Reduction Awards". (Exploring the value of eggshells and eggshell membranes, and contributing to food culture and health)
	Kewpie receives the Japan Patent Office Commissioner's Award for Intellectual Property Achievement in 2020 as an outstanding company in the utilization of the intellectual property rights system.	Recycled plastic is used in the packaging of Kewpie Dressing Stick Type.
	Matsumoto City and Matsumoto University announce the results of their joint research. Suggestions for a healthy diet	Salad Club, Inc. Ingredient Pouch Series 12 items use plant-derived plastic. Extended shelf life and year/month labeling for all products.
	We have begun a joint investigation with Shibuya Ward into the relationship between diet and health.	Participating in the "Plastic Smart" environmental award campaign.
	Kewpie conducts its first online field trip to its Koromo Plant and Kewpie Plant.	Joined CLOMA (Japan Clean Ocean Material Alliance)
2019	Mayo Terrace begins online tours	
	Set "sustainability targets"	
	Certified Health and Productivity Management Outstanding Organization 2019 (White 500) for the second consecutive year.	Vegetable waste elimination completed. (Salad Club, Inc. Enshu Factory)
	Mayonnaise Classes (On-site Training) Reach 100,000 Participants	Kewpie Dressing Stick Type: Uses recycled plastic in its packaging.

	The 100th anniversary event "Kewpie Music Concert to Bring Smiles" was held at 10 kindergartens, nursery schools, and nursing care facilities nationwide.		Kewpie, Sunstar, and Nippon Pallet Rental have launched a joint transportation service combining trucks and ships (between Kansai and Kyushu).
	A comprehensive cooperation agreement was concluded with Yamagata Prefecture (to promote regional revitalization aimed at regional development and improving the quality of life for citizens).		Kewpie and Green Message Co., Ltd. received the Director-General's Award from the Food Industry Bureau of the Ministry of Agriculture, Forestry and Fisheries at the 6th "Food Industry Waste Reduction Awards". (Promoting resource recycling by utilizing unused parts of vegetables)
	Kewpie won the runner-up prize at the "IT Japan Award 2019" for its initiative in using AI to inspect food ingredients.		Kewpie and Kewpie Egg Corporation received the Minister of Agriculture, Forestry and Fisheries Award at the 2019 Reduce, Reuse, and Recycle Promotion Awards. (Adding value to eggshells and contributing to society)
	Kewpie has won the Grand Prize at the "Deep Learning Business Application Award (sponsored by Nikkei xTECH)" for its initiative in an AI-powered food ingredient inspection system utilizing deep learning.		KEWPIE (THAILAND) CO., LTD. (Phase 1) begins solar power generation.
2018	We formulated our "Basic Principles of CSR" and "material issues for CSR (extending healthy life expectancy, mental and physical health support for children, effective use of resources and sustainable procurement, reduction of CO2 emissions, and promotion of diversity)."		
	Formulation of a basic policy for sustainable procurement by Kewpie Group		
	Certified Health and Productivity Management Outstanding Organization 2018 (White 500).	Kewpie is the first company to start displaying the year and month on its products (Kewpie Yasashii Kondate Series retort pouches retail market elderly care food).	
	Platinum Kurumin Certification	Kewpie Dressings' glass bottles have been replaced with plastic bottles (reducing greenhouse gas (GHG) emissions by approximately 20% throughout the entire process, from raw material procurement to container manufacturing and transportation).	
	A comprehensive cooperation agreement was signed with Hiroshima City (promoting initiatives such as local production and consumption, dietary education, and health promotion).		Kewpie, Lion, and Nippon Pallet Rental, three companies from different industries, have begun joint trunk line transportation.

	The "Aichi Everyone's Salad" Project Executive Committee has been established (to support increased vegetable consumption among Aichi Prefecture residents).	Kewpie and Green Message Co., Ltd. received the Prime Minister's Award at the FY2018 Reduce, Reuse, and Recycle Promotion Awards. (Promoting resource recycling by utilizing unused parts of vegetables)
		Received the Minister of Land, Infrastructure, Transport and Tourism Award for Excellent Green Logistics Partnership Business in FY2018.
		Member of RSPO * (* RSPO: Roundtable on Sustainable Palm Oil)
		KEWPIE (THAILAND) CO., LTD. (Phase 1) begins solar power generation.
2017	We will be showcasing our CSR initiatives at the shareholders' meeting.	
	A CSR Committee has been established. The Environmental Committee has been reorganized into an organization that promotes CSR as a whole, including dietary education and social contribution.	
	Kewpie Kobe Factory begins Open Kitchen (factory tour)	Solar power generation begins at Green Factory Center Shirakawa (Phase 2).
	Kewpie Mirai Tamago Foundation foundation in April 2019).	Kewpie Fujiyoshida Plant received the "Best Business Establishment Award" from the Chairman of the Kanto Region Electricity Usage Rationalization Committee for FY2016. *Transferred in 2021
	The 1st Community Gathering Place Summit was held (Kewpie Mirai Tamago Foundation).	Aprons dyed with vegetable waste generated at the factory (FOOD TEXTILE) are being used in Mayonnaise Classes
		We have started producing silage from vegetable waste (Green Message Co., Ltd.)
2016	We have signed a "Shibuya Social Action Partnership Agreement" with Shibuya Ward.	KEWPIE MAYONNAISE and Kewpie Half mayonnaise (to reduce food loss).
		"Kewpie Forest" begins its third phase of activities.
		Kewpie begins operations at its Kobe factory, based on the concept of "half the energy."
		Enshu Delica * starts solar power generation * Current Salad Club, Inc. Enshu Factory

2015	The Social and Environmental Promotion Department has been reorganized into the CSR Department.	
		We have begun promoting modal shift for long-distance transport (over 500 km).
		Expiration date extended for some packaged salads.
		Solar power generation has begun at the Green Factory Center (Phase 1) and Kewpie Fujiyoshida Plant (*transferred in 2021).
2014	A new sightseeing facility, "Mayo Terrace," has opened inside Sengawa Kewport	Examples of eggshell utilization were exhibited at the Ministry of the Environment's "Fun to Share" booth at Eco-Products 2014.
		K.R.S. Corporation Tokorozawa Logistics Center and Kewpie Jyozo Co., Ltd. Shiga Plant to Install Solar Power Generation Equipment
		We participated in the "Container and Packaging Diet Declaration" in nine prefectures and cities. We introduced products with lighter packaging through a campaign at 75 supermarkets in the Kanto region.
		We have started using potato peel (mainly potato skins and sprouts) as animal feed (for pig farming).
		Kewpie Jyozo Co., Ltd. Shiga Plant Starts Solar Power Generation
2013	Ochanomizu University establishes endowed research department "Food and Health"	Kato Sangyo Co., Ltd., K.R.S. Corporation, Kewpie Corporation received the Green Logistics Partnership Conference Special Award for their collaborative efforts in promoting and expanding green logistics.
	Sponsorship of dance competition begins	K.R.S. Corporation Matsudo and Itami Third Sales Offices, along with Kpack Co., Ltd., have installed solar power generation equipment.
	A comprehensive cooperation agreement between Hiroshima Prefecture and Aohata Corporation has been signed.	"Kewpie Forest" begins its second phase of activities.
		Kpack Co., Ltd. 's headquarters factory begins solar power generation.

2012	The Social and Environmental Promotion Department and the Public Relations Office will be reorganized, and a Public Relations and CSR Headquarters will be established.	
	Production and publication of children's picture books (one book per year until 2016)	Kewpie fine chemicals Headquarters Goka Plant begins solar power generation.
	Aohata Corporation Jam Factory opens "Aohata Corporation Jam Deck," a visitor facility located inside the factory.	
2011	The 32nd Food Industry Excellent Companies Awards Received the "Minister of Agriculture, Forestry and Fisheries Award" in the CSR category.	
	We have begun a five-year donation program to support the educational assistance activities of the Bellmark Educational Assistance Foundation in the areas affected by the Great East Japan Earthquake.	
2010	We have launched "Family Cooking Fun" with Chef Kiyomi Mikuni as the instructor.	
2009	The Social and Environmental Promotion Office and the Legal and Intellectual Property Office were reorganized, a CSR Promotion Headquarters was established, and the Social and Environmental Promotion Office was reorganized into the Social and Environmental Promotion Department.	
	KidZania Koshien to feature a "Mayonnaise Factory" pavilion.	Introducing the hybrid car "Prius" to the company fleet.
2008	Matching gift program "QPeace" launched.	The inks used for printing on cardboard have been reduced from 39 colors to 18 standard colors.
	"Blog discussing society and the environment" wins the Environmental goo Award (Blog Category)	
2007	Support for food bank activities begins	Kewpie Fujiyoshida Plant obtains ISO 14001 certification. *Transferred in 2021
	"Blog about society and the environment" launched.	Forest conservation activity "Kewpie forest" started in Fujiyoshida City, Yamanashi Prefecture, for the purpose of recharging water sources.
2006	We have begun publishing our "Social and Environmental Report" (with increased social commentary, and both printed and web versions are available).	

	We have begun sponsoring the Shibuya Music Festival.	Joining "Team Minus 6%"
		Participating in the "Container and Packaging Diet Declaration" of eight prefectures and cities
2005	Appointment of a CSR officer; reorganization of the Environmental Measures Office into the Social and Environmental Promotion Office.	
	We have begun publishing the "Environmental and Social Report" (adding content on social activities to the "Environmental Report").	
		Nakagawara Plant obtains ISO 14001 certification.
2004	Kewpie News receives an Excellence Award at the 4th Consumer Education Materials Awards (sponsored by the Consumer Education Support Center Foundation).	Tosu Plant obtains ISO 14001 certification.
2003		Kewpie achieves 100% waste recycling rate at all of its factories.
2002	Mayonnaise Classes now available.	Kewpie abolishes waste incinerators at all of its factories.
	The "Health Food Science (Toichiro Nakashima Memorial) Endowed Chair" was established in the Graduate School of Tokyo University of Fisheries (now Tokyo University of Marine Science and Technology).	Goka Plant achieves 100% waste recycling rate.
2001		Start of publication of "Environmental Report"
		Goka Plant obtains ISO 14001 certification
		Group Environmental Management Manual established
2000		We implemented measures such as reducing the size of mayonnaise containers and cardboard boxes, and eliminating dividers.
		Itami Plant obtains ISO 14001 certification.
		We have begun supporting and donating to the NPO "Kirittapu Wetland National Trust".

1998		Environmental impact assessment standards for containers and packaging established.
		We established basic principles for green procurement and created and began implementing guidelines for office paper.
		Establish basic policies for environmental conservation (set goals and activities for each department).
1997		Environmental Officer and Environmental Measures Office established.
		The Environmental Committee (chaired by the Environmental Officer) has been reorganized into a company-wide organization.
		We have launched a savory condiments made from eggshell membrane (product name: "Egg Paste"). * We are not currently selling this product.
1993		Established a mutual inspection system among group companies regarding safety and environmental issues.
1992		Promote container size reduction (e.g., switch from round, lightweight dressing bottles)
1991		An environmental issues review committee was established (chaired by the head of production).
		Eggshell membrane processed and launched as a cosmetic ingredient.
1984	We have started a series of lectures on the theme of "food."	
1981		Eggshells were launched as food-grade calcium (achieved through the establishment of membrane removal technology; product name: "Calhope").
1980	We began sponsoring the "Naha Mama's Chorus Festival" (now the "All Okinawa Mama's Chorus Competition").	
1978	We began sponsoring the "All Japan Mothers' Chorus Competition" (now "All Japan Mothers' Chorus Competition"),	

	organized by the Japan Choral Association and the Asahi Shimbun.	
1975	Distribution of videos about dietary habits begins.	
1973	Kewpie News" is published to spread knowledge of food and health.	
1971		We introduced wastewater treatment facilities using activated sludge (installed in all plants in 1975).
1969		Eggshell crushing and drying equipment installed (former Sengawa factory).
1963		We have begun efforts to reduce waste as part of our rationalization efforts.
1962	"Kewpie 3-Minute Cooking" begins airing.	
1961	Open Kitchen (factory tour) launched.	
1960	We have begun supporting the Bellmark Educational Assistance Foundation.	
1956		We started drying eggshells in the sun and selling them to farmers as a soil conditioner.

Sustainability

Sustainability	>
Top Message	>
Sustainability Management	+
Effective Use and Recycling of Resources	+
Deal with Climate Change	+
Conservation of Biodiversity	+
Contributing to Food Culture and Health	+
Sustainable Procurement	+
Respect for Human Rights	+
Governance	+
Disclosure Policy	>
Kewpie Reports	>
Standard Table	>
ESG Data Sheet	>
Policies	>
Initiatives and Affiliations	>
History of Our Social and Environmental Activities	>
Sustainability Activities of Group Companies	>

Sustainability Activities of Group Companies

Aohata Corporation

This company manufactures and sells food products such as jams (jams, marmalades, etc.) and industrial processed products (fruit preparations: mainly fruit sauces for yogurt and ice cream).

[Aohata Corporation Sustainability](#)



Salad Club, Inc.

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

[Salad Club, Inc.](#)



Kewpie Egg Corporation

This company manufactures and sells processed foods such as boiled eggs, egg salad, thick omelets, and other products, using raw materials for liquid eggs and dried eggs.

[Kewpie Egg Corporation Sustainability](#)



Deria Foods Co., Ltd.

We are a company that manufactures and sells salads, delicatessen foods, rice dishes, noodles, pickles, and communication foods.

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



Potato Delica Co., Ltd.

This company develops and manufactures prepared delicatessen foods such as potato salad, using potatoes as the main ingredient.

Potato Delica Co., Ltd.



Kewpie Jyozo Co., Ltd.

We manufacture and sell brewed vinegar, grain vinegar, and fruit vinegar. We also manufacture and sell seasoned vinegars and seasoning liquids for pickles and prepared delicatessen foods. Furthermore, we manufacture and sell food additives (for quality preservation).

Kewpie Jyozo Co., Ltd. Sustainability



Kpack Co., Ltd.

We are a company that manufactures and sells small packets of condiments, mainly mayonnaise and salad dressings.

Kpack Co., Ltd.

