

Environment

Environment Investments								
	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes	
Capital investments for reducing environmental impact	1,000,000 JPY	-	343	170	210	172	Kewpie only	
Cost for reducing negative environmental impact	1,000,000 JPY	-	777	840	901	875	Kewpie only	
Economic effect from reduction in negative environmental impact	1,000,000 JPY	-	613	636	795	1,215	Kewpie Group domestic production plants	
Environmental Manager								
	Unit	FY2020					Notes	
Third-Party Certification (ISO14001)	-	19 of the 72 plans					Kewpie Group domestic production plants	
No. of environmental law violations	No.	0						
Effective Use of Resources								
	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes	
Material Waste Produced	Total	1,000 tons	59.0	60.3	60.5	50.8	45.1	Kewpie Group domestic production plants
	Intensity	kg/production tons	69.4	70.5	70.6	62.8	58.4	
Total material waste, etc. produced	1,000 tons	-	81.4	82.8	72.4	69.1	Kewpie Group domestic production plants	
Final amount of material waste, etc. disposed (landfill)	1,000 tons	-	4.1	4.2	2.4	1.8	Kewpie Group domestic production plants	
Recycling rate	%	-	95	95	97	97	Kewpie Group domestic production plants	
Sustainable Procurement								
	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes	
Sustainable palm oil procurement	Certified credits* purchase rate	%	-	-	-	37	60	*Through the RSPO Book & Claim system
Biodiversity								
Existence of a Biodiversity Protection Policy		Yes: Kewpie Group Fundamental Environmental Policy						
Existence of land managed, owned, or rented by the group inside a biodiversity protection area or area connected to such land		Yes: Located inside a national park, Fujiyoshida Kewpie conducts initiatives to protect the natural environment and maintains green spaces to replenish water resources.						
Sustainable Use of Water Resources								
	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes	
Water Used	Inside Japan	1,000 m ³	9,176	9,493	9,322	8,508	8,172	Kewpie Group production plants
	Per unit	m ³ /Production amount (tonne)	10.8	11.1	10.9	10.5	10.6	
	Overseas	1,000 m ³	864	871	936	826	1,018	
Water Discarded	Inside Japan	1,000 m ³	6,903	7,226	7,246	6,708	6,358	
	Overseas	1,000 m ³	647	609	907	690	824	
Environmentally Friendly Products								
	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes	
Initiatives for Goods and Services	No.	-	-	-	3	5	*Data collection began in FY2019 Number of news releases	

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CO2 Emissions Reductions									
			Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes
CO2 Emissions	Inside Japan	Scope 1	1,000 tons-CO2	82.6	82.7	78.5	68.4	64.5	Kewpie Group production plants and offices *Incorrect data from the last fiscal year was corrected
		Scope 2	1,000 tons-CO2	126.0	127.8	125.1	106.5	106.4	
		Scope 1+2	1,000 tons-CO2	208.6	210.5	203.6	174.9	170.9	
		Intensity	Kg-CO2 / production tons	232.9	237.9	234.0	220.9	226.2	
	Overseas	Scope 1	1,000 tons-CO2	69.5	42.2	30.5	31.6	30.6	Kewpie Group production plants
		Scope 2	1,000 tons-CO2	17.2	19.9	19.3	20.3	18.9	
		Scope 1+2	1,000 tons-CO2	86.7	62.0	49.8	51.9	49.5	
		Intensity	Kg-CO2 / production tons	741.4	392.9	287.9	284.6	265.1	
	Inside Japan	Scope 3 Total	1,000 tons-CO2	-	-	-	392.7	314.3	Kewpie only
		1. Purchased goods and services	1,000 tons-CO2	-	-	-	234.4	215.4	
		2. Capital goods	1,000 tons-CO2	-	-	-	28.1	20.3	
		3. Initiatives related to fuel and energy consumption (not included in Scope 1 & 2)	1,000 tons-CO2	-	-	-	6.0	4.4	
		4. Transportation and delivery (upstream)	1,000 tons-CO2	-	-	-	40.8	37.8	
		5. Material waste produced from business activities	1,000 tons-CO2	-	-	-	2.6	2.3	
		6. Business trips	1,000 tons-CO2	-	-	-	0.3	0.3	
		7. Employee commuting	1,000 tons-CO2	-	-	-	1.2	1.1	
		8. Lease assets (upstream)	1,000 tons-CO2	-	-	-	Not applicable	Not applicable	
		9. Transportation and delivery (downstream)	1,000 tons-CO2	-	-	-	4.0	4.2	
		10. Manufacturing products sold	1,000 tons-CO2	-	-	-	2.6	1.7	
		11. Use of products sold	1,000 tons-CO2	-	-	-	8.8	9.8	
12. Disposal of products sold		1,000 tons-CO2	-	-	-	17.2	16.8		
13. Lease assets (downstream)		1,000 tons-CO2	-	-	-	Not applicable	Not applicable		
14. Franchises		1,000 tons-CO2	-	-	-	Not applicable	Not applicable		
15. Investments	1,000 tons-CO2	-	-	-	Not applicable	Not applicable			
Electricity purchased	Inside Japan	Mwh	240,834	249,829	251,998	228,618	226,292	Kewpie Group production plants and offices	
	Overseas	Mwh	34,345	39,748	38,586	40,632	37,825	Kewpie Group production plants	
Renewable energy	Inside Japan	Mwh	26	366	313	330	469	Kewpie Group production plants and offices	
	Overseas	Mwh	0	0	1,078	1,362	2,362	Kewpie Group production plants	
NOx emissions	Inside Japan	tons	40.0	40.8	37.9	32.7	31.3	Kewpie Group production plants	
SOx emissions	Inside Japan	tons	11.2	10.8	9.4	8.9	8.5	Kewpie Group production plants	

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Environment

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

Social

Human resources								
	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes	
No. of group employees	People	25,245	26,380	24,651	24,856	25,271	Kewpie Group	
No. of permanent employees	Total	People	14,095	14,924	14,808	15,452	16,003	Kewpie Group
	Male	People	8,765	9,282	9,249	9,549	9,838	
	Female	People	5,330	5,642	5,559	5,903	6,165	
Average no. of temporary employees	People	11,150	11,456	9,843	9,404	9,268	Kewpie Group	
No. of permanent employees	Total	People	2,510	2,523	2,508	2,447	2,426	Kewpie only
	Male	People	1,381	1,388	1,382	1,335	1,308	
	Female	People	1,129	1,135	1,126	1,112	1,118	
Average no. of temporary employees	Total	People	926	853	774	738	569	Kewpie only
	Male	People	303	270	243	233	179	
	Female	People	623	583	531	505	390	
No. of employees	Total	People	3,436	3,376	3,282	3,185	2,995	Employees at Kewpie only
Average no. of years employed	average	Year	13.7	14.2	14.7	15.1	15.3	Employees at Kewpie only
	Male	Year	16.8	17.1	17.5	17.8	18.0	
	Female	Year	10	10.7	11.3	11.9	12.2	
Average age	average	歳	38.7	39.2	39.8	40.3	40.5	Kewpie employees
	Male	Age	42.2	42.5	43	43.3	43.3	
	Female	Age	34.3	35.2	35.9	36.6	37.1	
Turnover rate (for new graduates working for less than three years)	%	9	9.1	7	7.3	20.4	Only for new graduates in general positions at Kewpie	
No. of new employees	Total	People	41	49	49	50	53	Only for new graduates in general positions who are registered at Kewpie
	Male	People	26	30	28	24	35	
	Female	People	15	19	21	26	18	
Ratio of female directors	%	11.1	11.8	12.5	13.3	18.8	Kewpie only Including outside directors, outside corporate auditors, and audit & supervisory board members	
Ratio of female managers	% (%)	7.0 (6.6)	7.4 (6.9)	8.2 (7.1)	9.2 (7.9)	10.2 (8.5)	Kewpie only () is the ratio within the Japanese food products industry	
Female leaders	People (People)	43 (90)	46 (98)	52 (98)	59 (111)	65 (121)	() is the ratio within the Japanese food products industry	
Employee training costs	100,000,000 JPY	165	175	210	211	189	Including Kewpie Group employees	
Participants in human rights training	People	8,157	8,164	8,354	9,010	7,964	*Excluding the number of questionnaire response collected for the purpose of job training	
Rate of employment of persons with disabilities	%	3.02	3.30	3.54	3.60	3.67	Kewpie Group inside Japan (excluding logistics systems operations) *As of December 1, 2020	
No. of employees hoping to work beyond retirement age	People	0	2	0	25	25	Registered Kewpie employees *Retirement age was extended in FY2016 from 60 to 63 (in FY2017, two employees chose a full retirement and became senior employees at the age of 60)	
Rate of reemployment after retirement	% (%)	-	-	-	83 (100)	78 (100)	Registered Kewpie employees () is the re-employment rate of employees who wanted to continue working *The retirement age was extended in FY2016 (from 60 to 63) Only those who wanted to retire did so	

Social

Labor							
	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes
Average overtime working hours (per employee)	Hours/Month	25.9 (28.9)	21.5 (26.2)	18.7 (25.1)	18.4 (22.5)	15.9 (18.4)	Kewpie only () is only for general work in the Japanese food products industry
No. of annual paid leave days used	Day	9.2 (7.9)	9.7 (8.6)	10.2 (9.0)	13.4 (11.7)	11.1 (10.8)	Kewpie only () is only for employees in the Japanese food products industry *Lists the average number of days taken
Employees who took parental leave	Total	People	192	193	185	200	Registered Kewpie employees
	Female	People	144	152	135	143	
	Male	People	48	41	50	57	
Employees who work for reduced hours for childcare	Total	People	152	165	153	165	Registered Kewpie employees
	Female	People	152	164	153	165	
	Male	People	0	1	0	0	
Percentage of employees who returned from childcare leave	%	100	100	100	100	100	Kewpie only
Employees who took short-term nursing care leave	People	16	43	49	48	78	Kewpie Group
Employees who took nursing care leave	People	11	11	22	15	13	Kewpie Group
Employees who took paid leave for volunteer activities	People	1	4	1	7	0	Kewpie only
No. of work-related accidents resulting in injury leave	No.	7	17	24	13	12	75 Kewpie Group locations in Japan *As of April 30, 2021
Ratio of work-related accidents resulting in injury leave	%	0.35	0.76	0.99	0.62	0.6	75 Kewpie Group locations in Japan *Ratio = number of work-related deaths and injuries / total actual working hours × 1,000,000 *As of April 30, 2021
Severity rate of accidents resulting in injury leave	%	0.013	0.027	0.034	0.038	0.02	Kewpie Group domestic plants (Japan) *Severity rate = number of working days lost due to accidents / total actual working hours *As of April 30, 2021
Social							
	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	Notes
No. of food education events (Mayonnaise Classes)	No. of events	405	328	308	315	62	Including online
No. of participants in food education events (Mayonnaise Classes)	People	20,332	15,017	14,203	14,125	2,938	Including online
No. of public lectures	No. of events	96	164	154	179	56	
No. of attendees at public lectures	People	7,262	10,099	9,025	8,315	3,000	
No. of people joining factory visits and facility tours	People	98,523	90,157	99,634	88,147	21,016	Goka, Fujiyoshida, Koromo, Tosu + Kobe (2015 and 2016 in Itami) Mayo-Terrace, Nakagawara, Izumisano, Hashikami Including online
No. of groups receiving QPeace assistance	Organizations	23	18	15	14	12	
Total amount of QPeace assistance funds	JPY	6,661,800	5,320,600	6,233,000	6,519,200	6,500,000	Kewpie Egg Corporation, Salad Club, Inc., NAKASHIMATO CO., LTD., Kurimi Nisanakako Co., Ltd., Tou Kewpie Co., Ltd., TO AD KEWPIE CO., LTD., nakato Co., Ltd., TOHKA CO., LTD., Kpack Co., Ltd., Co-op Foods Co., Ltd., Green Message Co., Ltd.
No. of groups receiving funds from the Kewpie Miraitamago Foundation	Organizations	-	20	26	70	133	
Total funds for the Kewpie Miraitamago Foundation	10,000 JPY	-	600	1,247	2,651	3,981	

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Governance

Independence of the Board of Directors								
			Unit	FY2019	FY2020	FY2021	Notes	
Directors	Inside directors	Male	People	9	9	6	As of February 26, 2021	
		Female		0	0	0		
		Total		9	9	6		
	Independent outside directors	Male		1	1	2		
		Female		1	1	1		
		Total		2	2	3		
	Total				11	11	9	
	Independent outside director ratio			%	18.2	18.2	33.3	
No. of sessions			Times	12	11	Not held		
Audit & Supervisory Board Meetings								
			Unit	FY2019	FY2020	FY2021	Notes	
Audit & Supervisory Board Members	Inside Audit & Supervisory Board Members	Male	People	2	2	2	As of February 26, 2021	
		Female		0	0	0		
		Total		2	2	2		
	Independent Outside Corporate Auditor	Male		1	1	1		
		Female		1	2	2		
		Total		2	3	3		
	Total				4	5	5	
	No. of sessions			Times	12	12	Not held	

Governance

Nomination and Compensation Committee						
	Unit	FY2019	FY2020	FY2021	Notes	
Nomination and Compensation Committee	People	6	6	7	As of February 26, 2021	
Inside directors		3	3	3		
Outside directors and corporate auditors		2	2	4		
Outside experts		1	1	-		
Officer Compensation						
		FY2020			Notes	
		No. of people to be paid	Amount paid (in 1,000,000 JPY)	Bonuses		Total amount (in 1,000,000 JPY)
Director	Inside directors	9	237	93	331	As of February 26, 2021
	Outside directors	2	25	-	25	
	Total	11	263	93	356	
Audit & Supervisory Board	Inside Audit & Supervisory Board Members	2	42	-	42	
	Independent Outside Corporate Auditor	3	28	-	28	
	Total	5	70	-	70	
Total		16	333	93	427	
Shareholder rights						
	Unit	FY2019	FY2020	FY2021	Notes	
Existence of measures against takeover bids	-	Yes	Yes	Yes		
Informative sessions for shareholders, investors, and analysts						
	Unit	FY2019	FY2020	FY2021	Notes	
Regular General Meeting of Shareholders	Times / year	1	1	1		
Financial results briefing for analysts	Times / year	2	2	-		
Guided tours for shareholders	Times / year (offices)	2 (3)	0	-	*Postponed due to COVID-19	
Compliance						
	Unit	FY2019	FY2020	FY2021	Notes	
No. of reports and consultations with the helpline (internal reporting system)	No.	28	38	-		
Response rate from awareness survey given to all employees	%	-	89.3	-	*Held every two years	
Corporate taxes paid						
	Unit	FY2019	FY2020	FY2021	Notes	
Total consolidated amount	1,000,000 JPY	11,998	10,203	8,664		