

## Sustainability

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



Top Message



Sustainability Management



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 CO<sub>2</sub> 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



 <a href="#">Disclosure Policy</a> >	 <a href="#">Kewpie Reports</a> >	 <a href="#">Standard Table</a> >
 <a href="#">ESG Data Sheet</a> >	 <a href="#">Outside Evaluation</a> >	 <a href="#">Policies</a> >
 <a href="#">Initiatives and Affiliations</a> >		
 <a href="#">History of Our Social and Environmental Activities</a> >	 <a href="#">Sustainability Activities of Group Companies</a> >	

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 concept of “love around the kitchen table,” we aim for sustainable growth of society and our company, through great taste, empathy, and uniqueness, and by balancing social and economic value.

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

Since even before the emergence of the concept of sustainability, the Kewpie Group has been working to help solve issues in society in line with our founder Toichiro Nakashima's ambition of “contributing to society through healthier dietary lifestyles.” Today we have a future vision as described in Our Ideal and 2030 Vision, and with our Medium-term Business Plan for FY2021-2024 under the theme of “Transition to a structure that realizes sustainable growth,” we are focusing on redoubling efforts for society and the global environment. This fiscal year is the final year of the Plan, and we are preparing for it as an important year to envision the future under the new Medium-term Management Plan starting in FY2025.

For the Kewpie Group's sustainability activities, based on the Kewpie Group Basic Policy on Sustainability, we have identified six material issues relating to the UN Sustainable Development Goals (SDGs) and have established related targets. In FY2024, the halfway point for achieving the targets for FY2030, the Group will work as one to advance these initiatives.

Looking back, the business environment continued to be challenging in the fiscal year that ended November 2023, due to the impact of soaring raw material prices as a result of high international grain and energy prices amid continued weakness of the yen, and the impact of the spread of the highly pathogenic avian flu. To create social value even in this challenging business environment, we are promoting various activities under the themes of food sustainability and consideration for the Earth and the environment. Major initiatives include the launch of products under the banner of Green Kewpie, a new sustainable food brand with a focus on plant-based foods, the use of 100% recycled plastic bottles for some dressing containers (a first for condiments made in Japan), and generating electricity with biogas produced using food loss from mayonnaise production line changeovers. We have received various awards for these efforts.

Going forward, the Kewpie Group will proactively invest in the future to create both social and economic value, as well as sustainable growth for society and the company. For the future growth of the Group, besides proactively investing in operational efficiency in Japan and growth in the world, we will also proactively invest in five areas: human capital, brands, research and technology development, IT and digitalization, and sustainability. With regard to sustainability, emphasizing self-expressive benefits our brands bring, we would like to provide value that makes people feel good by owning and using the brand. The continued support from our consumers for being a company that creates social value also leads to profits that support our medium- to long-term growth. By returning those profits to our employees and other stakeholders, we can expand the virtuous cycle.

> [Sustainability Targets](#)

Sustainability

- Sustainability >
- Top Message >
- Sustainability Management** —
- ↳ Material Issues and Promotion Framework >
- ↳ Environmental Management >
- ↳ Stakeholder Engagement >
- ↳ Outside Evaluation >
- 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 Management

The Kewpie Group has established various policies, including the Kewpie Group Basic Policy on Sustainability, and is promoting activities to contribute to creating a sustainable society and to achieve the sustainable growth of the Group. While actively engaging in dialogue with all the stakeholders who support our activities, we will promote the realization of the Kewpie Group 2030 Vision and Our Ideal, the corporate philosophy of the Group.



↳ **Material Issues and Promotion Framework**

Here, we outline details of the Kewpie Group Basic Policy on Sustainability, material issues being addressed and the promotion framework for achieving sustainability targets.



↳ **Environmental Management**

We strive to reduce the environmental impacts of our business activities, in accordance with the Kewpie Group Environmental Policy.



↳ **Stakeholder Engagement**

Our stance toward and principal means of dialog with stakeholders



↳ **Outside Evaluation**

Third-party assessments of the Kewpie Group

Sustainability

- Sustainability >
- Top Message >
- Sustainability Management -
- ↳ Material Issues and Promotion Framework >
- ↳ Environmental Management >
- ↳ Stakeholder Engagement >
- ↳ Outside Evaluation >
- 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 >

## Material Issues and Promotion Framework

- Our Approach to Sustainability ●
- Kewpie Group Basic Policy on Sustainability ●
- Sustainability Promotion System ●
- Material Issues for Sustainability ●
- Process for Identifying Material Issues ●
- Sustainability Targets ●
- Promoting Awareness Among Employees ●

### Our Approach to Sustainability

We at the Kewpie Group aim to continue helping create a better society by contributing to food culture and health of the world through great taste, empathy, and uniqueness. We recognize sustainability initiatives as important activities and help realize a sustainable society through the practice of our Corporate Philosophy and Group Policies, and implement our initiatives as a foundation for the sustainable growth of the Group.

### Kewpie Group Basic Policy on Sustainability

**With an emphasis on the aspiration for "love around the kitchen table," we aim to address and resolve various issues through "great taste, empathy and uniqueness." We will create a future full of smiles by caring for people and the environment throughout the value chain, from product design and raw material procurement, to production, sales and consumption.**

**Contributing to Food Culture and Health**

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

**Effective Use and Recycling of Resources**

- As the only manufacturer in the world that makes effective use of the entire egg, we will continue to refine our technologies and create value.
- In proposing ways of eating and utilizing uneaten portions, we aim to become a globally unique "vegetable utilization manufacturer."
- 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.

**Deal with Climate Change**

- We aim to reduce CO<sub>2</sub> 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.

Adopted 2022

## Sustainability Promotion System

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

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

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



## Material Issues for Sustainability

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

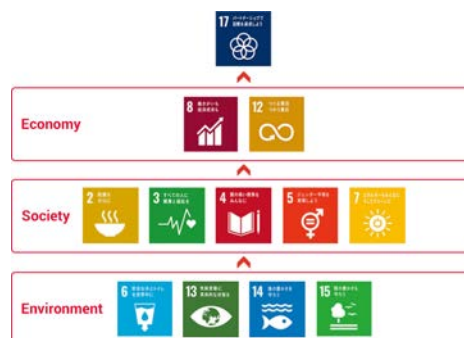
- Contributing to Food Culture and Health
- Effective Use and Recycling of Resources
- Deal with Climate Change
- Conservation of Biodiversity
- Sustainable Procurement
- Respect for Human Rights

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



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

## SDGs addressed by the Kewpie Group



## Process for Identifying Material Issues



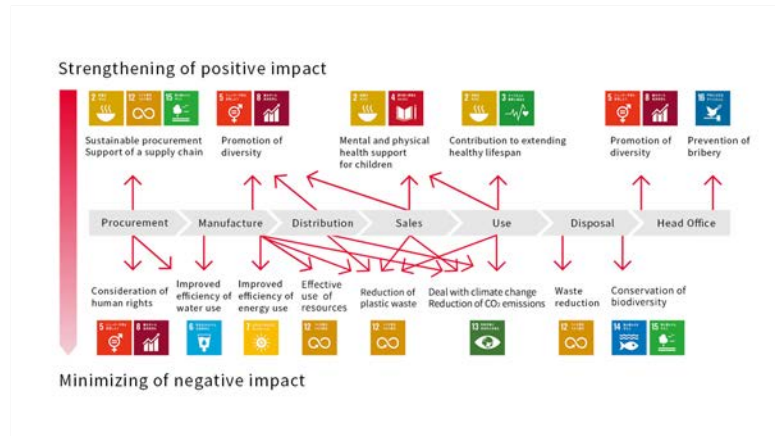
## Identification of Social Issues to be Addressed by the Kewpie Group

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

## Impact on Business and Society

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

## Risks and Opportunities Analysis of our Value Chain



## Identification of Material Issues for Sustainability










## Sustainability Targets

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

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

### Sustainability Targets and Performance

Material Issues	Initiative Theme	Indicators	FY2023 Results	FY2024 Target	FY2030 Target	
Contributing to Food Culture and Health 	Contribution to > Extending > Healthy Life > Expectancy	As a food partner for every person: <ul style="list-style-type: none"> <li>Contribute to achieving a vegetable intake target of 350 grams per day</li> <li>Promote a boost in egg consumption in order to contribute to increasing protein intake</li> </ul>				
	Mental and > Physical Health > Support for Children	Number of children's smiles via our activities (cumulative since FY2019)	361 thousand children	At least 400 thousand	At least 1 million	
Effective Use and Recycling of Resources 	Elimination and > Effective > Utilization of > Food Loss	Food waste reduction rate (compared to FY2015)	59.6%	At least 50%	At least 65%	
		Effective utilization rate of unused portions of vegetables Main vegetables: Cabbage, etc.	82.7%	At least 70%	At least 90%	
		Reduction rate in volume of product waste (compared to FY2015)	75.5%	At least 60%	At least 70%	
		Reduction and > Reuse of Plastic > Emissions	Reduction rate in volume of plastic waste (compared to FY2018)	20.9%	At least 8%	At least 30%
		Sustainable > Use of Water > Resources	Water usage (basic unit) reduction rate (compared to FY2020)	2.1%	At least 3%	At least 10%
Deal with Climate Change 	Reduction of > CO2 Emissions	Reduction rate in CO2 emissions (compared to FY2013)	34.3%	At least 30%	At least 50%	
Conservation of Biodiversity 	Conservation of > Biodiversity	100% sustainable paper procurement by 2025(Containers and packaging, booklets, promotional products, office supplies)				
Sustainable Procurement 	Promotion of > Sustainable > Procurement	Promote Fundamental Policy for Sustainable Procurement in cooperation with business partners				
Respect for Human Rights 	Respect for > Human Rights	Promote the Kewpie Group Human Rights Policy to respect the human rights of all people involved in our business				

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

Sustainability targets are domestic figures.

Quantitative targets for "Conservation of Biodiversity" were set for FY2024.

The actual reduction rate in volume of product waste for FY2023 was revised after the financial results were announced on January 10, 2024.



## Promoting Awareness Among Employees

---

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

### In-House Bulletins

---

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

### Kewpie Group Official Blog

---

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

## Sustainability

- [Sustainability](#) >
- [Top Message](#) >
- [Sustainability Management](#) -
- [Material Issues and Promotion Framework](#) >
- [Environmental Management](#) >
- [Stakeholder Engagement](#) >
- [Outside Evaluation](#) >
- [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](#) >

## Environmental Management

- [Policy for Environmental Management](#) >
- [Kewpie Group Environmental Policy](#) >
- [Environmental Management Promotion Structure](#) >
- [Environmental Management Systems](#) >
- [Compliance with Environmental Legislation](#) >
- [Environmental Audit](#) >
- [Environmental Impact of Business Activities](#) >
- [Consideration for Local Environments](#) >
- [Environmental Communication](#) >

### Policy for Environmental Management

The Kewpie Group's business operations are sustained by the bounty of nature. We will do our part to create a sustainable society by reducing the environmental impacts of our business activities and striving to balance manufacturing, based on our "Quality First" principle, and global environmental conservation.

### Kewpie Group Environmental Policy

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

#### 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.

Adopted 1998, revised 2022

### Material Issues and Targets

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

> [Material Issues and Promotion Framework](#)

### Environmental Management Promotion Structure

The Kewpie Group has established the Sustainability Committee chaired by the director in charge of sustainability. Regarding the environment, subcommittees and collaborative projects have been established for each theme to address the material issues for sustainability, and efforts have been made to ensure that responses to these issues take root throughout the Group.

## Environmental Management Systems

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

### ISO14001 Certification Acquisition Status

24 of the 71 Group production locations in Japan have obtained ISO14001 certification. (As of the end of November 2023)

## Compliance with Environmental Legislation

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

\* In FY2023, there were no accidents or violations of related regulations.

## Environmental Audit

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

## Environmental Impact of Business Activities

In the production process, we consume natural resources, such as raw materials, ingredients, water, and energy, including electricity, gas, and heavy oil that cause industrial waste products, wastewater, and CO<sub>2</sub> emissions. In addition, we recognize the environmental burden due to product transportation and consumer waste, such as disposed containers and packaging.

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

### Energy and Material Flows in Kewpie Group Production Divisions



We strive to utilize resources effectively throughout the value chain.

### Energy and Material Flows in Kewpie Group Production Divisions (Fiscal 2023)

#### Input

Energy use	Electricity purchased	1,925,000GJ (205,193,000kWh)
	Fuel <sup>1)</sup>	1,048,000GJ
	Total energy	2,973,000GJ

<b>Water use</b>	Water (groundwater, piped water)	7,367,000m <sup>3</sup>
------------------	----------------------------------	-------------------------

#### Output

<b>Atmospheric emissions</b>	CO <sub>2</sub>	149.900 Tons
	NO <sub>x</sub>	33.6 Tons
	SO <sub>x</sub>	6.7 Tons
<b>Emissions to waterways*<sup>2</sup></b>	Emissions	5,879,000 m <sup>3</sup>
<b>Emissions of waste</b>	Volume of waste (recycling rate)	33,500 Tons (97.2%)

\*1: Including fuel used to generate electricity

\*2: Including rivers and public sewer systems

Applicable facilities: Kewpie Group factories

[> ESG Data Sheet](#)

#### Reduction of Generated Waste

##### Waste generation reduction targets

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

The main waste generated from Kewpie Group plants includes food loss and waste from manufacturing processes and plastic waste as packaging material losses, as well as post-treatment sludge at wastewater treatment facilities.

At the Kewpie Group, our top priority is to reduce the generation of waste by improving yields in manufacturing processes and improving containers and packaging.

In addition, we are working to achieve a 100% recycling rate for waste generated at factories (meaning zero basic incineration or disposal in landfill), by using eggshells as fertilizer, in-house recycling of food loss and waste including unused vegetable parts (as compost and animal feed), and outsourcing the recycling of waste (as compost). Our recycling rate in FY2023 was 97.2%. Also, 28 of the Group's 71 production sites have achieved a 100% recycling rate.

##### Volume of waste generated\*<sup>+</sup>



Figures are for Kewpie Group production plants

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

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

#### Consideration for Local Environments

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

##### Preventing Water Pollution

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

##### Preventing Atmospheric Pollution

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

## Controlling Noise and Odors

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

## Environmental Communication

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

### Kewpie Group Eco Label

The proprietary Kewpie Group Eco Label will be implemented from February 2024. Having established environmentally friendly standards on container packaging, Kewpie assigns the Kewpie Group Eco Label to products meeting these standards to easily convey to customers that Kewpie products are environmentally friendly.



Example

[📄 Kewpie Eco Label Products List \(Japanese version\) \(133KB\)](#)

### Design Intention

With an emphasis on the aspiration for "love around the kitchen table," the Kewpie Group aims to resolve various problems with "great taste, empathy, and uniqueness." As part of these efforts, we incorporated the concept of "love around the kitchen table" into the Kewpie Group Eco Label design for environmentally friendly products.

The Kewpie Group Label Mark design includes a plate, spoon, and fork, which are essential aspects of the dining table, with the Eco logo positioned in the center to convey environmental friendliness. The letter "o" is accented with a leaf.

### Kewpie Eco Label Criteria

Details	Eco Label Criteria
Reduced plastic usage	Reduced amount of plastic used by 5% or more (using 2018 as the base year)
Reuse of plastic	Recycled plastic materials comprise 25% or more of total plastic by weight
Biomass plastic	Biomass plastic comprises 10% or more of plastic used, by weight

### Labeling Example



## Environmental Education

---

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

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

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

Sustainability

- Sustainability >
- Top Message >
- Sustainability Management -
- ↳ Material Issues and Promotion Framework >
- ↳ Environmental Management >
- ↳ Stakeholder Engagement >
- ↳ Outside Evaluation >
- 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 >

## Stakeholder Engagement

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

\*As of the end of November 2023

	Our Commitment	Major Programs (FY2023 performance)
> <b>Customers</b>	To respond to our customers' confidence by delivering safe and reliable products and putting quality first in all our activities, in keeping with the Kewpie Group Code of Conduct	<ul style="list-style-type: none"> <li>• Customer Information (24,786 inquiries/comments)</li> <li>• Voluntary Declaration of Consumer-Oriented Management</li> <li>• Kewpie Community website: "Ohanashi Dining" (20,834 members)</li> <li>• Kewpie Community website: "Kewpie Mayonnaise Fan Club" (140,265 members)</li> </ul>
> <b>Employees</b>	To respect employee rights and refrain from all forms of discrimination and harassment, in keeping with the Kewpie Group Code of Ethics; to support diversity, respecting each employee's individuality and aspirations for growth, in keeping with the Kewpie Group Code of Conduct	<ul style="list-style-type: none"> <li>• Employee attitude survey (biennial)</li> <li>• Labor Management Committee</li> <li>• Diversity discussions</li> <li>• Career self-assessment (annual)</li> <li>• Human resource development through interviews between supervisors and subordinates</li> </ul>
> <b>Business Partners</b>	To engage in free and fair competition and build transparent and healthy relationships oriented to mutual growth, in keeping with the Kewpie Group Code of Ethics	<ul style="list-style-type: none"> <li>• Communication via operating activities</li> <li>• Scheduled and unscheduled visits to supplier sites and on-site get-togethers</li> <li>• Initiatives with agricultural suppliers and organizations</li> </ul>
> <b>Shareholders, Investors</b>	To build transparent and healthy relationships, in keeping with the Kewpie Group Code of Ethics; to promote better understanding of the Group among investors and shareholders	<ul style="list-style-type: none"> <li>• General Meeting of Shareholders (annual)</li> <li>• * opportunity to submit opinions in advance</li> <li>• Financial results briefings for analysts (semiannual)</li> </ul>
> <b>Community</b>	Actively contribute to society, particularly through food education, and work in harmony with the local community and society as a whole, in keeping with the Kewpie Group Code of Conduct	<ul style="list-style-type: none"> <li>• "Open Kitchen" factory tours and Mayo Terrace tours (44,266 visitors)</li> <li>• * Including online</li> <li>• "Mayonnaise Class" (food education) (5,617 participants)</li> <li>• * Including online</li> <li>• Public lectures on food topics (100 lectures)</li> <li>• * Including online</li> <li>• Nursing care events (81 lectures)</li> <li>• Communication with international and domestic communities in each area</li> <li>• Activity report meetings of organizations supported by the "QPeace" matching gift program (six times a year)</li> </ul>

**Dialogue**

## What Kewpie Can Do for the Very Reason That We Work Closely with Producers in Handling Eggs and Vegetables to Deliver Value to Our Customers

**Rina Akimoto**  
 Founder Tabi Choku  
 Founder and Chief Executive Officer, Garden Inc.  
 Management Advisory Board  
 Outside Board Member  
 Kewpie Corporation

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



**Helping to achieve sustainable food as a leading company for salads and eggs**

**Q** Mr. Takamiya, my relationship with Kewpie began before I met you at a conference for managers. It all started around the time *vid garden* was founded, when I met the Kewpie employees who had come up with the idea for Fukuya Terrace Vegetable Friends' Farm. That person possessed a strong desire to bring the site of production closer to consumers. Trying as a company to embody ideas that are common to mine, I felt that Kewpie was an amazing company.

**A** Vegetable Friends' Farm was a business proposal that emerged from an in-house request for project proposals that would embody employees' hopes and desires. Although it takes investment, if you confront the challenge, you will also get a lot of results. Even if we sometimes fail, I would like to build a company where we can utilize those experiences of failure in facing our next challenge. Of course, rather than leaving it up to just one

person, all employees must support each other.

**Q** One of *vid garden*'s businesses is Tabi Choku, an online direct sales store where producers can sell their products directly to individuals and corporations. We provide a place where small-scale producers with particular specialties can sell their own high-value-added agricultural, livestock, and marine products. In contrast, there are moves to promote large-scale, efficient agriculture, but I believe that it is important for all types of agriculture, large or small, to deepen consumers' understanding of food. At the present time, agriculture seems to be far removed from consumers, but Vegetable Friends' Farm creates various points of contact to deepen the understanding of food and its similarities in that it brings production and consumption closer together.

**A** While aiming to remain a "leading company for salads and eggs," Kewpie also produces salad seasonings. Vegetables create a world of salads that provides a colorful feast for the eyes, is delicious to eat, and good for you. You cannot have a nice salad unless the vegetables look bouncy, are good tasting and fresh. I believe that in talking

about salads, there is no getting away from vegetables. The common issue with primary industry in Japan right now is that producers and the hardships they endure remain unseen, and they are unable to convey their feelings to consumers.

**Q** Does that also apply to the egg world?

**A** As far as processing products are concerned, we at Kewpie have a common awareness of the issues. For example, Kewpie handles about 10% of Japan's egg production, and last year we had a large-scale outbreak of highly pathogenic avian influenza, which forced us to introduce a raft of measures. However, it was the poultry farmers who suffered the most. While fearful of infections at poultry farms, they were committed to delivering a limited number of chickens to their customers no matter what. In the position of processing and cooking the precious produce we receive, we at Kewpie feel the need to convey as value all of the difficulties and joys as well as all of those emotions that went into creating that produce. We recognize that it is an important theme to remain in close contact with producers.

**Q** As Kewpie maintains close relationships with people in primary industry, I get the impression that your company is working toward sustainable food by increasing the added value of products, regardless of the size of the producer.

**A** Since we are in a well-established position in which our business is based on the blessings of produce, we are aiming for a recycling-oriented society while creating a system in which producers can also participate. To give an example, the Kewpie Group produces and sells easy-to-eat packaged salads by placing shredded cabbage and mixed vegetables in bags. We receive all of these vegetables from our producers. It used to be that the outer leaves of cabbages and lettuces were discarded, but now they are being used effectively to create other value, such as returning them to the fields in the form of compost or using them as animal feed. These kinds of recycling initiatives make the participating farmers and poultry farmers very happy, and thus I think that they will gain in importance in the years to come.

**Expanding points of contact between Kewpie and its customers, creating a system in which they are able to see producers' faces**

**Q** I gave an example of contributing to a recycling-oriented society, but I also think it is important to see how many times we can create this feeling within our Company, where employees can feel that their work is contributing to society. Feeling that way, they will try harder and can thereby grow, taking any difficulties in

their stride. I believe that if this cycle continues, society, companies, and employees will be all the happier.

We launched our Qummy e-commerce site to deliver products and services for enjoying vegetable dishes directly to customers. By having many customers become members, we would like to hear requests and opinions directly from them. We also aim to expand our customer contact points and thereby meet new customers. Going forward, so that we can directly deliver the deliciousness of vegetables, I would like to have producers participate more as team players and work together with them to create and enhance a system in which their faces can be seen.

**Q** There is a pre-conceived idea that farming in Japan is a way of life for one's later years, but when you go to actual farms, there are many farmers who are young and have a real reason for

farming. I always think that you need to match the image against reality.

**A** Our main job is salad seasoning, so we need to understand more about the vegetables that make up salads. For their April induction ceremony at Vegetable Friends' Farm, new employees changed out of their suits and had the opportunity to sow seeds with their own hands and experience eating salads made with the vegetables they themselves had harvested. I think this can be a conduit for reconfirming one of the roles that Kewpie plays in connecting customers and producers.

**I want to energize the employees who will be responsible for the Kewpie of the future and build a company that is accepting of contrasting ideas.**

**Q** During my interactions with everyone at Kewpie, I have seen them talking passionately, saying, "This is the

**Qummy** <https://qummy.kewpie.co.jp/>




kind of value I want to provide to society" and gained the impression that each person holds strong feelings. Passionate feelings are what motivate people, but there are very few people who can talk passionately about the strong feelings they hold. Although there are many people who can formulate logical arguments and speak in a well-reasoned manner, they are generally not so adept at expressing their feelings, but I think there are passionate people at Kewpie.

This time, I asked them about the Company's history and products before accepting the position as an outside member of the Management Advisory Board. From those conversations, I realized that there were many people who wanted to focus on providing value to society as a whole, including consumers and producers.

As *vid garden* was literally started from scratch, we started with no funding, no gathering of friends, and no network with producers. By building up a small amount of trust, producers gathered together, and little by little, we gathered friends, and after a few years, we started to attract capital. However, even now, with a limited number of people and limited financial backing, we are

continuing to look into how we can maximize efficiency and constantly searching for ways to achieve high growth.

**Q** I am sure that hearing about your experiences will be stimulating, encouraging, and even gratifying to our employees. The actions they themselves had previously thought about may have to be changed. I would like you to refresh and recharge their energy for them to continue to bring about the development of Kewpie 10 years from now.

**A** Just having one person with a fresh way of thinking in an organization can completely change the atmosphere. I will also feel free to speak on a variety of subjects at Management Advisory Board meetings.

**Q** I want to build a company where contrasting ideas and opinions exist as a matter of course. This is because I think that Japan itself is suffering now because it is not good at accepting contrasting ideas and opinions. It is hard to change if you hold on to your experiences from past successes.

I am currently sharing my personal thoughts on an internal blog, after which employees then express their feelings in response to my opinions by means of icons. When I see a lot of tilting head icons, I sense that a variety of ways of thinking are being expressed and I find that very healthy.

**Q** I am looking forward to coming into contact with employees

from a wide range of ages and occupations. To help create a culture where challenges are celebrated even if they fail, I would like to share my own experiences and current challenges. I want to create an atmosphere where people can exchange ideas, regardless of their current workplace or past company history. Naturally, as a basis, I will make full use of my knowledge in areas such as DX, sustainability, and contact with producers, but I once again feel that I would like to contribute to creating a culture where everyone actively supports new initiatives.

I feel that Kewpie is a company with many caring and kind people. On the other hand, I have also gained the impression that there are many people who can proceed in a more flexible manner. It seems that there is still room for growth in boldly overstepping the thesis line, such as when large-scale investments need to be made.

**Q** With an eye to the future, I would like to give deep consideration to DX in particular. I hope that you will do us the honor of sharing your relevant experiences and ideas with us on an ongoing basis. Thank you in anticipation of receiving your continued candid advice.





Sustainability

- Sustainability >
- Top Message >
- Sustainability Management -
- ↳ Material Issues and Promotion Framework >
- ↳ Environmental Management >
- ↳ Stakeholder Engagement >
- ↳ **Outside Evaluation >**
- 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 >

## Outside Evaluation

ESG Index ●    Assessment ●    Designations and Certifications ●    Awards ●

### ESG Index

#### FTSE4Good Index

The FTSE4Good Global Index is an ESG (Environment, Social and Governance) investment index provided by FTSE Russell, which is used by investors as a standard to evaluate the sustainability of companies. Kewpie Corporation has been selected as a constituent of the FTSE4Good Index Series starting from 2024, after meeting the inclusion requirements.

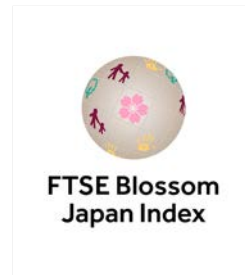
[> FTSE4Good Index Series website](#)



#### FTSE Blossom Japan Index

The FTSE Blossom Japan Index is an index created by FTSE Russell that evaluates the ESG (Environmental, Social and Governance) performance of Japanese companies. This index is used as an investment benchmark by the Government Pension Investment Fund (GPIF) of Japan. Kewpie Corporation has been selected as a constituent of the FTSE Blossom Japan Index starting from 2024, after meeting the inclusion requirements.

[> FTSE Blossom Japan Index website](#)



#### FTSE Blossom Japan Sector Relative Index

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

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



#### MSCI Japan ESG Select Leaders Index\*

This is an ESG investment index provided by Morgan Stanley Capital International (MSCI) in the United States.

Based on the MSCI Japan Equity IMI Index as a parent index, the index is composed of companies from various industries that excel in ESG evaluations. Starting in 2024, Kewpie has been selected as a constituent stock of the Government Pension Investment Fund (GPIF).



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

## MSCI Japan Empowering Women Index (WIN)\*

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

2023 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

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

## S&P/JPX Carbon Efficient Index

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



## SOMPO Sustainability Index

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



## Assessment

### CDP

CDP is a UK-based international NGO that is tackling climate change and other environmental issues. They request that major companies and cities around the world disclose information on their efforts to address climate change, water management, and other issues, and conduct surveys and assessments. In 2023, the Kewpie Group received an A- rating for climate change and water security. For forests (palm oil) we received a C rating and for forests (timber) as well, a C rating.



## Designations and Certifications

## Health and Productivity Management Outstanding Organization

Kewpie has been certified as an Outstanding Organization for Health and Productivity Management in 2024 (large enterprise category) as a company that practices excellent health and productivity management. This is our third consecutive year for this certification.

\* Kewpie Corporation has been certified as an Outstanding Organization for Health and Productivity Management (Large Enterprise Category) in 2024, and Dispen Pak Japan Co., Inc., and Salad Club, Inc. were certified in the Small and Medium Enterprise Category.



## Platinum Kurumin\*

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

\* Platinum Kurumin

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



## Secures Three Stars Under the Healthy Meal & Dietary Environment Certification System

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



## Awards

2024	<ul style="list-style-type: none"> <li>• Won Minister of Agriculture, Forestry and Fisheries Prize in the Environment category of the 45th Food Industry Excellent Company Award, for effective use of food loss from mayonnaise production for biogas power generation</li> </ul>
2023	<ul style="list-style-type: none"> <li>• Won the highest award for SDGs/Emergency Food Award©2023 in rolling stock category for Kewpie's Yasashii Kondate series</li> <li>• FY2023 President Award for 3Rs (Reduce, Reuse, Recycle) Promotion Merit Committee Awards, for effective use of food loss from mayonnaise production for biogas power generation</li> <li>• Ministry of Agriculture, Forestry and Fisheries' Director General Award in the 11th Food Industry Mottainai (Reducing Wastefulness) Awards, for effective use of food loss from mayonnaise production for biogas power generation</li> </ul>
2022	<ul style="list-style-type: none"> <li>• 6th Dietary Educational Activity Commendations, Award from Japan's Minister of Agriculture, Forestry and Fisheries</li> <li>• 72nd Convention of Japan Association of Food Preservation Science, Distinguished Industrial Achievement Award for Cold Pressed Fresh Manufacturing Method®</li> <li>• 23rd Convention of the Japan Society for Food Engineering, Technology Award for Cold Pressed Fresh Manufacturing Method®</li> <li>• 2022 Japan Packaging Contest, Food Product Packaging Award in Packaging Category Award category for "Kewpie Cage-Free Mayonnaise"</li> <li>• 2022 Japan Packaging Contest, Accessible Design Packaging Award in Packaging Technology Award category for packaging for the series of Happy Recipe for Microwaves</li> <li>• 2022 Japan Packaging Contest, Japan Packaging Technology Association Chairman's Award in Japan Star Award category for Verde Peanut Whipped Cream, Chocolate Whipped Cream</li> <li>• FY2022 Good Design Award, 3 items in HOBOTAMA series</li> </ul>

2021	<ul style="list-style-type: none"> <li>• Won the FY2020 "Intellectual Property Achievement Award" for the Award from the Commissioner of the Japan Patent Office</li> <li>• Green Food System Promotion Award at Sustainer Award 2021</li> <li>• Supply Chain Innovation Grand Prize 2021</li> </ul>
2020	<ul style="list-style-type: none"> <li>• Award from the Director of Food Industry Affairs Bureau at the Ministry of Agriculture, Forestry and Fisheries, the Seventh Food Industry Mottainai (Reducing Wastefulness) Awards</li> <li>• Minister of Agriculture, Forestry, and Fisheries Award, 2nd Japan Open Innovation Awards</li> <li>• UCDA Award 2020</li> <li>• SUSTAINA ESG AWARDS 2020 BRONZE CLASS</li> </ul>
2019	<ul style="list-style-type: none"> <li>• The Ministry of Agriculture, Forestry and Fisheries Award, 6th Dietary Educational Activity Commendations</li> <li>• Runner-up for the Grand Prize at IT Japan Award 2019</li> <li>• Grand Prize at the Deep Learning Business Awards (sponsored by Nikkei x TECH)</li> <li>• Ministry of Agriculture, Forestry and Fisheries' Prize in the Reduce, Reuse, Recycle (3Rs) Promotion Merit Awards 2019</li> <li>• Supply Chain Innovation Grand Prize</li> <li>• Grand Prize at the Smooth-biz Awards</li> <li>• World Star Award, Food Category of the World Packaging Organization's World Star Contest 2019</li> <li>• Innovation Category of the 43rd Kinoshita Awards</li> <li>• Long Life Design Award, 2019 Good Design Awards</li> </ul>

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

## Effective Use and Recycling of Resources

The Kewpie Group's business operations are sustained by the bounty of nature, starting with the raw materials we use. Using finite resources carefully, and throughout the entire value chain – from product design and raw material procurement to production, sales, and consumption – the Group is unified in promoting initiatives for sustainability of the global environment.



### Sustainability Targets

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



#### Elimination and Effective Utilization of Food Loss

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



#### Reduction and Reuse of Plastic Emissions

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



#### Sustainable Use of Water Resources

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

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

## Elimination and Effective Utilization of Food Loss

Policy for Elimination and Effective Utilization of Food Loss

Response to Food Loss Reduction Promoting Effective Utilization

### Policy for Elimination and Effective Utilization of Food Loss

As part of its crucial responsibilities as a food manufacturer that uses limited food resources, the Kewpie Group has been working to reduce food loss and make effective use of resources. In recent years, climate change has affected the yield and quality of agricultural products and other raw materials, so it has become increasingly important to reduce food loss. Customers and other stakeholders are also showing growing interest in reducing food loss, and we will continue working to meet their expectations.



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

### Response to Food Loss Reduction

At the Kewpie Group, we will continue to implement various measures at each stage of the supply chain and work together within the Group to reduce food loss.

#### Reducing Food Loss in Manufacturing

The Kewpie Group is working to minimize food loss and waste by arranging production lines efficiently and by innovations in product design.

Deria Foods, which produces a variety of salads and delicatessen foods, is working to minimize food loss and waste. The company has introduced an iterative data-driven system to measure and confirm whether the production weight was appropriate for each manufacturing process, monitor conditions, analyze issues, and make improvements.

#### Reducing Food Waste after Distribution

The Kewpie Group is working to reduce food loss by extending the best-before dates by making improvements to production methods, containers and packaging, and by changing best-before dates to show the year and month.

In addition, the Salad Club supports the reduction of food loss and waste in growing areas by promoting consumption with bonus package content for consumers peak vegetable harvest time.

When Started	Target	Details
Feb 2024	All Verde Toast Spread series items	Extended from 13 to 19 months. However, for basil, extended from 11 to 13 months
Feb 2024	Salad Club Shredded Cabbage Mixed Salad - Bonus package content without additional cost to consumers (Kyushu area)	Helps reduce field waste (food loss and waste) at peak production time

Feb 2024	Salad Club Shredded Cabbage - Bonus package content without additional cost to consumers (nationwide)	Helps reduce field waste (food loss and waste) at peak production time
Feb 2024	Salad Club Shredded Lettuce - Bonus package content without additional cost to consumers (Okinawa)	Helps reduce field waste (food loss and waste) at peak production time
Feb 2024	Salad Club Shredded Cabbage Mixed Salad, Broccoli Super Sprouts with Colorful Mixed Salad - Bonus package content without additional cost to consumers (Tokai and Hokuriku areas)	Helps reduce field waste (food loss and waste) at peak production time
Dec 2023	Kewpie 3-Minute Cooking seasoning mixes (3 items)	Extended from 7 to 12 months
Sep 2023	Kewpie Yasashii Kondate (5 items)	Extended from 19 months to 25 months
Sep 2023	Kewpie Aeru Pasta Sauce (8 items)	Extended from 11 to between 12 and 19 months
Jun 2023	Salad Club Cut Lettuce - Bonus package content without additional cost to consumers (all Japan)	Helps reduce field waste (food loss and waste) at peak production time
May 2023	Green Kewpie Dressing (2 items)	Extended from 8 to 10 months
Mar 2023	Salad Club Young Corn	Extended from 19 to 24 months
Mar 2023	Kewpie Deli Fit Mayonnaise (190 kg)	Extended from 60 to 75 days
Jan 2023	Salad Club Shredded Cabbage Mixed Salad, Broccoli Super Sprouts with Colorful Mixed Salad - Bonus package content without additional cost to consumers (Tokai and Hokuriku areas)	Helps reduce field waste (food loss and waste) at peak production time
Jan 2023	Kewpie Iron Fortified Soft Osembei Rice Crackers	Extended from 6 months to 12 months
Sep 2022	All Kewpie Aeru Pasta Sauce series items	Changed to year/month display Best-before dates extended
Sep 2022	31 items in Kewpie Yasashii Kondate nursing care foods series	Best-before dates extended to 25 months
Jun 2022	Increased volume of Salad Club's Cut Lettuce	Maintaining production systems and supporting reduction of production food loss
Mar 2022	Salad Club Cabbage for Frying: Cut vegetables for heating	Achieved the industry's longest shelf life of 7 days (processing day plus 7 days)
Feb 2022	Kewpie Three-minute Cooking soup ingredients of Yasai wo Tabeyou (Let's eat vegetables!) series	Changed to year/month display Best-before date extended from 12 to 13 months
2022	Potato salad and other delicatessen items	Extended shelf life by Cold Pressed Fresh Manufacturing Method® * Food is processed at low temperature and high pressure to retain original texture and color of ingredients and extend shelf life while preserving flavor
Apr 2019	Salad Club Shredded Cabbage	Expiry date extended by one day (processing date + 5 days)
Mar 2019	Part of Salad Club Sozai Pouch (ingredients pouch) series products	Best-before dates extended Changed from year/month/date to year/month display

## Reduction in Product Waste

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

### Production-Sales-Logistics Coordination to Improve Accuracy of Supply-Demand Management

Since 2015, related departments hold a working group every month. At this working group, we focus on "product inventory" and discuss various issues and solutions surrounding production to distribution. Thanks to such monthly engagement, we have seen a consistent rise in the awareness of food loss within the company.

### Efforts to Reduce Product Returns in Collaboration with Business Partners

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

Currently, we are expanding this initiative horizontally and working to reduce product waste throughout the supply chain while promoting internal and external cooperation.

## Recipes to Reduce Food Waste

On our Totte-Oki Recipe (best recipes) website, which introduces various food preparation menus, since 2019 we have been introducing recipes developed at Tokyo Kasei University to make use of cabbage cores, lettuce outer leaves, and broccoli stalks.

Recipes  
(Japanese site only)

Three-minute Cooking, a Kewpie-sponsored television program, give viewers timely and easy, convenient, daily menu recipe suggestions. As consumers' environmental responsibility has become a daily interest, we are also incorporate the concept into our programs. We introduce recipes that reduce environmental impact and also can be easily incorporated into daily cooking. We proactively introduce techniques to use ingredients efficiently and without waste, and ideas that lead to energy conservation, and provide opportunities to be a green consumer.



Logo

## Promoting Effective Utilization

The Kewpie Group is working on various initiatives in collaboration with stakeholders to make effective use of food resources.

### Biogas Power Generation from Food Waste\*

The process of manufacturing a wide variety of mayonnaise products generates food residue, as in the case of mayonnaise discharged from piping when shifting production from one product to the next. We at the Kewpie Group have succeeded in biogas power generation from the food residue generated in production processes.

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

\* Our biogas power generation is a way to generate electricity from biogas produced through methane fermentation from food waste and livestock waste from pig farms.

**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



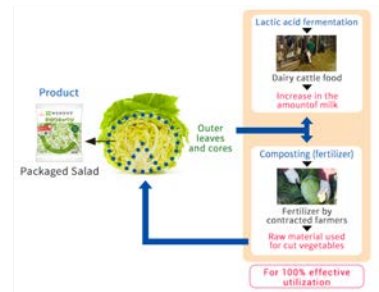
## Unused Portions of Vegetables

The Kewpie Group is engaged in finding ways to make effective use of the unused parts of vegetables used in the processing of salads and delicatessen foods. These unused portions include the core, calyx, outer leaves, and peel.

### Unused Portions of Leafy Vegetables

In FY2017, the cut vegetables production plant, Green Message, had success in converting leafy vegetables, such as cabbage and lettuce, into stock feed, something that had previously been considered difficult to do on a commercial scale. In a joint research project between Kewpie Corporation and Tokyo University of Agriculture and Technology, it was reported that dairy cattle that were fed this feed produced greater yields of milk.

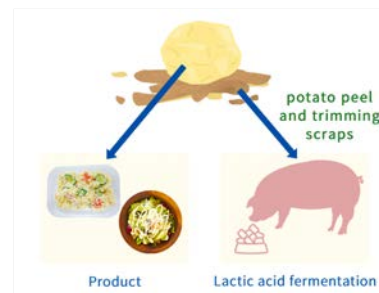
Salad Club Co., Ltd. takes the unused parts of vegetables such as outer leaves and cores generated when producing packaged salads at its seven directly operated plants and turns them into feed and compost to be utilized by contracted farms and other customers.



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

### Unused Portions of Potatoes

At Potato Delica Co., Ltd. and the Shunsai Deli Co., Ltd. Akishima Plant of the Deria Foods Group, potato peels and trimming scraps from the production of potato salads are liquified using special technologies to produce feed for pigs. This technology is connected with production and stable logistics of safe domestic feed, which is a challenge in the pig farming industry, and also helps create a recycling-oriented society that makes use of food residue.



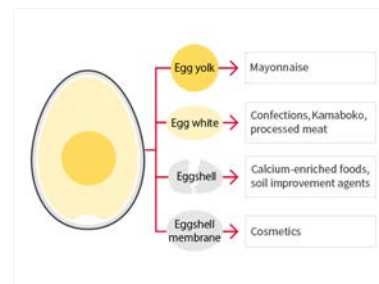
Unused Portions of Potatoes

## 100% Effective Use of Eggs

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

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

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



Effective use of eggs

### Egg Shells Fortify Rice and Strengthen Human Bones

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

Furthermore, a separate joint study conducted with the National Institute of Nutrition in Hanoi, Vietnam

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

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

#### Message

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

We believe calcium, which is the main component of egg shells, not only strengthens each of the cells in a plant but also facilitates various bioactivities within the cells. Meanwhile, global climate change is triggering extreme heat to such extents that even humans are having a hard time coping. As one of its physiological actions, calcium plays an important role in filling rice in their hulls during times of high-temperature stress. Egg shells contain a large amount of calcium, and in the context of global climate change they can be seen an agricultural resource that can help protect rice from summer fatigue and provide a stable supply of good-tasting rice.



Professor Taku Kato

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

#### Function of Eggshell Membranes

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

#### Calcium Fertilizer Born from Egg Shells and Vinegar

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

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

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

#### History of Utilizing Egg Shells

1956: Began sun-drying egg shells and selling them to farms as soil conditioner

1969: Installed equipment for crushing and drying egg shells (former Sengawa Factory)

1981: Began selling egg shells as a source of calcium for food products (achieved by developing membrane-removal technology)

1991: Processed eggshell membranes and began selling them as a raw ingredient for cosmetics

2007: Began selling egg shells as a raw material for construction materials and regular commodities (wallpaper, tires, etc.)

2012: Began research on rice grown using egg shell fertilizers

2017: Began selling Egg Shell Calcium Sauce as a nutritional supplement product in Vietnam

2019: Our egg shell initiatives won the "3Rs (Reduce, Reuse, and Recycle) Promotion Merit Awards" for the Minister of Agriculture, Forestry and Fisheries Award

2020: Our egg shell initiatives won the "Food Industry Mottainai (Reducing Wastefulness)

Awards" for the Ministry of Agriculture, Forestry and Fisheries' Food Industry Affairs Bureau's Top Award

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

Sustainability

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

## Reduction and Reuse of Plastic Emissions

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

### Approach to Reduction and Reuse of Plastic Emissions

The Kewpie Group uses plastics for food containers and packaging. While plastics offer advantages such as being light and hard to break, it has been pointed out that plastics have an impact on the global environment, including in relation to marine plastic waste.

The Kewpie Group recognizes that plastic waste is a material theme that has a significant impact on ecosystems and the environment, and is implementing initiatives to reduce the use of virgin petroleum-derived plastics and to encourage resource recycling.

- > [Ministry of the Environment's Plastics Smart Campaign](#)
- > [Clean Ocean Material Alliance](#)

### Kewpie Group Plastics Policy

The Kewpie Group formulated the Kewpie Group Plastics Policy and is accelerating efforts to reduce plastics used in business activities aiming to create 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 Pursued Going Forward

- Further reductions in the amount of plastics used, mainly through container weight reduction
- Introduction of recycled plastics and biomass plastics
- Container and packaging design for easy sorting
- Joining industry initiatives to promote the recovery and recycling of plastics



Weight reduction of dressing containers



Adopted bottles made from recycled plastic

### Plastic Reduction in Container and Packaging Design

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

[Kewpie Group Basic Policy on Container and Packaging Selection \(Japanese version\) \(152KB\)](#)

## Creating Lighter, Simpler Packaging

When Started	Target	Details
Feb 2024	Commercial products Hoshie-nu Pasta Sauce Pakitte series	Plastic consumption reduced 25% by changing container size
Jul 2023	Commercial products New Exter	Weight reduced in bottles by reducing the amount of plastic used
Jan 2023	Commercial products Kewpie Hoshienu brand products in 1000 mL and 500 mL bottles	Reduced amount of plastic used in cap by about 9% by reducing weight of the products
Sep 2022	Kewpie Aeru Pasta Sauce series sauce type	Reduced amount of plastics by about 7% by slimming individual package sizes
Aug 2022	Verde Toast Spread series	Reduced plastic use by about 10.9% by making laminated tubes in containers thinner (Adopted for all 2023 series)
Mar 2022	Soft Rice Crackers with Vegetables, Kewpie Baby Snacks series	Reduced amount of plastics used by 35% by changing materials used for outer packaging, individual packaging, and trays. Also, ease of recycling considered by changing to a single material
Feb 2022	Verde Whip series	Reduced amount of plastic used in containers by about 9.3% by thinning container walls
Feb 2022	Salad Club - package film	Changed standards for films used for packaged salads (making thinner and smaller in size)
Jan 2022	Salad Club - packaged salad trays	Weight of packaged salad trays reduced about 10% compared to conventional products
Mar 2021	Kewpie Smile Cup baby food series, Yasashii Kondate nursing care foods series	Reduced amount of plastics by eliminating outer lid on top
Mar 2021	Tamago Tappuri Boro (round biscuits with plenty of egg), Kewpie Baby Snacks series	Reduced amount of plastics used by about 25% by changing inner and outer packaging
Apr 2019	380-ml Kewpie dressing	Reduced weight of bottle material used without reducing strength or changing shape profile

## Using Packaging With a Lower Environmental Impact

When Started	Target	Details
Feb 2024	Kewpie Aeru Pasta Sauce series	Changed outer packaging to paper
Feb 2024	Kewpie Three-Minute Cooking soup ingredients of Yasai wo Tabeyou (Let's eat vegetables!) series	Changed outer packaging to paper
Jul 2023	Kewpie Tasty Dressing, dressing with function claims	Adopted bottles made from 100% recycled plastic (the first case for seasoning made in Japan; researched by Kewpie)

May 2023	Verde Pakitte (snap pack) series	Reduced amount of petroleum-based plastics by 40% by blending biomass-based plastic to a container component (those that hold the contents)
Jun 2021	Kewpie Tasty Dressing	Adopted bottles that contain 30% recycled plastics* * Plastics recycled by mechanical (physical) recycling, a method of recycling plastic bottles mainly used for soft drinks, after being crushed, washed, and treated at high temperatures for a specified time to remove contaminants.
Aug 2020	Salad Club Sozai Pouch (ingredients pouch) series	Pouches made with plant-based plastics* are used in 12 of the total 19 products (Adopted for all 2022 series) * Plant-based plastics: Biomass-based plastics made from renewable organic resources such as sugarcane byproducts.
Feb 2020	Kewpie Dressing (stick type)	Uses about 15% recycled plastic in outer packaging

### Kewpie Group Eco Label

We display the Kewpie Group's own original eco label.\* Having established environmentally friendly standards on container packaging, Kewpie assigns the Kewpie Group Eco Label to products meeting these standards to easily convey to customers that Kewpie products are environmentally friendly.

\* Started in Feb 2024

> [Details of Kewpie Group Eco Label](#)



Example

## Reducing Plastic in Manufacturing and Distribution

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

### Recycling of Product Distribution Containers

#### Plastic Containers for Liquid Eggs

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

\* Started in 2020



Left: Recycled product Right: Existing product

## Collaborative Efforts for Resource Recycling

### PET bottles with oil (e.g., dressing bottles)

Kewpie has begun working with Nisshin Oillio Group Inc. to recycle PET bottles used for dressing and cooking oil. There is concern that PET bottles with oil on them may be left with oil during the recycling washing process, affecting the quality of recycled PET. The recycling system has not been implemented in society. By collaborating with other companies that handle products that use oil, we will be able to reduce the amount of PET bottles used for oil-based products and improve the quality of recycled PET. We aim to create a society in which PET bottles used for oil-based products can be recycled as a resource.

In FY2024, a demonstration experiment will be conducted at eight AEON and AEON Style stores in Chiba City to collect used PET bottles with oil in order to establish a technology that utilizes the knowledge of both companies and to efficiently collect samples for further technological verification.

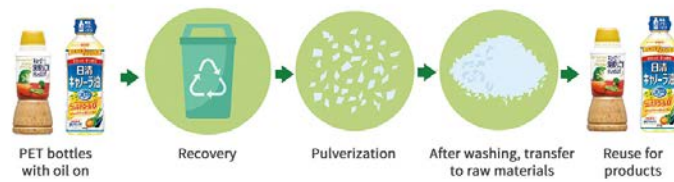


Image of circulation

### Mayonnaise Bottle

Kewpie has begun collaborating with Ajinomoto Co., Ltd. to recycle mayonnaise bottles as part of the Clean Ocean Materials Alliance (CLOMA), a cross-industry platform for public-private partnerships to solve the problem of marine plastic waste in which both companies are participating. Mayonnaise bottles in Japan are mainly made of polyethylene (PE), a plastic material that is widely used for food packaging, but because PE is often combined with other materials and types of materials, a horizontal recycling<sup>\*1</sup> system similar to that used for PET beverage bottles has not been implemented in society. However, due to the types of materials used and the fact that many of them are compounded with other materials, the horizontal recycling<sup>\*1</sup> mechanism as typified by beverage PET bottles has not been implemented in society. In addition, in order to realize horizontal recycling through material recycling<sup>\*2</sup>, it is important to collect plastic made of the same material as mayonnaise bottles, clean it, and recycle it. By working together to address these issues beyond the boundaries of the corporate sector, we aim to create a society in which mayonnaise bottles can be recycled as a resource.

In fiscal 2024, a demonstration experiment will be conducted at one Ito-Yokado store in Kawasaki City to collect used mayonnaise bottles.

\*1 Horizontal recycling refers to the recycling of used product containers and packaging as raw materials to manufacture the same type of product containers and packaging again in order to effectively use limited resources.

\*2 Material recycling is a recycling method in which waste materials are reused as raw materials without changing their properties.

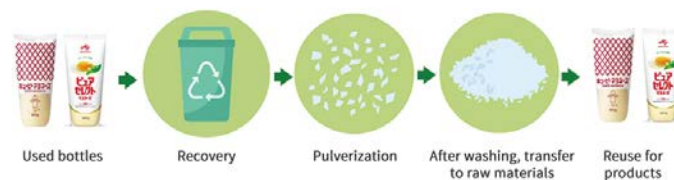


Image of circulation

## 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 and Affiliations >
- History of Our Social and Environmental Activities >
- Sustainability Activities of Group Companies >

## Sustainable Use of Water Resources

- Approach to Sustainable Use of Water Resources ●
- Water Risk and Water Stress Assessments ●      Effective Use of Water ●
- Water Conservation Initiatives ●

### Approach to Sustainable Use of Water Resources

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

> [Water Project of the Ministry of the Environment of Japan](#)

### Water Risk and Water Stress Assessments

To determine the impacts of water risk on Kewpie Group operations, we assess water stress (water demand vulnerability) using the Aqueduct tools of the World Resources Institute. The risk of inundation from flooding and storm surges in Japan is assessed using hazard maps, and risks in countries other than Japan are assessed using Aqueduct.

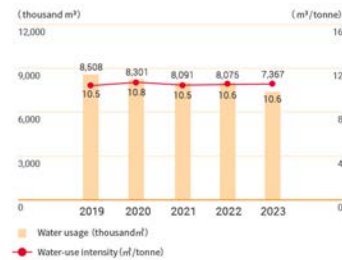
	Number of plants	Flood risk	Storm surge risk	Water stress
Japan	71	26	4	0
China	4	1	2	1
Asia	4	2	1	0
U.S. and Europe	2	0	0	1

● Based on hazard maps    ● Based on Aqueduct

### Effective Use of Water

We, the Kewpie Group, are committed to the improvement of our production methods, effective use of water, and reduction in overall water usage. Our manufacturing plants consumed a total of 7,367,000 m<sup>3</sup> of water in FY2023. Water usage per tonne of production (water usage per unit) was 10.6 m<sup>3</sup>.

> [ESG Data Sheet](#)



## Water Conservation Initiatives

The Kewpie Group has introduced advanced wastewater treatment systems to conserve water as part of its efforts to create factories designed with people and the environment in mind.

### Use of Highly Treated Water

As part of water-saving activities in production processes, the Deria Foods Group uses visualization and digitization to ascertain water consumption, analyzes key factors, and takes actions to minimize the amount of water used.

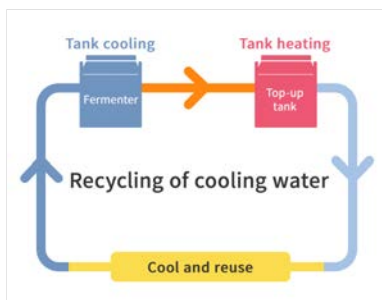
In addition, the Shunsai Deli Co., Ltd. Akishima Plant has introduced a facility utilizing membrane treatment (reverse osmosis) technology to reuse wastewater from the production line, generating an average of 160 tons of clean water from wastewater per day. Some of the uses of that water include watering trees, cleaning floors, sprinkling roofs, and the outdoor cooling units of air conditioning equipment.



Reverse Osmosis (RO) Filtration Equipment

### Effective Use of Cooling Water

At Kewpie Jyozo Co., Ltd., cooling water used during vinegar production is not discharged directly from the plant, but used as cooling water at different temperatures to reduce the amount of cooling water used.



### Controlling Excess Water Use

For Salad Club products, we have changed processes for cleaning cut vegetables from using a constant stream, to applying water only when needed, and we are more carefully controlling the amount applied in order to reduce water consumption.





Sustainability

- Sustainability >
- Top Message >
- Sustainability Management +
- Effective Use and Recycling of Resources +
- Deal with Climate Change
- Reduction of CO2 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 of Group Companies >

## Deal with Climate Change

With the adoption of the Paris Agreement on Climate Change in 2015, companies are being called upon to act more responsibly in order to realize a decarbonized society.

The Kewpie Group will reduce CO2 emissions throughout the entire supply chain, from raw material procurement to the use and disposal of products.



## Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Deal with Climate Change	Reduction of CO2 emissions	Reduction rate in CO2 emissions (compared to FY2013)	At least 50%



**Reduction of CO2 Emissions**

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

## Sustainability

- Sustainability >
- Top Message >
- Sustainability Management +
- Effective Use and Recycling of Resources +
- Deal with Climate Change
- Reduction of CO<sub>2</sub> 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 of Group Companies >

## Reduction of CO<sub>2</sub> Emissions

- Our Approach to Reducing CO<sub>2</sub> Emissions ●
- TCFD Initiatives ●
- Production Initiatives ●
- Logistics Initiatives ●
- Office Initiatives ●

### Our Approach to Reducing CO<sub>2</sub> Emissions

To reduce CO<sub>2</sub> emissions, a cause of climate change, the Kewpie Group is actively working for energy conservation and an energy shift in entire value chain: procurement, production, logistics, sales, and offices.

As part of the Kewpie Group's efforts to deal with climate change a key sustainability issue, we are working to further implement our response to climate change, having set our own domestic CO<sub>2</sub> emission reduction targets for the Group in Japan.

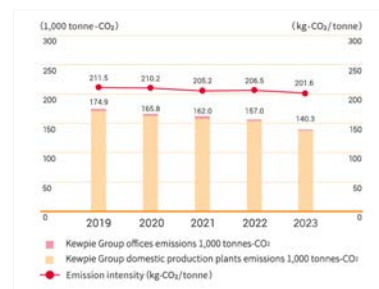
### Reduction of CO<sub>2</sub> Emissions

The Kewpie Group is calculating CO<sub>2</sub> emissions throughout its supply chain and promoting initiatives to further reduce CO<sub>2</sub> emissions.

Besides existing initiatives such as improving the efficiency of manufacturing processes and introducing energy-saving equipment, the entire Group is advancing on reforms of manufacturing methods and processes for a decarbonized society, and the introduction of renewable energy.

> [Material Issues and Promotion Framework](#)

### CO<sub>2</sub> Emissions



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

### Making Use of Renewable Energy

The Kewpie Group is progressively introducing renewable energy in Japan and in other countries. In FY2023, we installed photovoltaic panels and started generating electricity at seven new sites. To reduce CO<sub>2</sub> emissions, we will actively work to switch to renewable energy at our business sites in other countries as well.

#### Installation status



Photovoltaic panels installed at the Kewpie Malaysia Sdn. Bhd.

## TCFD Initiatives

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

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



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

\*2 Established in 2019 as a forum for discussing efforts leading to effective corporate information disclosure and the disclosure of information facilitating appropriate investment decisions by financial institutions and other organizations. Companies and financial institutions that support the TCFD recommendations are promoting the initiative.  
[> TCFD Consortium website](#)

### TCFD Analysis Plan

Fiscal Year	Scope	Reports
FY2024	Mayonnaise, dressings, eggs, cut vegetables, prepared dishes (potato salad)	Expected release: Jan 2025
FY2023	Mayonnaise, dressings, eggs, cut vegetables	<a href="#">FY2023 TCFD Report (579KB)</a>
FY2022	Mayonnaise, dressings, eggs (liquid eggs, processed products)	<a href="#">FY2022 TCFD Report (504KB)</a>
FY2021	Mayonnaise, sesame dressing	<a href="#">FY2021 TCFD Report (416KB)</a>

## Production Initiatives

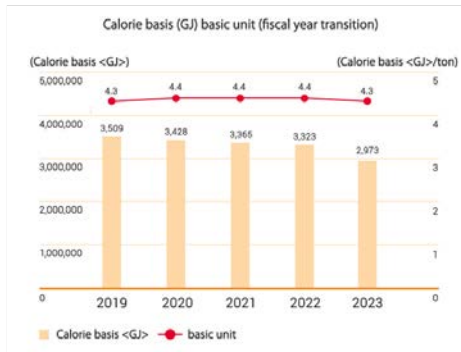
### Reducing CO<sub>2</sub> Emissions by the Production Division

The Kewpie Group is committed to saving energy by improving the efficiency of production processes and by installing new equipment. We are converting from using Heavy Fuel Oil A to city gas and natural gas, and we are promoting the use of co-generation and solar power. We are also working to reduce CO<sub>2</sub> emissions by sharing and developing the outstanding initiatives taken by group plants.

### Promoting Energy Conservation in the Production Division

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

**Energy Conservation Reduction Targets for the Production Division**  
 Reduce energy consumption by 1% or more from the previous year.



Targeted plants: Kewpie Group production plants

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

### Utilizing Natural Refrigerants

The Kewpie Group is installing energy-saving equipment and working to optimize the operation of our facilities. By incorporating natural refrigerants when upgrading our freezer units, we have reduced CO<sub>2</sub> emissions and eliminated fluorocarbon use.



Ammonia freezer units

Installation status +

### Logistics Initiatives

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

We are working to improve efficiency by shortening transportation and delivery distances and by improving load efficiency. We also implement eco-friendly driving, which consumes less fuel and offers greater safety. Furthermore, we are promoting a modal shift from long-distance truck transportation to rail and ship to reduce CO<sub>2</sub> emissions.

#### CO<sub>2</sub> Emissions from Transportation and Delivery

		FY2022	FY2023	Year-on-year comparison
Kewpie products	Transport volume (1,000 tonne-km)	128,385	124,914	-2.7%
	CO <sub>2</sub> emissions (tonnes)	20.6	20.2	-2.0%

## Promoting a Modal Shift

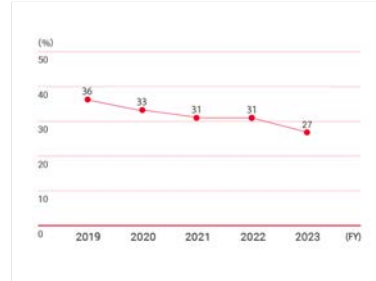
We acquired ten exclusive-use 31-foot containers (of which four are freezer containers) and are coordinating with transportation professionals to promote modal shifts.\*1

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

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



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



Change in the modal shift ratio

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

## Joint Transportation Initiatives with Businesses in Other Industries

Since 2018, Kewpie has been conducting joint transportation with Lion Corporation in the toiletries industry and Japan Pallet Rental Corporation in the pallet rental industry; by loading the cargo of the three companies, we have been able to reduce the number of trucks traveling empty to less than 1%. In addition, a modal shift from trucks to ships for some sections has further increased the CO<sub>2</sub> reduction effect.

## Office Initiatives

Since February 2022, we have been procuring electricity with environmental value (FIT Non-Fossil Certificate with Tracking)\* generated by photovoltaic panels at three sites in Japan. By allocating this electricity, procured from the Japan Electric Power Exchange via TEPCO Energy Partner, Incorporated, we have transitioned to having the electricity used at the Kewpie Shibuya Head Office and Sengawa Kewport being sourced from 100% renewable energy.

\* This is a certificate representing the "value being derived from a non-fossil power source" of electricity generated by a non-fossil power source. The certificates are procured by retail electricity providers in the non-fossil value trading market and used in electricity sold to customers, thereby allowing them to reduce greenhouse gas emissions.

### Initiatives at the Shibuya office

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

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



The double-skin glass facade of the Shibuya office.

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

## Initiatives at Sengawa Kewport

Energy saving features of Sengawa Kewport include air wells providing natural ventilation, a cogeneration system, solar power generation, and LED lighting. To maximize the performance of energy saving design, we are deepening our collaboration with equipment makers and are surveying many employees at Sengawa Kewport to operate energy saving equipment more precisely. Furthermore, in collaboration with Tokyo Gas Engineering Solutions Corporation, we established an optimized operational pattern based on weather forecast data and the operating status of air conditioners (chillers, heat pumps, gas boilers, and cogeneration power generation) using AI on a cloud server. We are taking further steps to automate driving.



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 >
- Sustainability Activities of Group Companies >

## Conservation of Biodiversity

Biodiversity loss is progressing rapidly and reaching a critical stage as a result of habitat destruction due to deforestation and environmental pollution associated with economic activities.

The Kewpie Group recognizes the loss of biodiversity as a serious concern because our business activities are closely connected with the rich natural environment.

Fully aware that "good products begin with good ingredients," we recognize the bounty of nature as the source of our ingredients, we strive to be nature-positive by working to minimize negative impacts on biodiversity, conserving the environment, and restoring and rehabilitating ecosystems.



### Sustainability Targets

Material Issues	Initiative Theme	Indicators	FY2030 Target
Conservation of Biodiversity	Conservation of Biodiversity	100% sustainable paper procurement by 2025 (Containers and packaging, booklets, promotional products, office supplies)	



#### Conservation of Biodiversity Activities

We are grateful for the bounty of nature and strive to preserve the richness of nature and biodiversity.

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 >
- Sustainability Activities of Group Companies >

## Conservation of Biodiversity Activities

- Approach to Conservation of Biodiversity ● Kewpie Group Biodiversity Policy ●
- TNFD Initiatives ● Procurement that Considers Biodiversity ●
- Kewpie Group Environmental Conservation Activities ●

### Approach to Conservation of Biodiversity

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

> [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

The operations of the Kewpie Group are highly dependent on the bounty of nature, the source of our ingredients. Therefore, we believe that it is important to understand our impacts on the natural environment while at the same time taking an integrated approach to address closely related issues such as biodiversity, water resources, and climate change.

The Kewpie Group endorsed the recommendations of the Task Force on Nature-related Financial Disclosures (TNFD)<sup>\*1</sup> in April 2024, and was a member of the TNFD Forum.<sup>\*2</sup>



While working to address issues, we have also launched a project to discover new opportunities and embed them into our corporate strategies.

Applying the LEAP approach<sup>\*3</sup> of the TNFD framework, we will analyze the raw materials needed by the Kewpie Group as well as direct operations (production sites).

\*1 This task force was created as a framework after the Task Force on Climate-related Financial Disclosures (TCFD) to assess risks and opportunities relating to natural capital and biodiversity. To encourage information disclosure by financial institutions and companies, it promotes the creation of information disclosure frameworks pertaining to nature-related risks.  
> [TNFD website](#)

\*2 An international platform where members of diverse organizations create frameworks for risk management and disclosures relating to natural capital.  
> [TNFD Forum website](#)

\*3 An integrated assessment process for companies to manage nature-related risks and opportunities, with a focus on local areas they operate and biomes. The acronym LEAP refers to four phases of the approach: Locate, Evaluate, Assess, and Prepare.



## Procurement that Considers Biodiversity

---

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

[> Promotion of Sustainable Procurement](#)

### Paper

The Kewpie Group will give consideration to environmental issues and social issues such as human rights when procuring paper.

In December 2023, we established the Kewpie Group Paper Procurement Guidelines. We will further promote initiatives by creating standards and targets in procurement.

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

[> Sustainability Targets](#)

### Palm Oil

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

\* RSPO: Roundtable on Sustainable Palm Oil

[> ESG Data Sheet](#)

## Kewpie Group Environmental Conservation Activities

---

Based on our Approach to Conservation of Biodiversity, the Kewpie Group has been engaging in environmental conservation activities for many years, including tree-planting in the Kewpie Forest in Fuji Hokuoku in Yamanashi Prefecture, and activities to conserve the Kiritappu Wetland.

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

### SHIBUYA Urban Farming Project

---

In June 2024, Kewpie, together with the Shibuya Future Design Incorporated Association, established the "SHIBUYA Urban Farming Project" to promote urban greening and biodiversity while realizing community building and a new food culture unique to Shibuya. The consortium is centered on urban farming, and will promote nature positivity with participating companies while leveraging the strengths of the Kewpie Group.

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

## Contributing to Food Culture and Health

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

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



### Sustainability Targets

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



#### ↳ Contribution to Extending Healthy Life Expectancy

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



#### ↳ Mental and Physical Health Support for Children

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



#### ↳ Universal Design Initiatives (Only in Japan)

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



#### ↳ Social Contribution Activities

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

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

## Contribution to Extending Healthy Life Expectancy

- Our Approach to Extending Healthy Life Expectancy ●
- Collaboration and Research to Extend Healthy Life Expectancy ●
- Initiatives to Support Health of Individuals ●      Health-Focused Products ●
- Food Allergy Initiatives ●      Initiatives in Medicine ●
- Initiatives Toward Pre-Symptomatic Illnesses (Cancer Prevention) ●
- Contribution to Extending Healthy Life Expectancy Overseas ●

### Our Approach to Extending Healthy Life Expectancy

For frailty prevention, the key to lifelong health, the Institute of Gerontology at the University of Tokyo has proposed three pillars: nutrition (dietary balance and oral multi-functions), physical activity (including exercise), and social participation (social activity). However, these are common points for all generations, not only for older people.

It is important to successfully incorporate the three pillars into one's life cycle. Two is better than one, and three better than two.

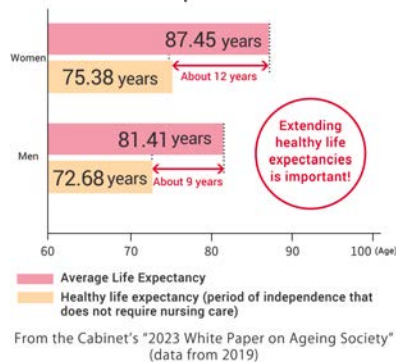
In particular, the Kewpie Group will help extend healthy life expectancy for everyone by supporting healthy dietary lifestyles by promoting themes of salads, eggs, chewing, and low salt.

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



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

### Gap between Average and Healthy Life Expectancies



## Collaboration and Research to Extend Healthy Life Expectancy

### Supporting Health Through Diet and Exercise

We are working together with Central Sports Co., Ltd., who share our belief in the importance of nutrition, physical activity, and social participation as three key elements of lifelong health. We communicate the importance of nutrition and exercise through dietary education events presented by instructors and through our website, so that everyone from children to older people can live a healthy life.



## Sharing Useful Information for Healthy Dietary Lifestyles through a Joint Project

We launched a joint project called Salad and Egg Recipes and Healthy Kitchen with the ABC Cooking Studio, which shares our desire to contribute to healthy dietary lifestyles. In response to dietary issues such as a lack of vegetables and protein, and excess salt, the two companies leverage their respective strengths and expertise to provide information on healthy dietary lifestyles related to salads and eggs, through web content and one-day lessons.

In March 2023, we published a Report on Salad and Egg Recipes and Health 2023, which summarizes our research on health awareness and concerns, and issues when preparing salad and egg dishes.



## Initiatives in Collaboration with The University of Tokyo Institute of Gerontology

In cooperation with the Institute of Gerontology at the University of Tokyo, we are participating in Study Group on Ideal Diets, which is a food consortium for industry collaboration with companies that share the same aspirations to improve the dietary lifestyles of older people. In order to prevent frailty and take measures, the study group aims to create new industries based on the three pillars of lifelong health. Specifically, it works to discover and nurture various industries that help prevent frailty for sustaining limited public resources in the medical and nursing care fields in Japan, which is facing a super-aging and declining population.



The University of Tokyo Institute of Gerontology



Frailty prevention event

## Conducting Surveys for Healthy Dietary Lifestyles

Life expectancy is strongly related to dietary habits, and it is reportedly healthier to refrain from salt and actively consume vegetables as a prevention of lifestyle-related diseases.

In order to propose healthy dietary lifestyles, we conducted joint studies with Matsumoto City and Matsumoto University in Nagano, a prefecture known for the longevity of its residents and their high intake of vegetables, and also with the Tokyo Metropolitan Institute for Geriatrics and Gerontology in Tokyo's Shibuya City. The findings were summarized in academic presentations and papers.

Based on these findings, we have started working with local companies to propose healthy dietary lifestyles for customers.

## Cooperation with the Shokuryo Gakuin

In cooperation with the school, a training school for nutritionists and culinary professionals, we offer lectures and classes for the students.

In 2023, we raised awareness in the classes about the benefits of starting meals with a salad and encouraged students to post images of their salad creations via social media.

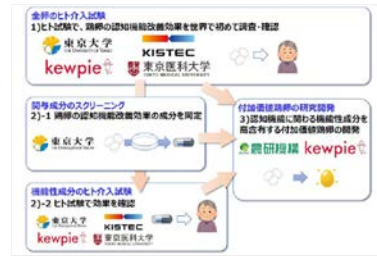
Through these activities, we provide fun opportunities for students to learn and experience the appeal of salads and eggs.



Class scene

## Effect of Hen's Egg Intake on Cognitive Function

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



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

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


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

## Initiatives to Support Health of Individuals

### Raising Awareness of the Importance of Chewing

The ability to chew is very important for people to enjoy meals throughout life. However, the act of chewing is done semi-unconsciously, and it is difficult for people who have acquired the habit of not chewing to consciously improve it. Kewpie is engaged in joint research with Lotte Co., Ltd. and Wayo Women's University to raise awareness of the importance of chewing. In 2022, we published a ranking table (in Japanese) that summarizes the results of our joint research on the number of chews typically done for each type of food.



 Ranking table (in Japanese) number of chews typically done for each type of food.

### Lecture Events Themed on Food

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

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

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

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

### Nursing Care Events

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

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

### Tamago Star In-house Certification System

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

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

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

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



Tamago Star certificate

## Egg White Paper

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



## Health-Focused Products

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

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



Kewpie Defe

## Foods with Function Claims



Kewpie  
Flaxseed Oil  
Mayonnaise



Kewpie  
Flaxseed Oil  
Dressing



Kewpie  
Fitte



Kewpie  
Fitte  
Dressing

## Low Calorie and Reduced Sodium Products



Janef Non-Oil Dressing

## Food Allergy Initiatives

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

### Product Labeling

In order to be read at a glance, Kewpie uses a summary design to indicate allergens that might be in products (seven items specified by regulations and 21 recommended for labeling) in addition to what is required by labeling regulations. Our baby-food products include labelling on the front listing use of seven highly critical or prevalent food allergens: eggs, dairy, wheat, shrimp, crab, buckwheat, and peanuts.



### Baby Foods Free of Seven Common Food Allergens

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

### Egg-Free Mayonnaise-Type Condiments

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



### Egg Allergy Research

#### Research into Allergen-Reduced Eggs

Since 2013, Kewpie Co., Ltd. and Hiroshima University have been conducting joint research on allergen-reduced eggs.\*

As an "egg company," we have been promoting various initiatives with the desire to reduce the number of people suffering from egg allergies to zero.

In November 2022, we presented the research results at an academic conference, suggesting that the use of allergen-reduced chicken egg powder may safely prevent egg allergies. Allergen-reduced chicken egg powder is made by heating chicken eggs and then rinsing the ovomucoid with water.

Expanding food options in every way is an important issue for food manufacturers. Kewpie will continue to engage in research on allergy-reducing eggs.



Methodology to produce chicken eggs that do not contain ovomucoid



\* Chicken eggs that can reduce allergies through the removal of heat-resistant proteins and digestive enzymes from the eggs.

### Egg Allergy Prevention through Eating

Food allergies cause reactions such as hives and breathing difficulties, and egg allergy is thought to be especially common in babies. Previously it was thought that consumption of foods causing allergies should be avoided, but recent research\* has revealed that starting to feed babies small amounts soon after they are weaned is an effective way of preventing the onset of allergies. The Kewpie Group is working with specialist medical institutions to study ways of using less allergenic eggs created by heating, etc. and linking their use to safer diagnosis, treatment, and prevention of egg allergy. We will continue to support the discovery of new methods for diagnosis, treatment, and prevention.



Less allergenic egg ingredients created by heat treatment.

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

## Initiatives in Medicine

Kewpie's fine chemicals business provides a variety of food, cosmetics, and pharmaceutical products, including the acetic acid bacteria enzymes created as a result of our vinegar-related research as well as egg yolk lecithin and lysozyme. Researched for over 30 years, hyaluronic acid is a core material in the business, and Kewpie has the largest domestic sales volume according to the 2022 Fuji Economic Survey.

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

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

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

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



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



## Initiatives Toward Pre-Symptomatic Illnesses (Cancer Prevention)

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

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



## Contribution to Extending Healthy Life Expectancy Overseas

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

### Development of Products that Align with the Food Culture of Each Country

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

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

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

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



Left: Sweet Type Mayonnaise  
Right: Mix Vegetable Salad Dressing



Kewpie Mayonnaise Japanese Style  
(halal-certified)

## Food and Health Awareness Activities in China

Health consciousness is growing in China as well as other countries. With the aim of contributing to diets and health in China, we are conducting health promotion activities in collaboration with partners including the Shanghai Society of Food Science, drawing on the results of research conducted in Japan and locally.

We have also started activities in the produce sections of stores to raise awareness of the health functions of vegetables and to draw attention to salads. Starting from Shanghai and Beijing, we are working to expand these activities across the country.



Food and Health Awareness Activities (Shanghai)

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

## Mental and Physical Health Support for Children

- Approach to Supporting Children's Mental and Physical Health
- Dietary Educational Activities      Support for Food Bank Activities
- Supporting Child Poverty Initiatives through Food      Bellmark Campaign
- WFP "Red Cup Campaign"

### Approach to Supporting Children's Mental and Physical Health

Food has the power to create a healthy body and maintain one's physical condition not only in terms of nutrition, but also to nurture mental health. Through various activities to convey the importance and joy of eating, we will support children's physical and intellectual development.

### Dietary Educational Activities

The Kewpie Group conveys food safety and security and the enjoyment and importance of food through food educational activities. We launched "Open Kitchen" factory tours in 1961, and we have sent instructors to elementary schools throughout Japan to present "Mayonnaise Classes" since 2002, and "SDGs Classes" since 2022.



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

### Open Kitchen

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

Kewpie launched Open Kitchen factory tours in 1961. It was rare at the time for food industry companies to open production sites to the public, and our tours were initiated as part of social studies field trips for elementary school students. To this day, the tours provide an opportunity for many visitors to learn about local industry.

Online tours were started in 2020, and we currently offer both online and in-person tours.

### Dietary Education Content

We have established a variety of nutritional education content on the official Kewpie website. We continuously add useful information and enrich the content so that children can learn independently and have fun together.

### The experience of making vegetable dishes has positive impacts on a child's mental development!

Our joint research in developmental psychology has shown that cooking vegetable dishes together with a parent is very important for a child's mental health and development. It found that children who have experience of cooking vegetable dishes together with someone least once a month score significantly higher in six psychological development categories (self-discipline, assertiveness, collaboration, self-esteem, logical/focused attitude, and curiosity) than children with no cooperative cooking experience or only with non-vegetable dishes. Many kinds of vegetables exist, and they come in a variety of colors, shapes, and tastes. In addition, vegetables are used in a wide variety of dishes, and from the perspective of a healthy dietary lifestyle, they appear very frequently on the table. It can be inferred that these characteristics are factors that have a positive influence on the psychological development of children through the experience of cooking vegetable dishes together with someone.

## Support for Food Bank Activities

In Japan, it is reported that approximately 5.23 million tons of still edible food are wasted annually (estimated in 2019 by the Ministry of Agriculture, Forestry and Fisheries). Conversely, there are many people in Japan who do not have enough food to eat. Since 2007, Kewpie has been supporting Second Harvest Japan, a non-profit organization that engages in food bank activities.\*1 We currently donate products to 13 food bank organizations nationwide through three partnered local social welfare councils. We have also begun new initiatives, such as donating products to MOWLS,\*2 a nationwide cooperative that supports food access activities launched through the Kewpie Mirai Tamago Foundation.

\*1 Food banks accept factory seconds produced during food manufacturing and provide them free of charge to persons in need and welfare facilities such as foster centers.

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

## Supporting Child Poverty Initiatives through Food

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



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

### Kewpie Mirai Tamago Foundation, a public interest incorporated foundation

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



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

## Bellmark Campaign

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

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



## Kewpie Products and the Bellmark

Kewpie mayonnaise and dressings carry the Bellmark.



Products displaying the Bellmark

## WFP "Red Cup Campaign"

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

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



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

## Universal Design Initiatives (Only in Japan)

Approach to Universal Design Initiatives ●      Universal Design Foods ●

### Approach to Universal Design Initiatives

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

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

### Kewpie's Universal Design Principles (Only in Japan)

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

### Universal Design Foods

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









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



### About Universal Design Foods (Only in Japan)

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



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

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

## Social Contribution Activities

- Our Approach to Initiatives for Better Society ● QPeace Donation-Matching Scheme ●
- Community Ties ● Other Initiatives for Better Society ●

### Our Approach to Initiatives for Better Society

As a company involved in food and dietary that are indispensable to people's lives, the Kewpie Group is committed to helping realize healthy and affluent lifestyles.

To this end, we are engaged in initiatives for better society based on the pillars of long-term continuity, serving as many people as possible, and building strong community ties. Aiming for further developing together with communities, we engage in initiatives that lead to vibrant local communities through collaboration with local governments, local NGOs, NPOs, and other organizations.

### QPeace Donation-Matching Scheme

The Kewpie Group introduced the QPeace donation-matching scheme in fiscal 2008 to encourage employees to donate to organizations addressing social issues. Recipient organizations are nominated by employees and decided by a selection committee made up of volunteers. In fiscal 2021, 26 group companies participated in the scheme and donated to 11 social and environmental organizations dealing with children, the environment, and food. The scheme provides an opportunity for employees to take a greater interest in social issues.



#### How the QPeace Scheme Works

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



### Community Ties

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

#### Comprehensive Partnership Agreements

When Signed	Group	Partner Local Government	Objectives and Major Initiatives
-------------	-------	--------------------------	----------------------------------

Sep 2023	Kewpie	Nishio City, Aichi Prefecture	<p>By promoting cooperation that makes effective use of the resources of both parties, to respond promptly and appropriately to various regional issues, and to advance health promotion and local revitalization</p> <ul style="list-style-type: none"> <li>• Activities to increase food-related interest and knowledge among children at school lunches at elementary schools in the city</li> <li>• Aichi Minna no Salad (Everyone's Salad) Project events held to create opportunities to enjoy delicious salads even when eating out</li> <li>• Awareness-raising activities about local vegetables and local production for local consumption, through tie-ups with supermarkets based in Nishio</li> </ul>
Feb 2019	Kewpie	Yamagata Prefecture	<p>To promote regional development with the aim of revitalizing communities and improving the quality of life of citizens</p> <ul style="list-style-type: none"> <li>• Holding classes on mayonnaise in prefectural elementary schools</li> <li>• Carrying out "Less Salt, More Veggies" projects in collaboration with the delicatessen foods departments of local supermarkets</li> </ul>
Mar 2018	Kewpie	Hiroshima City, Hiroshima Prefecture	<p>To promote regional development with the aim of revitalizing communities and improving the quality of life of citizens</p> <ul style="list-style-type: none"> <li>• Proposed "Hiroshima Salad" combining local ingredients and protein in collaboration with Hiroshima Prefecture, Hiroshima City, and JA Zen-Noh Hiroshima</li> </ul>
Dec 2016	Kewpie	Shibuya Ward, Tokyo	<p>To achieve better coexistence with society and the local community by addressing local community issues and promoting new initiatives</p> <ul style="list-style-type: none"> <li>• Conducting a joint study with the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology on how much vegetables and proteins such as eggs, which prevent frailty, are consumed by Shibuya-ku residents</li> <li>• We participated in the Shibuya Disaster Risk Reduction Caravan, a comprehensive emergency drill in Shibuya City.</li> <li>• Workshops at Shibuya Mottainai Market</li> </ul>
Mar 2013	AOHATA	Hiroshima Prefecture	<p>To promote a wide range of initiatives in order to improve services for local residents and revitalize the regional economy, including developing original products made in Hiroshima Prefecture, promoting tourism, improving services for local residents, and conducting activities related to health improvements, food education, and regional safety and security</p> <ul style="list-style-type: none"> <li>• Providing food products to Hiroshima Prefecture's "Breakfast Promotion Model Project," which is organized by community volunteers who encourage elementary school children to gather before school and eat breakfast</li> <li>• Reviewing menus and providing food products to Hiroshima Prefecture's "Hiroshima School Lunch Promotion Project," which invites the public to submit school lunch menus unique to Hiroshima and prepares the menus that are selected</li> </ul>



Other initiatives with local governments

Partner Local Government	Objectives and Major Initiatives
Fukushima Prefecture	Runs a social contribution program on the theme of "Smiles at Fukushima dinner tables!", which goes beyond existing "Mayonnaise Classes" to focus on building a cycle of local consumption of vegetables produced in Fukushima and using that cycle to create new eating scenarios.
Aichi Prefecture	We partnered with local governments and experts to launch the Aichi Minna no Salad (Everyone's Salad) Project and established an executive committee in August 2018. The resulting idea was a dish called "Aichi Salad Rice Bowl," which combines three features that are popular for Aichi residents (delicious umami flavor, satisfying sense of fullness, and an element of surprise). Restaurants across the prefecture are being encouraged to serve it (as of January 2024, 170 restaurants were supporting the project and 50 served the dish).

Launch of Local Paysanne Salad\* Campaign in 47 Prefectures across Japan

In 2023, Kewpie and the National Federation of Agricultural Cooperative Associations (also known as Zen-Noh or JA) will jointly launch Local Paysanne Salad campaigns using local ingredients from all over Japan.

In each region, Kewpie branches and sales offices and JA prefectural headquarters will cooperate to promote the locally distinguished paysanne salads and local ingredients for them, in cooperation with local mass retailers and local governments. Through these campaigns, we will propose new ways to prepare local vegetables, support the consumption of vegetables, and help create vibrant local communities through local production for local consumption.



\* What is a "paysanne" salad?  
 Paysanne salad refers to casual-style country salads that are popular in France and feature ingredients such as vegetables and eggs. They are easy to prepare with common ingredients and known for being delightful to eat.

Clean-up Activities

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



Aohata Corporation: Participation in the Adopt Program

The comprehensive partnership agreement signed between Aohata Corporation and Hiroshima Prefecture includes a promise to engage in "environmental measures and recycling" efforts. As part of the initiative, Aohata joined the prefecture's Road Adopt Program\* in 2013 and was certified by Hiroshima Prefecture as a participating organization. The company has been engaged in the project's activities ever since. Aohata's main office is located on the prefectural road (Higashi-Hiroshima Hongo Tadanoumi Line) in front of Tadano-Umi Station. The company conducts cleanup activities along the road around five to six times a year. The road is marked by a



board inscribed with "Aohata Corporation."  
Although the cleanup members don't find much trash, those that they do find empty cans, plastic bags and cigarette butts. In addition to picking up trash, they also pull weeds growing on the sidewalk.

People passing by greet the members and thank them for their work, which shows that the initiative is strengthening the company's bond with the local community.

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

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



## Initiatives for better society in countries other than Japan

At Kewpie Thailand (KEWPIE (THAILAND) CO., LTD.), 2% of profits are budgeted for carrying out activities along the three themes of "the Environment," "Community Contribution" and "Support for Children." This is also in line with the corporate policy of the Saha Group, our local joint venture.

### Major Initiatives

Photovoltaic system operation, water recycling, biomass fuel use promotion

Tree planting to preserve water sources (20,000 trees in 2023)

Making compost from organic waste and providing it to nearby residents

Supporting school attendance by employees' children

Supporting library and playground equipment upgrades for nearby elementary schools

Installing/ maintaining drinking water sanitation facilities



Library remodeling support



Improved playground equipment at an elementary school

## Other Initiatives for Better Society

### Cultural Contribution

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

#### Mothers' Chorus

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



### JCA Mothers' Chorus Festival

Each year some 600 choirs take part in regional festivals around Japan. About 60 choirs are selected to attend a national festival held in a major city, where they showcase the results of their regular practice. This provides an unparalleled performance forum for mothers' chorus enthusiasts.



### History of the Mothers' Chorus Festival

This event dates back to 1978, when JCA and the Asahi Shimbun organized the 1st Mothers' Chorus Festival based on the belief of Mr. Kan Ishii, who was JCA President at the time, that mothers needed knowledge of the arts to create healthy households. Since then, the number of participating choirs has steadily increased, and the festival is now a large-scale event with approximately 600 groups participating in the regional festivals held from March to July each year.

### Okinawa Mothers' Chorus Festival

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



### History of the Okinawa Mothers' Chorus Festival

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

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

Kewpie also co-sponsors the All-Japan Elementary and Junior-High School Student Dance Competition (organized by the Asahi Shimbun Company). Rhythm dance has been incorporated into school education and club activities in elementary and junior high schools and has shown great promise as a tool for developing students' rhythm, self-expression, creativity, and communication skills, as well as physical fitness. Kewpie will continue to support the healthy growth of children who work hard at their dancing through food, a source of energy.



### History of the Japan Dance Concours

In 2014, the scale of the competition expanded with the creation of block competitions (East and West Japan) and a national competition. It is now one of the largest dance competitions in Japan, with a total of over 3,600 elementary and junior high school students participating in the four block competitions and the national competition. In 2023, its eleventh year, the Concours attracted a record 327 teams and about 3,800 participants. Among them, 52 teams and about 800 elementary and junior high school students who did particularly well in block competitions participated in the national competition and showed the results of their practice.



### Education Support Activities

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

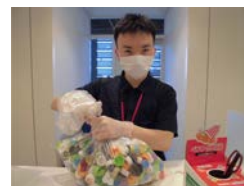
Kewpie and Kewpie Egg Corporation have been holding "Egg Seminars" for general consumers at supermarkets and sports gyms since 2017. The seminars aim to spread awareness of the nutritional value and health function of eggs. We also publish the "Egg White Paper," which summarizes survey results on public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

### Joint Research Lecture

- In collaboration with a university, we have established a joint research course with the main theme of elucidating the deliciousness of eggs.

### Ecocap Movement

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



### FY2023 Collection Results

Weight:	Number of caps:	Donations received:	Number of people vaccinated:
266kg	114,232	2,652 yen	133

### School Uniform Reuse Activity

Since 2020, we have been participating in the "School Uniform Reuse Shop Sakuraya" for families and children who cannot afford to buy school uniforms and school supplies. The Kewpie Group set up collection boxes at the Sengawa Kewport and Shibuya offices for a limited time 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 >
- Sustainability Activities of Group Companies >

Sustainable Procurement

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



Sustainability Targets

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



➤ Promotion of Sustainable Procurement

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

## Sustainability

- 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 >
- Sustainability Activities of Group Companies >

## 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 ●      Initiatives to Procure Sustainable Palm Oil ●
- Sustainable Procurement of Paper ●      Aohata Initiatives with Fruit Growers ●
- Policy and Activities for Animal Welfare ●

### Our Approach to Sustainable Procurement

We have a strong conviction regarding ingredients that “good products begin with good ingredients.”. These days, however, it is crucial to pay attention not only to product quality, but also to impacts on the environment and human rights. We believe that working together with our suppliers will lead to higher sustainability and the procurement of good ingredients.

### The Fundamental Policy for Sustainable Procurement

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

1. We will conduct all trade in compliance with the law and in conformity with international rules and norms while taking strong measures against corrupt practices.
2. We will engage in fair and ethical trade and use appropriate procedures in managing confidential information and intellectual property.
3. We will protect human rights and refrain from discriminatory language or conduct, inhumane treatment, or any involvement in human-rights abuses.
4. We will respect the labor rights of employees, adopting sound labor practices and providing a safe and clean work environment.
5. We will work to prevent pollution and environmental degradation at the local and global levels through the sustainable use of resources.
6. We will 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.
9. We will report publicly on the progress of the foregoing policies as appropriate.

Adopted 2018, revised 2023

### Kewpie Group Supplier Guidelines

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

 [Kewpie Group Supplier Guidelines \(528KB\)](#)



## Sustainable Procurement of Eggs

---

### Basic Policy

---

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, as a leading company of 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](#)

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.

> [100% Effective Use of Eggs](#)

## Sustainable Procurement of Vegetables

---

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

### Activities

---

#### Establishment of Recycling-Oriented Agriculture

Salad Club, Inc. is working to get our contracted farmers to utilize unused vegetable leaves, cores, and other unused parts generated at its seven directly managed plants during the production of packaged salads as compost and animal feed. Contract farmers also benefit from the availability of inexpensive domestically produced compost, and the use of organic compost minimizes the environmental impact of their farming activities. By growing vegetables using compost made from unused portions of vegetables and producing products from them, we can build circular processes that do not waste resources, resulting in zero vegetable waste.



Spreading compost at contracted production sites

#### Production Awards by the Salad Club

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

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

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

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



## Initiatives to Procure Sustainable Palm Oil

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

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

### About this Initiative

In 2019, we began purchasing RSPO book-and-claim<sup>\*1</sup> certified credits for palm oil procured by the Kewpie Group. By 2022, we have completed the switch to the book-and-claim method for all raw materials procured by the Kewpie Group that are 100% palm oil. We have also acquired certification for palm oil acceptance under the mass balance methods<sup>\*2</sup>.

**\*1 book-and-claim**

Certified credits are issued for oil produced by a RSPO-certified manufacturer.  
By purchasing those certified credits, this system supports producers of certified palm oil.

**\*2 mass balance methods**

A certification model in which certified palm oil is mixed with other non-certified palm oil during the production and distribution process.  
While it physically contains non-certified oil, the proportion of palm oil sourced from certified plantations is guaranteed.

[> ESG Data Sheet](#)

## Sustainable Procurement of Paper

In December 2023, we established the Kewpie Group Paper Procurement Guidelines. We also established standards and targets for procurement.

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

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

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



- > Sustainability Targets
- > Conservation of Biodiversity

## Activities

### Procurement and use of sustainable paper, such as FSC-certified paper

The Kewpie Group is procuring and using sustainable paper, including paper that has obtained FSC® or other forest certification, for containers and packaging, booklets, promotional materials, and office supplies.

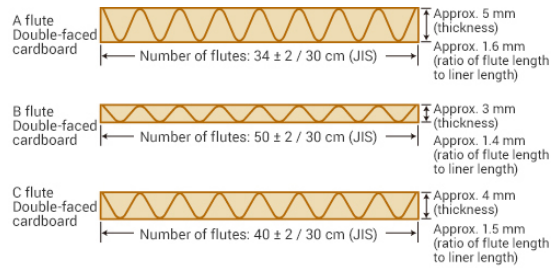
We aim to achieve a sustainable paper procurement rate of 100% for containers and packaging, booklets, promotional materials, and office supplies for the entire Group by FY2025.



Kewpie Baby Food  
Smile Box Series  
(FSC® N002978)

### Ingenuity of Corrugated Cardboard structure

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



### Initiatives to Reduce Packaging (FY2015)

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



### Modified Carton Shape

Aohata adopted the use of shelf-ready packaging for the Aohata 55 Jams UD150 series and the Calorie Half series to reduce the use of cartons by approximately 49 tons per year. In 2022, the company changed the carton liner\* used for the Verde Toast Spread series to reduce carton weight and to reduce CO<sub>2</sub> emissions during carton production, while maintaining carton strength.

Used in FY2023	182,000 sheets per year
Weight reduction	3,300 kg per year
CO <sub>2</sub> emissions reduced during carton manufacturing	2,400 kg per year

\* Liner is containerboard used for the front and back of corrugated cardboard

### Resource Conservation Efforts in Packaging

#### The Aohata 55 Jam (small size) carton\*

Carton flap dimensions were changed to conserve resources.

\* Started in 2015



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



## Aohata Initiatives with Fruit Growers

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

## Policy and Activities for Animal Welfare

### Basic Policy

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

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

\* The five freedoms in principles for animal welfare

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

### Activities

We confirm that egg producers who provide shell eggs to Kewpie Group in Japan comply with "the animal welfare guidelines for laying hens"<sup>\*1</sup> published and being tried to be standardized by the Japanese Ministry of Agriculture, Forestry and Fisheries (MAFF). Moreover, we will confirm that these producers comply with "Technical Guidelines for Management of Laying Hens"<sup>\*2</sup> enacted by MAFF.

We have kept discussing with administrations including academic expert, NGO, NPO, and partners in the supply chain of chicken eggs what the sustainable breeding management of laying hens should be. And we have also kept taking actions in the Kewpie Group on behalf of animal welfare by cooperating with these organizations.

We have developed and sold products which contains eggs derived from cage-free farms,<sup>\*3</sup> and we have kept working on them with watching customer's demand and reasonable price level for customers carefully.

 [Activities for the Cage-Free Eggs \(226KB\)](#)

 [Progress of Our Activities \(31KB\)](#)

Shell eggs procured in the Kewpie Group in overseas are complied with standards and legislation in each country and region or considered its social environment in each country and region.

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

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

We will confirm that the breeding conditions take animal welfare into consideration for livestock products other than shell egg, procured in the Kewpie Group based on "Technical Guidelines for Management" enacted by MAFF.

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

\*2 5 Livestock No.1066 "Technical guidelines for breeding management of laying hens" was enacted by MAFF on July 26th, 2023.

\*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 Organisation 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 >
- Policies >
- Initiatives and Affiliations >
- History of Our Social and Environmental Activities >
- Sustainability Activities of Group Companies >

## Respect for Human Rights

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



### Sustainability Targets

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



↳ Initiatives for Respect for Human Rights

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



↳ Initiatives for Empowering a Diverse Range of Talent

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



↳ Health-based Management and Occupational Health and Safety

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

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


## Initiatives for Respect for Human Rights

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

### Policy for Respect for Human Rights

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

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

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

Adopted 2022

### Human Rights Management Structure

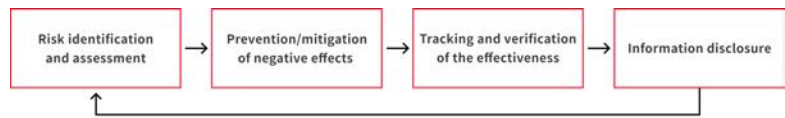
To face a wide range of human rights risks in the value chain of the Kewpie Group, we recognize respect for human rights as a material issue for sustainability.

The human rights risks identified are addressed by the Sustainability Committee, and actions are planned and implemented in cooperation with the relevant committees and departments.

We have also established a reporting helpline within our internal control system to detect violations and take corrective actions. If there is a violation, we will implement remediations to prevent recurrence after consultation with the department concerned.

### Human Rights Due Diligence Process

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



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

Within the project to assess key human rights risks in 2023, external experts identified the following risks as particularly material based on international standards on human rights and information obtained through interviews. We will continue to check the status and update the assessments based on the assessment results.

Kewpie Group's critical human rights risks that require particular attention and measures to prevent and mitigate them

Critical human rights risks	Scope				Kewpie Group response
	Our own employees	Tier 1 suppliers	Raw material producers	Customers, consumers	
Occupational Health and Safety	●	●			> Initiatives for Occupational Health and Safety
Forced or Compulsory 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	●				<ul style="list-style-type: none"> <li>• Routine Time Management</li> <li>• Awareness Raising and Education</li> </ul>
Infringement of Health and Safety Due to Product Defects				●	> Production Process Quality

## Initiatives for Employees

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

### Helpline Operation

- In FY2023, there were 37 reports or consultations to the helpline.
- They were mainly reports/consultations concerning harassment and some were regarding deficiencies in workplace support.  
There were no items related to accounting or quality irregularities.
- Our response is to investigate the facts, if there are violations, to take countermeasures, consult with the department responsible about prevention measures, then implement said measures. In cases that are not considered violations, but there is inappropriateness in behavior or response, we aim to correct the situation using warnings, thus improving the workplace environment.
- From the perspective of safeguarding the informant, we prohibit inquiries into, and the pursuit of, or retaliatory actions towards informants. We promote proper implementation by checking that there has not been any retaliation or penalties imposed on the informant after a certain period of time.

> [ESG Data Sheet](#)

## Supplier Initiatives

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

> [Promotion of Sustainable Procurement](#)

 [Kewpie Group Supplier Guidelines \(528KB\)](#)

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

## Initiatives for Empowering a Diverse Range of Talent

Initiatives for DE&I ● Initiatives for Human Resources Development ●

Flexible Work Style Initiatives ●

### Initiatives for DE&I

#### The Kewpie Group's Approach to DE&I

Diversity and inclusion are foundations of the Kewpie Group's growth strategy. Based on the understanding that all employees are leaders of diversity and have diverse values, we leverage employee diversity for the growth of the entire Group and to create value for and contribute to society. In addition to an emphasis on understanding and dialogue in the company and among employees, we create opportunities to understand and enhance diversity and inclusion, create opportunities for diverse employees to play an active role, and create career and learning mechanisms that give employees a sense of self-growth. Through all of these efforts, we work to create a corporate culture that supports each employee's individuality and motivation to grow, and in which individuals can fully demonstrate their abilities.

#### Fostering a Corporate Culture That Creates New Value

We are promoting diversity, equity and inclusion (DE&I), creating mechanisms to express diversity, and working to facilitate the mobility of human resources, so that the diverse perspectives, abilities, and skills of each and every employee can create new value and lead to the improvement of the overall potential of the whole Group. Starting in 2023, the diversity survey, which was previously conducted for Kewpie Corporation alone, was expanded to the entire Kewpie Group. By conducting the survey in terms of awareness and status of diversity, equity, inclusion and engagement, sharing the findings with the Group, and providing feedback to each company and organization, we use this process to create an organizational culture that activates human resources.

Through a variety of initiatives, we are striving to create a safe and open corporate culture that encourages employees to take on challenges and move toward their goals.

#### Diversity Seminars and Study Sessions

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

#### Diverse Human Resources Participate in Important Decision-Making

We have developed the "KEEP20" initiative, in which over 20% of the participants of important meetings are made up of diverse human resources (in terms of age, gender, skills, and careers), to draw out different perspectives and stimulate discussion. For traditional participants, this initiative provides new insights, and for the diverse participants, it is a learning opportunity that exposes them to management information and business decisions. In 2023, the program was implemented in 14 key meetings and it is gradually being expanded within the Group.

#### Diverse Meeting Participants and Management Exchange Opinions

"Shuffle Meetings" are meetings designed to allow diverse employees across different jobs and departments to exchange opinions and engage in conversation to share objectives and ideas. The initiative began in 2020, and to date, more than 550 members of the Group have participated. A diverse group of dedicated colleagues working on Group business in their respective workplaces meet and communicate online on a daily basis, with management also participating. These meetings serve as a forum for participants to gain fresh insight and network by expressing their own perspectives and considering those of others. In 2023, employees who have been in the company for 10 years participated, and it became an opportunity to recognize the growth of the members who joined the company at the same time.

#### Allowing All Group Employees to Leverage Their Potential

### Toward the Advancement of Female Employees

In FY2023, the ratio of female managers in the Kewpie Group was 11.4%, and the ratio of female managers in Kewpie alone was 14.5%. To ensure that female employees, who account for approximately half of the Group's workforce, can fully participate in the business, we promote the development of female career-track positions, the introduction of a career-track system that does not require relocation, and the conversion of regional positions to career-track positions. In addition to personnel and labor systems, we aim to become a company where motivated female employees can continue to work and find success by changing the company's management and culture.

Important Human Resources Development Indices	FY2023 Results	FY2024 Target	FY2030 Target
Ratio of female managers (Kewpie only)	14.5%	18%	30%

### Study Sessions for the Group's Female Managers

Female managers from the Kewpie Group host and gather for regular study sessions, which include lectures from executive managers and outside experts and opportunities to gain the required knowledge for management positions. The aim is for female managers to explore how to take steps toward their career goals, find a management method unique to them, and act on it. Discussions among members have also created networks of female managers. Since 2023, we have been inviting female employees in pre-management positions to create opportunities for female employees in the Group to interact with senior employees and also play a role in supporting their future careers and growth.



### Approach Toward the Employment of Persons with Disabilities

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

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

Trends in the Ratio of Employment for Persons with Disabilities (percentage of total employees as of December 1, 2023)

2019	2020	2021	2022	2023
3.60%	3.67%	3.76%	3.73%	3.70%

### Initiatives at Group Companies

The special subsidiary Kewpie Ai Co., Ltd. handles a wide range of operations, including in-house logistics, cleaning, and the production and distribution of marketing materials. Persons with disabilities make up 3.25% of employees (Kewpie Corporation + Kewpie Ai, as of December 1, 2023).

Besides supporting the hiring and retention of persons with disabilities, we are also proactive in seeking to create better communities and society. Some concrete examples include accepting internships for the employment of people with disabilities, providing speakers for universal design classes at elementary schools, interacting with special needs classes, and offering company tours.

Group companies are also hiring people with disabilities, mainly to work at plants, and they account for 3.70% of the Group's total workforce.



## Initiatives for Human Resources Development

### Approach to Human Resources Development

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

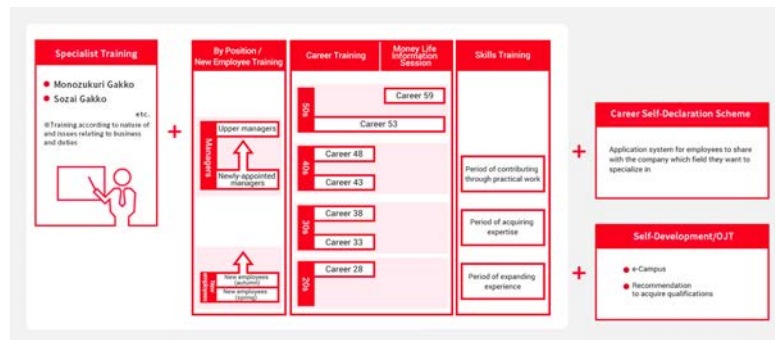
1. Growth Milestone Program
2. Career Self-Declaration Scheme
3. In-House Recruiting System

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

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

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

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



Kewpie Career Assistance Framework

### Award Schemes

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

#### President's Award

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

#### Invention Award

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

#### Kewpie Research Paper Award

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

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

### Qualifications Award

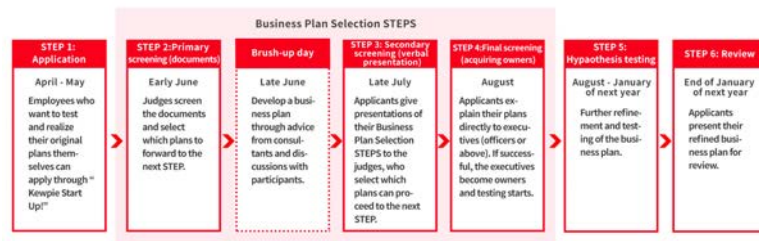
The Qualifications Award was established to support the career of each and every employee and create a corporate culture that encourages independent learning. In addition to supporting the employees' further studies, the program also notifies applicants of which qualifications the company is particularly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

### Initiatives for New Challenges

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

### Kewpie Startup Program

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



### Ideas from the Kewpie Start Up Program

Business Model	Description
Supplement containing acetic acid bacteria enzyme	Our first product from the Kewpie startup program. This supplement contains acetic acid bacteria derived enzymes (alcohol dehydrogenase, aldehyde dehydrogenase), the world's first to be mass-produced using Kewpie Group's original brewing technology. * Product name: YOITOKI One (as of 2023)
Food with function claims containing acetic acid bacteria GK-1	There have been reports that acetic acid bacteria GK-1 has two functions: reducing nasal discomfort caused by pollen and dust, and maintaining immune functions. This is the first supplement in Japan to be accepted as a Food with Function Claims. * Product name: Deare Plus (as of 2023)
GABA Potato Salad	The Karada Omoi Menu (body-friendly menu) delicatessen series is the first in the delicatessen products industry to get the classification of food for specified health uses. It contains GABA, which has been reported to have a function of reducing blood pressure and is labeled "for individuals with high blood pressure." This salad is not only for individuals concerned about high blood pressure, but also for health-conscious consumers.
Fukaya Terrace Vegetable Friends' Farm	We have opened an integrated facility in Fukaya City, Saitama Prefecture, based on the concept of "a farm that inspires people to love and grow vegetables, and puts smiles on faces."



Products born from the Kewpie Startup Program



External view and restaurant interior at Vegetable Friends' Farm in Fukaya Terrace Park

## Flexible Work Style Initiatives

### Work Style Approach

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

### Flexible Work Style Initiatives

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

Employees working shorter hours can also use the flextime system to balance work and child-rearing.

### Birth and Parenting Assistance Initiatives

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

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

We encourage male employees to take parental leave in order to broaden their perspectives through childcare experiences and to grow personally. We have a system in place that allows them to choose how to do so based on their own circumstances.



Parental leave guide



Child-rearing support website

### Baby Food Classes for Working Dads

In 2022, we held the Baby Food Classes for Dads aimed at Group employees working in Senkawa, Shibuya.

With a choice between courses for fathers of younger and older infants, participants had an opportunity to acquire basic knowledge about baby food, practice making and tasting it, and interact with other participants.

Feedback from participants indicated that they felt they had received a lot of information they could take home and use, and the courses helped encourage fathers to participate in childcare.

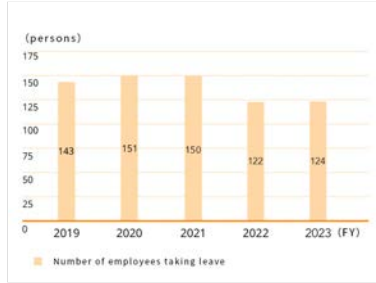


Parental Leave Taken

Female Employees

- Number of employees who have taken childcare leave this year

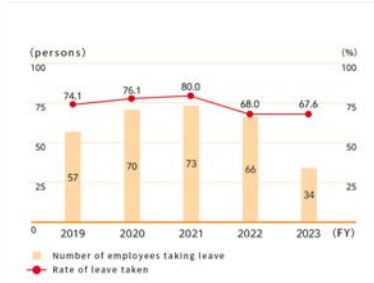
(Survey subjects: Kewpie Corporation only)



Male Employees

- Number of leave takers: the number of employees who took leave before their children turned two

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



> ESG Data Sheet

Sustainability

- Sustainability >
- Top Message >
- Sustainability Management +
- 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 >
- Policies >
- Initiatives and Affiliations >
- History of Our Social and Environmental Activities >
- Sustainability Activities of Group Companies >

## Health-based Management and Occupational Health and Safety

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

### Initiatives for Health-based Management

#### The Kewpie Group Health Statement

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

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

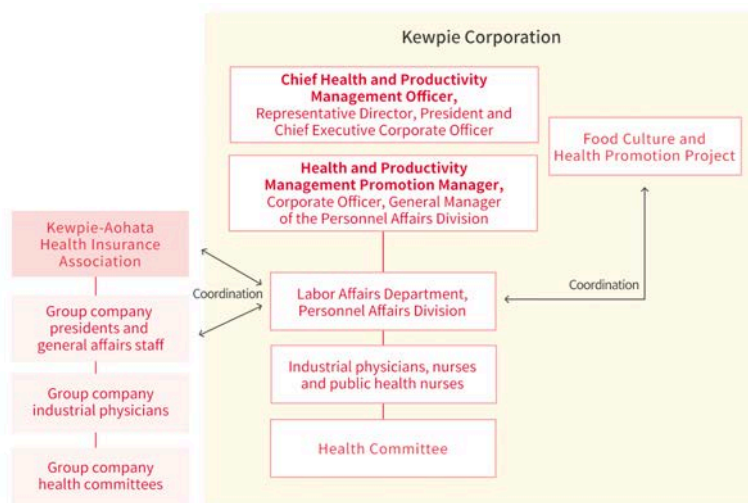
We will continue to contribute to the public's health through food and support our employees' and their families' health.



> Outside Evaluation

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

#### Health Management Promotion System



#### Priority Health Measures

##### Improvement of Lifestyle Habits

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

Food: In-house cafeterias provide information and promote "salad first" and "low salt" initiatives.

Exercise: Activities are organized and information is provided about radio exercises and walking.

### Improvement of Cancer Screening Rates

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

### Mental Health Measures

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

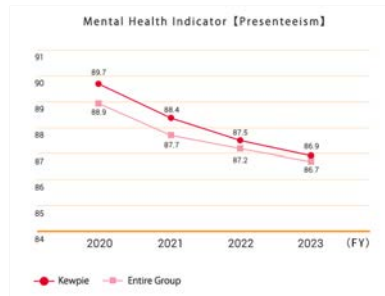
### Group-Wide Health Index "Comprehensive Mental and Physical Indicators"

By visualizing the physical and mental health status of employees through unique common indicators and accumulating data on a per-company basis, we promote efforts to change mindsets about health. Regarding mental health indicator (Presenteeism) and health age, we notify individuals and provide feedback to supervisors on the health status of the organization. This leads to both individuals and the organization moving in the same direction to make improvements in terms of lifestyle, workstyles, and the workplace environment.

### Mental Indicators (Presenteeism, Absenteeism)

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

#### Presenteeism



\* Kewpie Group

Statistics exclude the Chutou Group (Nakashimato Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association

#### Absenteeism

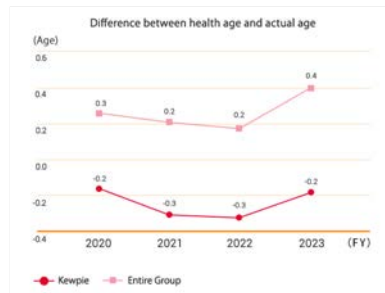
Average number of employees using the injury and sickness leave system, at the end of the fiscal year.

FY2019	FY2020	FY2021	FY2022	FY2023
0.89	1.38	0.68	0.65	1.03

\* Kewpie employees

### Kenko Nenrei (Health Age)

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



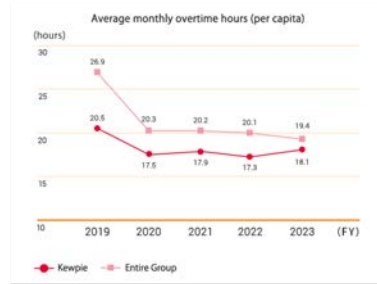
\* Numbers are compiled for the year April to March

\* Kewpie Group

Statistics exclude the Chutou Group (Nakashimato Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association

## Group General Indicators

### Workplace Performance Indicators



\* Kewpie Group (only food businesses in Japan)



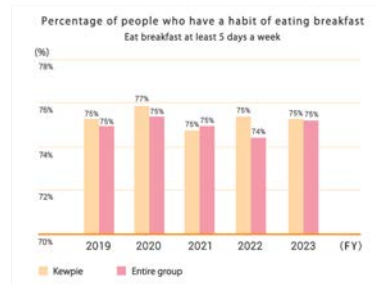
\* Kewpie Group (only food businesses in Japan)

### Lifestyle Indicators



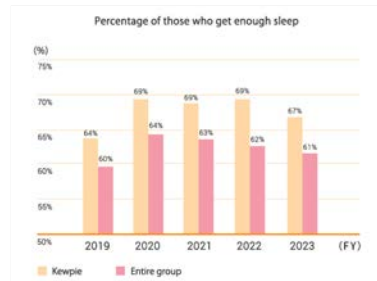
\* Numbers are compiled for the year April to March

\* Kewpie Group  
Statistics exclude the Chutou Group (Nakashimoto Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association



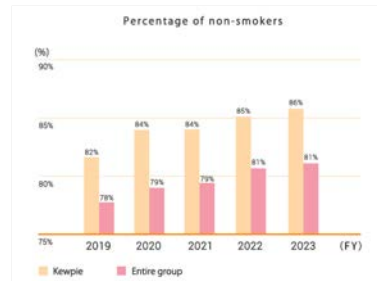
\* Numbers are compiled for the year April to March

\* Kewpie Group  
Statistics exclude the Chutou Group (Nakashimoto Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association



\* Numbers are compiled for the year April to March

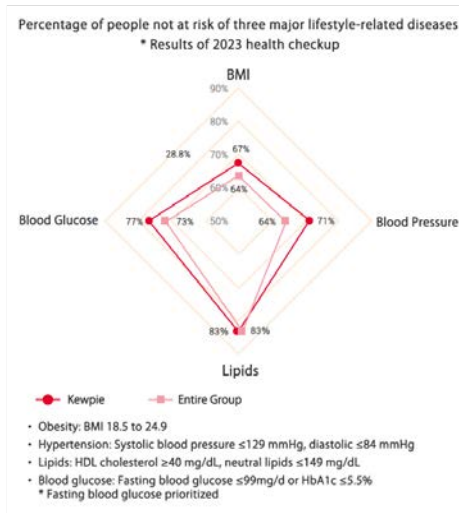
\* Kewpie Group  
Statistics exclude the Chutou Group (Nakashimoto Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association



\* Numbers are compiled for the year April to March

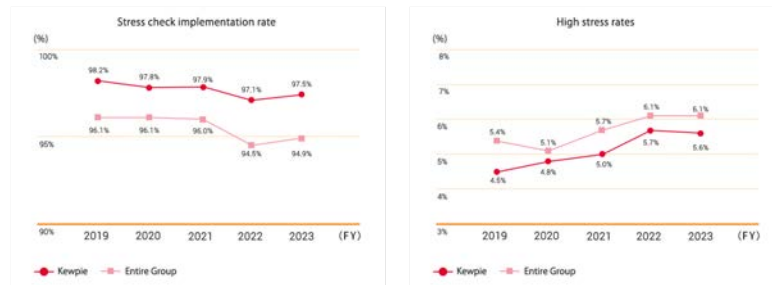
\* Kewpie Group  
Statistics exclude the Chutou Group (Nakashimoto Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association

Indicators Related to Lifestyle-related Diseases



\* Numbers are compiled for the year April to March  
 \* Kewpie Group  
 Statistics exclude the Chutou Group (Nakashimoto Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association

Mental Health-Related Indicators



\* Numbers are compiled for the year April to March  
 \* Kewpie Group  
 Statistics exclude the Chutou Group (Nakashimoto Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association

\* Numbers are compiled for the year April to March  
 \* Kewpie Group  
 Statistics exclude the Chutou Group (Nakashimoto Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association

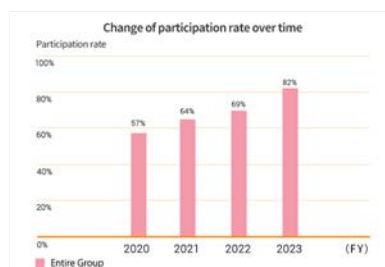
Initiatives for Health Management

My Health Goals

Under the theme of "my health," the Kewpie Group undertakes activities to support good health for employees throughout the year. Personal goals were previously being posted in workplaces, but starting in FY2023 they are being posted on the company intranet to reduce environmental impacts (the use of paper and display magnets), although goals are still being posted on-site in some plants and workplaces that have no intranet access.

Health Improvement Campaign

The Kewpie Aohata Health Insurance Association runs the "Health Up Campaign" once a year to call for lifestyle improvements and to provide an opportunity for employees to review their lifestyle habits. The participation rate fell below 60% at one point during the COVID-19 pandemic, but reached a record high of 82% for the Group as a whole in FY2023.



\* Numbers are compiled for the year April to March



\* Kewpie Group  
 Statistics exclude the Chutou Group (Nakashimato Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association

### Health-Conscious Meal Proposals

We hold themed fairs and events, and implement initiatives to improve employees' dietary habits. We hold fairs and events on themes such as "Salad First" and "Tasty with Low Salt," and implement initiatives to improve employees' dietary habits.



Event scene

### Measures Against Smoking

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

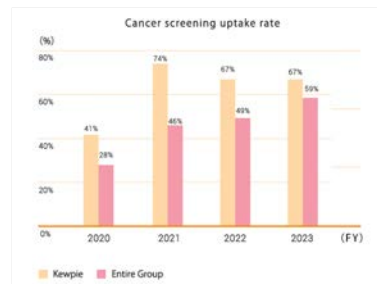
Since 2017 we have also been strengthening our support for employees who wish to give up smoking, and we are encouraging them to take up the challenge. For example, we subsidize co-pays for smoking cessation clinics and smoking cessation medication, and we are providing commemorative gifts to those who succeed in giving up smoking by themselves.

### Cancer Screening Leave and Workplace Cancer Screening

In addition to regular health checkups for all employees, the Kewpie Group offers a full medical checkup for employees aged 35 and over, and Kewpie Group's own three-point screening (stomach cancer, colorectal cancer, abdominal ultrasound), and a gynecological checkup (breast cancer, cervical cancer) for female employees aged 20 and over. These screenings are subsidized by the Kewpie Aohata Health Insurance Association.

To making it easier for employees to take medical exams, we are implementing a variety of initiatives aimed at raising to 80% the ratio of Kewpie Group employees having health checkups, such as by offering special leave for medical screening, arranging cancer screenings by mobile vehicles workplace groups, and arranging for colorectal screenings at the workplace.

- 2019 - Workplace group screenings for gynecological cancer, in the Tokyo metropolitan area
- 2021 - Three-point screenings for workplace groups, in the Tokyo metropolitan area  
Start of leave system for cancer screenings
- 2022 - Workplace group screenings for colorectal cancer, nationwide  
Gradually expanding regional coverage



\* Numbers are compiled for the year April to March  
 \* Kewpie Group  
 Statistics exclude the Chutou Group (Nakashimato Co., Ltd, To Solutions, nakato), Kewpie Corporation employees working outside Japan or on external secondment, and the Kewpie Aohata Health Insurance Association  
 \* Counted as one or more of the three-point exams

## Health Management of Employees Stationed Overseas

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

To have the same health management system as in Japan, employees stationed outside Japan are also provided a full medical checkup once a year, and advice from a public health nurse is given as necessary. In terms of mental health, we provide support so that employees can live in countries other than Japan with peace of mind, through interviews after three months of assignment, stress checks, and online consultations with an occupational health physician.

## Initiatives for Occupational Health and Safety

### Approach to Occupational Health and Safety

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

1. Safety audits of all production plants (69 in Japan)
2. Group Safety Meeting
3. Sharing of accident information horizontally across the Group

### Group-Wide Preventive Safety Initiatives

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

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

### Trends in Occurrence of Lost-time Workplace Accidents (tallied at end of April each year)

	FY2019	FY2020	FY2021	FY2022	FY2023
Lost-time accidents	13	12	17	9	13
Frequency rate*1	0.62	0.60	0.90	0.46	0.69
Severity rate*2	0.038	0.020	0.031	0.027	0.036

Kewpie Group Japanese plants

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

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

> [ESG Data Sheet](#)

## Sustainability

- Sustainability >
- Top Message >
- Sustainability Management +
- 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 Activities >
- Sustainability Activities of Group Companies >

## Governance

In order to help improve the dietary habits and health of people around the world and achieve sustainable growth and increased corporate value based on our Group philosophy, the Kewpie Group has made the following our most important business directives: establishing business structure, mechanisms, and system, and implementing measures as needed; and appropriately distributing the results of our business to customers, employees, business partners, shareholders, investors, regional communities, and other stakeholders. Corporate governance is defined as a system for transparent, fair, prompt, and decisive decision-making, and to achieve this we will continue to comply with The Kewpie Group Policies as well as work on the development and enhancement of appropriate and effective governance systems according to our fundamental policy.



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



**Corporate Governance**  
Our system for ensuring transparency, fairness, speed, and decisive action in the decision-making process.



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

## Sustainability

- Sustainability >
- Top Message >
- Sustainability Management +
- 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 Activities >
- Sustainability Activities of Group Companies >

## Code of Ethics

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

### Initiatives Rooted in the Code of Ethics

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

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

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

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

### Respect for the Law

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

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

### Promoting Compliance

In January 2004, we established the "Ethics and Conduct" as well as the Compliance Committee and a company-wide compliance system. This committee establishes compliance-related rules, identifies issues, and implements activities such as the Mind-Up Programs for employees.

#### • Awareness Survey for Employees

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

#### • Helpline

We have set up a helpline as an internal reporting system, which serves as our Whistleblower Protection Act. Reports and consultations received by external attorneys, third-party organizations, auditors, and more are investigated by the Compliance Committee, who then deal with violations, publicize them throughout the company, and implement measures to prevent recurrence.

### Respect for Human Rights

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

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

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

## Fair and Sustainable Corporate Activities

---

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

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

[> Sustainable Procurement](#)

### Creating a System for Compliance with the Competition Law (Antimonopoly Act / Subcontract Act)

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

#### Correspondence to the Antimonopoly Act

- Publication of an Antimonopoly Act Compliance Manual and Case Studies and Q&A
- Education and training on the Antimonopoly Act through e-learning and in-house seminars
- Implementation of in-house training by lawyers at major overseas group companies

#### Correspondence to the Subcontract Act

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

## Commitment to Information Security

---

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

[> Privacy Policy](#)

[> Corporate Governance](#)

## Rejection of Antisocial Forces

---

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

#### Basic Policy on Antisocial Forces

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

#### Clause on the Exclusion of Antisocial Forces

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

Who We Are

- Who We Are >
- Top Message >
- Fundamental Policy +
- The Kewpie Promise -
- 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.

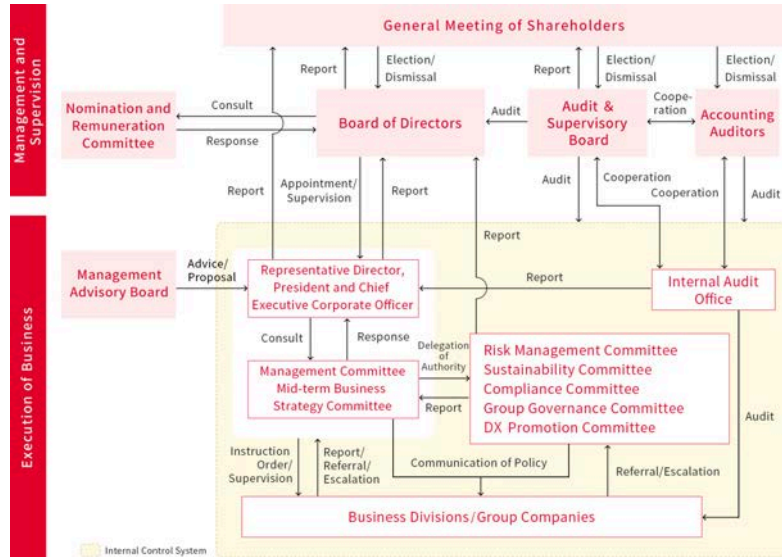
The Company recognizes the importance of building corporate governance that leverages the unique qualities of the Group, and according to Corporate Governance Policy, we will constantly examine how it should be and work toward enhancing it further, while valuing dialogue with our various stakeholders.

Corporate Governance 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 six 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.

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](#)

### 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 29, 2024)

<b>Chairman</b>	Hitoshi Kashiwaki, Outside Director
<b>Members</b>	Atsuko Fukushima, Outside Director
	Kuniko Nishikawa, Outside Director
	Harold George Meij, Outside Director
	Kazumine Terawaki, Outside Corporate Auditor
	Amane Nakashima, Chairman
	Mitsuru Takamiya, Representative Director, President and Chief Executive Corporate Officer
	Shinichiro Yamamoto, Director and Senior 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/Chairman	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 Executive Corporate Officer	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/Chairman	Main roles
Risk Management Committee	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.
Sustainability Committee	Director in charge of sustainability	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.
Compliance Committee	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.
Group Governance Committee	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.
DX Promotion Committee	Corporate officer and General Manager of Digital Transformation Office	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.

### 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.



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 Activities >
- Sustainability Activities of Group Companies >

## Risk Management

Priority Risk Assessment and Selection ● Risk Management System ●

Main Risk Management Activities ●

### Priority Risk Assessment and Selection

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

#### Main Company-wide Risks

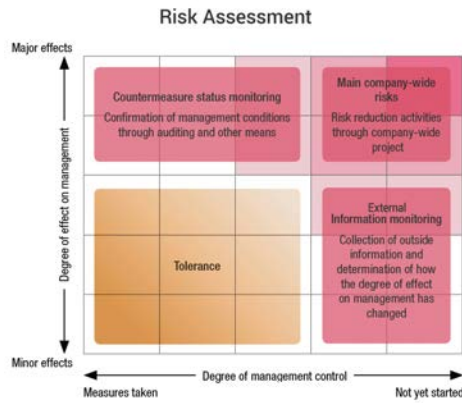
We endeavor to mitigate risks over which management control is insufficient despite having a significant effect on management through companywide projects implemented on a priority basis.

#### Countermeasure Status Monitoring

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

#### External Information Monitoring

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



### Risk Management System

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

Each department in charge continuously monitors individual risks, while the Risk Management Committee shares information related to risk factors that affect the Company as a whole to comprehensively manage the evaluation and prioritization of such risks, and formulate countermeasures. Specifically, we have positioned the following eight items as major risks and are working to manage and avoid them.

## Risk Management Structure and Company-wide Risks



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

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

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

## Main Risk Management Activities

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

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

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

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



Online meeting of the Internal Control Promotion Project

#### Initiatives

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

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

## Handling Measures for Unpredictable Situations Such as Natural Disasters Business Continuity Plan (BCP)

---

Drawing on past experience with disaster, pandemics, and other crises, we have created a business continuity plan and measures across the Kewpie Group to be used in the event of a crisis.

Here are some of the main components:

- Maintain systems to enable a transfer of Tokyo head office functions over to the Kansai region
- Establish an emergency communication networks and stockpile emergency supplies
- Conduct seismic upgrades of production and logistics facilities
- Develop systems to verify the condition of production equipment
- Design redundancy into production bases for major products, raw materials procurement, and order processing functions
- Maintain a nationwide system that can have employees transition to working from home



The task force meeting

We have prepared manuals for each type of crisis and conduct large-scale disaster response exercises (for initial responses, supply chains, and safety checks) to ensure proper execution of the content of manuals.

Through these activities, we take appropriate initial responses in the event of a disaster, transition quickly to recovery activities, encourage the restoration of normal business activities, and prepare to minimize damage from unforeseen circumstances.

## Responding to Ransomware\* Risk

---

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

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

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

Sustainability

- 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 >

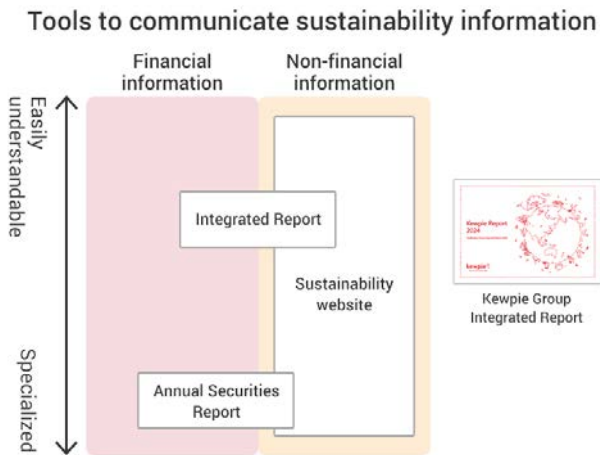
## Disclosure Policy

- Basic Concept
- Reporting Period and Covered Organizations
- Contact Information
- Changes in Our Reports

### Basic Concept

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

Furthermore, we release the Kewpie Group Integrated Report for all shareholders and investors. It reports on our mid and long-term strategies to create corporate values that integrates both financial and non-financial information.



### Reporting Period and Covered Organizations

Covered organizations: Kewpie Corporation, its consolidated subsidiaries and its equity-method affiliates, totaling 83 organizations

Reporting period: Fiscal 2023(December 1, 2022-November 30,2023) \*includes some activities conducted outside of the reporting period

Reporting cycle: Updated each year in an annual report

Publication: May 2024

Reference guidelines:

- GRI (Global Reporting Initiative) Sustainability Reporting Standards
- Ministry of the Environment Environmental Reporting Guidelines 2018
- United Nations Global Compact
- ISO 26000
- Sustainability Accounting Standard Board

## Contact Information

---

For additional sustainability-related information, please contact us at the following:  
Environmental Team, Sustainability Promotion Department, Management Promotion Division, Kewpie Corporation  
1-4-13, Shibuya, Shibuya-ku, Tokyo, Japan

## Changes in Our Reports

---

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

Sustainability

- 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

[Download Report](#)

Back Number

### Kewpie Group Integrated Report 2024

In putting together the Integrated Report 2024, the Kewpie Group hopes to deepen the understanding of all stakeholders, including its shareholders and investors, regarding efforts to create value over the medium- to long-term. The Integrated Report 2024 therefore provides an overview of the Group's business as well as comprehensive strategies and plans aimed at creating corporate value.



[Integrated Report >](#)

Sustainability

- Sustainability >
- 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

[Download Report](#)

[Back Number](#)

Below are PDF files of this website from FY2019 on.

Kewpie sustainability site PDF	
2023	<a href="#">Kewpie sustainability site 2023 (37MB)</a>
2022	<a href="#">Kewpie sustainability site 2022 (40.9MB)</a>
2021	<a href="#">Kewpie sustainability site 2021 (30MB)</a>
2020	<a href="#">Kewpie sustainability site 2020 (30.7MB)</a>
2019	<a href="#">Kewpie sustainability site 2019 (19.3MB)</a>

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 >](#)

## Standard Table

<a href="#">GRI Standards Content Index</a>	<a href="#">SASB Reference Table</a>
---	--------------------------------------

### GRI Standards Content Index

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

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



102-10	Significant changes to the organization and its supply chain	Not applicable to the reporting period		Same as above
102-11	Precautionary Principle or approach	<a href="#">Annual Report</a> > <a href="#">Corporate governance</a> <a href="#">Integrated_Report</a> > <a href="#">Corporate Governance</a>		Same as above
102-12	External initiatives	<a href="#">Outside Evaluation</a> <a href="#">Initiatives and Affiliations</a> <a href="#">Affiliations</a>		Same as above
102-13	Membership of associations	<a href="#">Initiatives and Affiliations</a> <a href="#">Affiliations</a> <a href="#">Kewpie Mirai Tamago Foundation</a> (Japanese site only)		Same as above
<b>Strategy</b>				
102-14	Statement from senior decision-maker	<a href="#">Integrated_Report</a> > <a href="#">Message from the President</a> <a href="#">Top Message</a>	4.7 6.2	Respect for international norms of behaviour Organizational governance
102-15	Key impacts, risks, and opportunities	<a href="#">Operational Risks</a> <a href="#">Material Issues and Promotion Framework</a> <a href="#">Risk Management</a> <a href="#">Integrated_Report</a> > <a href="#">Risk Management</a>		Same as above
<b>Ethics and integrity</b>				
102-16	Values, principles, standards, and norms of behavior	<a href="#">Corporate Philosophy</a> <a href="#">The Kewpie Promise</a> <a href="#">Material Issues and Promotion Framework</a> <a href="#">Policies</a>	4.4 6.6.3	Ethical behaviour Anti-corruption
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Corporate Governance</a> <a href="#">Integrated_Report</a> > <a href="#">Corporate Governance</a>		Same as above
<b>Governance</b>				
102-18	Governance structure	<a href="#">Corporate Governance</a> <a href="#">Material Issues and Promotion Framework</a> <a href="#">Environmental Management</a> <a href="#">Initiatives for Respect for Human Rights</a>	6.2	Organizational governance
102-19	Delegating authority	<a href="#">Annual Report</a> > <a href="#">Corporate governance structure</a> <a href="#">Material Issues and Promotion Framework</a> <a href="#">Environmental Management</a> <a href="#">Initiatives for Respect for Human Rights</a>		Same as above
102-20	Executive-level responsibility for economic, environmental, and social topics	<a href="#">Annual Report</a> > <a href="#">Corporate governance structure</a> <a href="#">Material Issues and Promotion Framework</a> <a href="#">Officers</a>		Same as above
102-21	Consulting stakeholders on economic, environmental, and social topics	<a href="#">Material Issues and Promotion Framework</a> <a href="#">Stakeholder Engagement</a>		Same as above

		<a href="#">Integrated_Report</a> > Management Advisory Board		
102-22	Composition of the highest governance body and its committees	> Corporate Governance		Same as above
102-23	Chair of the highest governance body	> Corporate Governance		Same as above
102-24	Nominating and selecting the highest governance body	> Corporate Governance		Same as above
102-25	Conflicts of interest	> Corporate Governance		Same as above
102-26	Role of highest governance body in setting purpose, values, and strategy	> Sustainability Management		Same as above
102-27	Collective knowledge of highest governance body	> Corporate Governance		Same as above
102-28	Evaluating the highest governance body's performance	> Corporate Governance		Same as above
102-29	Identifying and managing economic, environmental, and social impacts	> Sustainability Management > Stakeholder Engagement <a href="#">Integrated_Report</a> > Management Advisory Board		Same as above
102-30	Effectiveness of risk management processes	> Corporate Governance		Same as above
102-31	Review of economic, environmental, and social topics	> Sustainability Management <a href="#">Integrated_Report</a> > Value Creation Process <a href="#">Integrated_Report</a> > Kewpie Group Value Creation Process		Same as above
102-32	Highest governance body's role in sustainability reporting	> Material Issues and Promotion Framework		Same as above
102-33	Communicating critical concerns	> Corporate Governance		Same as above
102-34	Nature and total number of critical concerns	> Corporate Governance		Same as above
102-35	Remuneration policies	> Corporate Governance <a href="#">Notice of the 111th Ordinary General Meeting of Shareholders</a> > Compensation of Officers (Japanese site only) <a href="#">Integrated_Report</a> > Approach to Officer Remuneration and Calculation Methods > ESG Data Sheet		Same as above
102-36	Process for determining remuneration	> Corporate Governance <a href="#">Integrated_Report</a> > Approach to Officer Remuneration and Calculation Methods		Same as above

102-37	Stakeholders' involvement in remuneration	<a href="#">Notice of the 111th Ordinary General Meeting of Shareholders&gt; Compensation of Officers</a> (Japanese site only) <a href="#">Integrated_Report&gt; Approach to Officer Remuneration and Calculation Methods</a>		Same as above
102-38	Annual total compensation ratio			Same as above
102-39	Percentage increase in annual total compensation ratio			Same as above
<b>Stakeholder engagement</b>				
102-40	List of stakeholder groups	<a href="#">&gt; Stakeholder Engagement &gt; Kewpie Mirai Tamago Foundation &gt; Activity Overview</a> (Japanese site only)	5.3	Stakeholder identification and engagement
102-41	Collective bargaining agreements	<a href="#">&gt; Initiatives for Empowering a Diverse Range of Talent</a>	6.3.10 6.4.1 -6.4.2 6.4.3 6.4.4 6.4.5 6.8.5	Issue 8: Fundamental principles and rights at work Employment and employment relationships Conditions of work and social protection Issue 3: Social dialogue Issue 3: Employment creation and skills development
102-42	Identifying and selecting stakeholders	<a href="#">&gt; Stakeholder Engagement &gt; Kewpie Mirai Tamago Foundation &gt; Apply For Subsidies</a> (Japanese site only)	5.3	Stakeholder identification and engagement
102-43	Approach to stakeholder engagement	<a href="#">&gt; Stakeholder Engagement &gt; Kewpie Mirai Tamago Foundation &gt; Apply For Subsidies</a> (Japanese site only) <a href="#">&gt; Voluntary Declaration of Consumer-Oriented Management</a> (Japanese site only)	5.3 4.6 6.7.6	Stakeholder identification and engagement Respect for the rule of law Issue 4: Consumer service, support, and complaint and dispute resolution
102-44	Key topics and concerns raised	<a href="#">&gt; Stakeholder Engagement</a>	5.3	Stakeholder identification and engagement
<b>Report</b>				
102-45	Entities included in the consolidated financial statements	<a href="#">Annual Report&gt; Status of Associated Companies</a>	5.2	Recognizing social responsibility
102-46	Defining report content and topic Boundaries	<a href="#">&gt; Material Issues and Promotion Framework</a>		Same as above
102-47	List of material topics	<a href="#">&gt; Material Issues and Promotion Framework</a>		Same as above
102-48	Restatements of information	Not applicable to the reporting period		Same as above

102-49	Changes in reporting	Not applicable to the reporting period		Same as above
102-50	Reporting period	> <a href="#">Disclosure Policy</a>		
102-51	Date of most recent report	May 30, 2024		
102-52	Reporting cycle	Annual		
102-53	Contact point for questions regarding the report	> <a href="#">Disclosure Policy</a>		
102-54	Claims of reporting in accordance with the GRI Standards 2016	This website has been created in accordance with the set of GRI (Global Reporting Initiative) Sustainability Reporting Standards.		
102-55	GRI Standard Table	> <a href="#">Standard Table</a>		
102-56	External assurance			
<b>103:Management Approach</b>				
103-1	Explanation of the material topic and its Boundary	> <a href="#">Material Issues and Promotion Framework</a> > <a href="#">Operational Risks</a>	5.2	Recognizing social responsibility
103-2	The management approach and its components	> <a href="#">Material Issues and Promotion Framework</a> > <a href="#">Contributing to Food Culture and Health</a> > <a href="#">Environmental Management</a> > <a href="#">Respect for Human Rights</a>		
103-3	Evaluation of the management approach	<a href="#">Integrated_Report&gt; Value Creation Process</a> <a href="#">Integrated_Report&gt; Value Creation Story</a>		
<b>Material topics</b>				
<b>Economic</b>				
<b>201:Economic Performance</b>				
201-1	Direct economic value generated and distributed	<a href="#">Annual Report&gt; Outline of the Company</a>	6.8.1 -6.8.2 6.8.3 6.8.7 6.8.9	Community Involvement and Development principles and considerations Issue 1: Community involvement Issue 5: Wealth and income creation Issue 7: Social investment
201-2	Financial implications and other risks and opportunities due to climate change	> <a href="#">Operational Risks</a> > <a href="#">Risk Management</a>	6.5.5	Issue 3: Climate change mitigation and adaptation
201-3	Defined benefit plan obligations and other retirement plans	<a href="#">Annual Report&gt; Retirement Benefits</a>	6.8.7	Issue 5: Wealth and income creation
201-4	Financial assistance received from government			
<b>202:Market Presence</b>				

202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable to the reporting period	6.3.7 6.3.10 6.4.3 6.4.4 6.8.1 -6.8.2	Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships Issue 2: Conditions of work and social protection Community Involvement and Development principles and considerations
202-2	Proportion of senior management hired from the local community	> <a href="#">Initiatives for Empowering a Diverse Range of Talent</a>	6.4.3 6.8.1 -6.8.2 6.8.5 6.8.7	Issue 1: Employment and employment relationships Community Involvement and Development principles and considerations Issue 3: Employment creation and skills development Issue 5: Wealth and income creation
<b>203: Indirect Economic Impacts</b>				
203-1	Infrastructure investments and services supported	> <a href="#">Contributing to Food Culture and Health</a> > <a href="#">Kewpie Mirai Tamago Foundation &gt; Activity Overview</a>  (Japanese site only)	6.5.9 6.8.1 -6.8.2 6.8.7 6.8.9	Issue 7: Economic, social and cultural rights Community Involvement and Development principles and considerations Issue 5: Wealth and income creation Issue 7: Social investment
203-2	Significant indirect economic impacts	Not applicable to the reporting period	6.3.9 6.6.6 6.6.7 6.7.8 6.8.1 -6.8.2 6.8.5 6.8.7 6.8.9	Issue 7: Economic, social and cultural rights Issue 4: Promoting social responsibility in the value chain Issue 5: Respect for property rights Issue 6: Access to essential services Community Involvement and Development principles and considerations Issue 3: Employment creation and skills development Issue 5: Wealth and income creation Issue 7: Social investment

204:Procurement Practices				
204-1	Proportion of spending on local suppliers		6.4.3 6.6.6 6.8.1 -6.8.2 6.8.7	Issue 1: Employment and employment relationships Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations Issue 5: Wealth and income creation
205:Anti-corruption				
205-1	Operations assessed for risks related to corruption	<a href="#">2023 Basic Policy for Establishment of Internal Control System (Japanese site only)</a> <a href="#">2023 Annual Report&gt; Progress made in establishing internal control system</a>	6.6.1 -6.6.2 6.6.3	Overview of fair operating practices and considerations Issue 1: Anti-corruption
205-2	Communication and training about anti-corruption policies and procedures	> Code of Ethics > Establishment of Kewpie Group Anti-Bribery Basic Policy	6.6.1 -6.6.2 6.6.3 6.6.6	Overview of fair operating practices and considerations Issue 1: Anti-corruption Issue 4: Promoting social responsibility in the value chain
205-3	Confirmed incidents of corruption and actions taken	Not applicable to the reporting period	6.6.1 -6.6.2 6.6.3	Overview of fair operating practices and considerations Issue 1: Anti-corruption
206:Anti-competitive Behavior				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable to the reporting period	6.6.1 -6.6.2 6.6.5 6.6.7	Overview of fair operating practices and considerations Issue 3: Fair competition Issue 5: Respect for property rights
Environment				
301:Materials				
301-1	Materials used by weight or volume	> Environmental Management	6.5.4	Issue 2: Sustainable resource use
301-2	Recycled input materials used	> Reduction and Reuse of Plastic Emissions	6.5.4	Issue 2: Sustainable resource use
301-3	Reclaimed products and their packaging materials	> Reduction and Reuse of Plastic Emissions	6.5.3 6.5.4 6.7.5	Issue 1: Prevention of pollution Issue 2: Sustainable

				resource use Issue 3: Sustainable consumption
<b>302:Energy</b>				
302-1	Energy consumption within the organization	> <b>Environmental Management</b> > <b>Deal with Climate Change</b>	6.5.4	Issue 2: Sustainable resource use
302-2	Energy consumption outside of the organization	> <b>Deal with Climate Change</b>	6.5.4	Issue 2: Sustainable resource use
302-3	Energy intensity	> <b>Deal with Climate Change</b>	6.5.4	Issue 2: Sustainable resource use
302-4	Reduction of energy consumption	> <b>Deal with Climate Change</b>	6.5.4 6.5.5	Issue 2: Sustainable resource use Issue 3: Climate change mitigation and adaptation
302-5	Reductions in energy requirements of products and services	> <b>Environmental Management</b> > <b>Deal with Climate Change</b> > <b>ESG Data Sheet</b>	6.5.4 6.5.5	Issue 2: Sustainable resource use Issue 3: Climate change mitigation and adaptation
<b>303:Water</b>				
303-1	Water withdrawal by source	> <b>Environmental Management</b> > <b>Sustainable Use of Water Resources</b> > <b>ESG Data Sheet</b>	6.5.4	Issue 2: Sustainable resource use
303-2	Water sources significantly affected by withdrawal of water	> <b>Sustainable Use of Water Resources</b>	6.5.4	Issue 2: Sustainable resource use
303-3	Water recycled and reused	> <b>Sustainable Use of Water Resources</b>	6.5.4	Issue 2: Sustainable resource use
<b>304:Biodiversity</b>				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	> <b>Conservation of Biodiversity</b>	6.5.6	Issue 4: Protection of the environment, biodiversity and restoration of natural habitats
304-2	Significant impacts of activities, products, and services on biodiversity	Not applicable to the reporting period	6.5.6	Issue 4: Protection of the environment, biodiversity and restoration of natural habitats
304-3	Habitats protected or restored	> <b>Conservation of Biodiversity</b>	6.5.6	Issue 4: Protection of the environment, biodiversity and restoration of natural habitats
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable to the reporting period	6.5.6	Issue 4: Protection of the environment, biodiversity and restoration of natural habitats

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



308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> <li>&gt; Environmental Management</li> <li>&gt; Promotion of Sustainable Procurement</li> </ul>	6.3.5 6.6.6	Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain
308-2	Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none"> <li>&gt; Material Issues and Promotion Framework</li> <li>&gt; Environmental Management</li> <li>&gt; Promotion of Sustainable Procurement</li> <li>&gt; Elimination and Effective Utilization of Food Loss</li> <li>&gt; Reduction and Reuse of Plastic Emissions</li> <li>&gt; Sustainable Use of Water Resources</li> <li>&gt; Operational Risks</li> </ul>	6.3.5 6.6.6	Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain
<b>Social</b>				
<b>401:Employment</b>				
401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> <li>&gt; Initiatives for Empowering a Diverse Range of Talent</li> <li>&gt; ESG Data Sheet</li> </ul>	6.4.3	Issue 1: Employment and employment relationships
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> <li>&gt; Initiatives for Empowering a Diverse Range of Talent</li> <li>&gt; Health-based Management and Occupational Health and Safety</li> </ul>	6.4.4 6.8.7	Issue 2: Conditions of work and social protection Issue 5: Wealth and income creation
401-3	Parental leave	<ul style="list-style-type: none"> <li>&gt; Initiatives for Empowering a Diverse Range of Talent</li> <li>&gt; ESG Data Sheet</li> </ul>	6.4.4	Issue 2: Conditions of work and social protection
<b>402:Labor / Management Relations</b>				
402-1	Minimum notice periods regarding operational changes		6.4.3 6.4.5	Issue 1: Employment and employment relationships Issue 3: Social dialogue
<b>403:Occupational Health and Safety</b>				
403-1	Workers representation in formal joint management-worker health and safety committees	<ul style="list-style-type: none"> <li>&gt; Health-based Management and Occupational Health and Safety</li> </ul>	6.4.6	Issue 4: Health and safety at work
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<ul style="list-style-type: none"> <li>&gt; Health-based Management and Occupational Health and Safety</li> </ul>	6.4.6 6.8.8	Issue 4: Health and safety at work Issue 6: Health
403-3	Workers with high incidence or high risk of diseases related to their occupation	<ul style="list-style-type: none"> <li>&gt; Health-based Management and Occupational Health and Safety</li> </ul>	6.4.6 6.8.8	Issue 4: Health and safety at work Issue 6: Health
403-4	Health and safety topics covered in formal agreements with trade unions	<ul style="list-style-type: none"> <li>&gt; Health-based Management and Occupational Health and Safety</li> </ul>	6.4.6	Issue 4: Health and safety at work
<b>404:Training and Education</b>				

404-1	Average hours of training per year per employee	> <a href="#">Initiatives for Empowering a Diverse Range of Talent</a> > <a href="#">ESG Data Sheet</a>	6.4.7	Issue 5: Human development and training in the workplace
404-2	Programs for upgrading employee skills and transition assistance programs	> <a href="#">Initiatives for Empowering a Diverse Range of Talent</a>	6.4.7 6.8.5	Issue 5: Human development and training in the workplace Issue 3: Employment creation and skills development
404-3	Percentage of employees receiving regular performance and career development reviews	> <a href="#">Initiatives for Empowering a Diverse Range of Talent</a>	6.4.7	Issue 5: Human development and training in the workplace
<b>405:Diversity and Equal Opportunity</b>				
405-1	Diversity of governance bodies and employees	> <a href="#">Initiatives for Empowering a Diverse Range of Talent</a> > <a href="#">Initiatives for Respect for Human Rights</a>	6.2.3 6.3.7 6.3.10 6.4.3	Organization of making important decisions Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships
405-2	Ratio of basic salary and remuneration of women to men	> <a href="#">ESG Data Sheet</a>	6.3.7 6.3.10 6.4.3 6.4.4	Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships Issue 2: Conditions of work and social protection
<b>406:Non-discrimination</b>				
406-1	Incidents of discrimination and corrective actions taken	> <a href="#">Code of Ethics</a> > <a href="#">Initiatives for Respect for Human Rights</a>	6.3.1 6.3.2 6.3.6 6.3.10 6.4.3	Overview of human rights principles and considerations Issue 4: Resolving grievances Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 1: Employment and employment relationships
<b>407:Freedom of Association and Collective Bargaining</b>				
407-1	Operations and suppliers in which the right to freedom	> <a href="#">Initiatives for Respect for Human Rights</a>	6.3.1 6.3.2	Overview of human rights

	of association and collective bargaining may be at risk		6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.5 6.6.6	principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 6: Civil and political rights Issue 8: Fundamental principles and rights at work Issue 3: Social dialogue Issue 4: Promoting social responsibility in the value chain
<b>408:Child Labor</b>				
408-1	Operations and suppliers at significant risk for incidents of child labor	> Code of Ethics > Promotion of Sustainable Procurement > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 6.6.6 6.8.4	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 5: Discrimination and vulnerable groups Issue 8: Fundamental principles and rights at work Issue 4: Promoting social responsibility in the value chain Issue 2: Education and culture
<b>409:Forced or Compulsory Labor</b>				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	> Code of Ethics > Promotion of Sustainable Procurement > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.3.10 6.6.6	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 8: Fundamental principles and rights at work Issue 4: Promoting social responsibility in the value chain
<b>410:Security Practices</b>				
410-1	Security personnel trained in human rights policies or procedures	> Code of Ethics > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.4 6.3.5 6.6.6	Overview of human rights principles and considerations Issue 2: Human rights risk situations

				Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain
<b>411:Rights of Indigenous Peoples</b>				
411-1	Incidents of violations involving rights of indigenous peoples	Not applicable to the reporting period	6.3.1 6.3.2 6.3.4 6.3.6 6.3.7 6.3.8 6.6.7 6.8.3	Overview of human rights principles and considerations Issue 2: Human rights risk situations Issue 4: Resolving grievances Issue 5: Discrimination and vulnerable groups Issue 6: Civil and political rights Issue 5: Respect for property rights Issue 1: Community involvement
<b>412:Human Rights Assessment</b>				
412-1	Operations that have been subject to human rights reviews or impact assessments	> Code of Ethics > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity
412-2	Employee training on human rights policies or procedures	> Code of Ethics > Initiatives for Respect for Human Rights	6.3.1 6.3.2 6.3.5	Overview of human rights principles and considerations Issue 3: Avoidance of complicity
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		6.3.1 6.3.2 6.3.3 6.3.5 6.6.6	Overview of human rights principles and considerations Issue 1: Due diligence Issue 3: Avoidance of complicity Issue 4: Promoting social responsibility in the value chain
<b>413:Local Communities</b>				
413-1	Operations with local community engagement, impact assessments, and development programs	> Contributing to Food Culture and Health > Social Contribution Activities	6.3.9 6.5.1 -6.5.2 6.5.3 6.8	Issue 7: Economic, social and cultural rights Overview of the environment principles and considerations Issue 1: Prevention of pollution Community Involvement and Development

413-2	Operations with significant actual and potential negative impacts on local communities		6.3.9 6.5.3 6.8	Issue 7: Economic, social and cultural rights Issue 1: Prevention of pollution Community involvement and development
<b>414:Supplier Social Assessment</b>				
414-1	New suppliers that were screened using social criteria	> Promotion of Sustainable Procurement > Fundamental Policy for Sustainable Procurement	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.4.3 6.6.1 -6.6.2 6.6.6 6.8.1 -6.8.2	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 1: Employment and employment relationships Overview of fair operating practices principles and considerations Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations
414-2	Negative social impacts in the supply chain and actions taken	> Material Issues and Promotion Framework > Promotion of Sustainable Procurement > Initiatives for Respect for Human Rights > Operational Risks	6.3.1 6.3.2 6.3.3 6.3.4 6.3.5 6.4.3 6.6.1 -6.6.2 6.6.6 6.8.1 -6.8.2	Overview of human rights principles and considerations Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 1: Employment and employment relationships Overview of fair operating practices principles and considerations Issue 4: Promoting social responsibility in the value chain Community Involvement and Development principles and considerations
<b>415:Public Policy</b>				
415-1	Political contributions		6.6.1 -6.6.2 6.6.4	Overview of fair operating practices principles and considerations Issue 2:

				Responsible political involvement
<b>416:Customer Health and Safety</b>				
416-1	Assessment of the health and safety impacts of product and service categories	<p>&gt; <b>Quality &amp; Safety</b></p> <p>&gt; <b>A Passion for Quality</b></p>	6.7.1 -6.7.2 6.7.4 6.7.5 6.8.8	Overview of the Consumer issues principles and considerations Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 6: Health
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>Not applicable to the reporting period</p> <p>&gt; <b>Making Our Customers Feel Secure</b></p> <p>&gt; <b>Voluntary Declaration of Consumer-Oriented Management (Japanese site only)</b></p>	4.6 6.7.1 -6.7.2 6.7.4 6.7.5 6.8.8	Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 6: Health
<b>417:Marketing and Labeling</b>				
417-1	Requirements for product and service information and labeling	<p>&gt; <b>Product Labeling Initiatives</b></p> <p>&gt; <b>Universal Design Initiatives</b></p> <p>&gt; <b>Voluntary Declaration of Consumer-Oriented Management (Japanese site only)</b></p>	6.7.1 -6.7.2 6.7.3 6.7.4 6.7.5 6.7.9	Overview of the Consumer issues principles and considerations Fair marketing, factual and unbiased information and fair contractual practices Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 7: Education and awareness
417-2	Incidents of non-compliance concerning product and service information and labeling	<p>Not applicable to the reporting period</p> <p>&gt; <b>Making Our Customers Feel Secure</b></p> <p>&gt; <b>Voluntary Declaration of Consumer-Oriented Management (Japanese site only)</b></p>	4.6 6.7.1 -6.7.2 6.7.3 6.7.4 6.7.5 6.7.9	Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 1: Fair marketing, factual and unbiased information and fair contractual practices Issue 2: Protecting consumers' health and safety Issue 3: Sustainable consumption Issue 7: Education and awareness
417-3	Incidents of non-compliance concerning	Not applicable to the reporting period	4.6 6.7.1	Respect for the rule of law

	marketing communications	<a href="#">&gt; Making Our Customers Feel Secure</a> <a href="#">&gt; Voluntary Declaration of Consumer-Oriented Management (Japanese site only)</a>	-6.7.2 6.7.3	Overview of the Consumer issues principles and considerations Issue 1: Fair marketing, factual and unbiased information and fair contractual practices
<b>418:Customer Privacy</b>				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not applicable to the reporting period <a href="#">&gt; Privacy Policy</a> <a href="#">&gt; Information (Japanese site only)</a>	6.7.1 -6.7.2 6.7.7	Overview of the Consumer issues principles and considerations Issue 5: Consumer data protection and privacy
<b>419:Socioeconomic Compliance</b>				
419-1	Non-compliance with laws and regulations in the social and economic area	Not applicable to the reporting period <a href="#">&gt; Making Our Customers Feel Secure</a>	4.6 6.7.1 -6.7.2 6.7.6	Respect for the rule of law Overview of the Consumer issues principles and considerations Issue 4: Consumer service, support, and complaint and dispute resolution

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 >

Standard Table

GRI Standards Content Index	<b>SASB Reference Table</b>
-----------------------------	-----------------------------

**SASB Reference Table**

The Sustainability Accounting Standards Board (SASB) is an independent standard-setting organization that facilitates the disclosure of critical sustainability information to meet investor needs. The table below indicates the relevant Kewpie webpages corresponding to processed food industry standards as defined in the SASB's Sustainable Industry Classification System (SICS).

Title	SASB Code	Topic	Location	Notes
Energy Management	FB-PF-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	<a href="#">&gt; Environmental Management</a> <a href="#">&gt; Deal with Climate Change</a> <a href="#">&gt; ESG Data Sheet</a>	
Water Management	FB-PF-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	<a href="#">&gt; Environmental Management</a> <a href="#">&gt; Sustainable Use of Water Resources</a> <a href="#">&gt; ESG Data Sheet</a>	
	FB-PF-140a.2	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	No violation in FY2023	
	FB-PF-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	<a href="#">&gt; Sustainable Use of Water Resources</a> <a href="#">FY2023 TCFD Report</a>	
Food Safety	FB-PF-250a.1	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	<a href="#">&gt; A Passion for Quality</a>	
	FB-PF-250a.2	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Not disclosed	
	FB-PF-250a.3	(1) Total number of notices of food	No violation in FY2023	



		safety violation received, (2) percentage corrected		
	FB-PF-250a.4	(1) Number of recalls issued and (2) total amount of food product recalled	> Risk Management	
Health & 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 the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	> Contributing to Food Culture and Health > Quality & Safety	
Product Labeling & Marketing	FB-PF-270a.1	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	Not disclosed	
	FB-PF-270a.2	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	Not disclosed	
	FB-PF-270a.3	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	No violation in FY2022	
	FB-PF-270a.4	Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices	Not disclosed	
Packaging Lifecycle Management	FB-PF-410a.1	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	> Reduction and Reuse of Plastic Emissions	
	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 & Social Impacts of Ingredient Supply Chain	FB-PF-430a.1	Percentage of food ingredients sourced that are certified to third-party environmental and/or social	> Promotion of Sustainable Procurement	

		standards, and percentages by standard		
	FB-PF-430a.2	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Not disclosed	
Ingredient Sourcing	FB-PF-440a.1	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	<a href="#">FY2022 TCFD Report</a>	
	FB-PF-440a.2	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	<a href="#">Promotion of Sustainable Procurement</a> <a href="#">FY2022 TCFD Report</a>	
Activity Metric	FB-PF-000.A	Weight of products sold	Not disclosed	
	FB-PF-000.B	Number of production facilities	<a href="#">Group Companies Integrated_Report</a> > Corporate Information	

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

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

 [Kewpie ESG Data Sheet 2024 \(189KB\)](#)

Third-party verification of CO<sub>2</sub> emissions (Scope 1 and 2) has been conducted, and a certificate of assurance has been obtained from the verification organization.

 [FY2023 Greenhouse Gas Emissions Verification Report \(Japanese version\) \(1.37MB\)](#)

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

# Kewpie Group ESG Data

## Environment

Last updated : August 29, 2024

Environment Investments								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	Notes	
Environmental conservation costs (investment)	1,000,000 JPY	233	177	172	404	85	Kewpie only	
Environmental conservation costs (cost)	1,000,000 JPY	632	622	611	682	636	Kewpie only	
Economic effect of environmental conservation measures	1,000,000 JPY	1,199*	589*	811*	821*	1,163*	Kewpie Group domestic production plants	
Environmental Management								
	Unit	FY2023					Notes	
Third-Party Certification (ISO14001)	NO. of aquired plants	-	24 of the 71 plans				Kewpie Group domestic production plants	
	Aquired rate of plants	%	33.8%				Kewpie Group domestic production plants	
No. of environmental law violations	No.	0	0	0	0	0	Kewpie Group domestic production plants	
Number of fines for violations of environmental laws and regulations	No.	0	0	0	0	0	Kewpie Group domestic production plants	
Number of serious environmental accidents	No.	0	0	0	0	0	Kewpie Group domestic production plants	
Effective Use and Recycling of Resources								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	Notes	
Food waste reduction rate (compared to FY2015)	%	18.2	30.9	39.0	46.6	59.6	Kewpie Group domestic production plants	
Effective utilization rate of unused portions of vegetables Main vegetables: Cabbage, etc.	%	21.2	40.0	62.1	77.5	82.7	Kewpie Group domestic production plants	
Reduction rate in volume of product waste (compared to FY2015)	%	29.9	11.6	61.3	74.8	75.5	Sales department of Kewpie Corporation, Aohata Corporation	
Reduction rate in volume of plastic waste (compared to FY2018)	%	-	-	10.8	13.8	20.9	Kewpie Group domestic production plants and offices Reviewed base year results in FY2023	
Material Waste Produced	Total	1,000 tons	50.8	45.9	41.6	39.8	33.5	Kewpie Group domestic production plants
	Intensity	kg/production tons	62.8	59.4	54.0	52.4	48.1	
Total material waste, etc. produced	1,000 tons	72.4	69.2	66.4	65.1	57.2	Kewpie Group domestic production plants	
Final amount of material waste, etc. disposed (landfill)	1,000 tons	2.4	2.0	1.7	1.6	1.6	Kewpie Group domestic production plants	
Recycling rate	%	97.0	97.0	97.4	97.5	97.2	Kewpie Group domestic production plants	

Environmental data covers Kewpie Corporation and its consolidated subsidiaries unless otherwise stated, and results cover the Kewpie fiscal year (December to November of the following year).

The "\*" mark indicates that some of the data has been revised due to a review of calculation definitions and other factors.

# Kewpie Group ESG Data

## Environment

Last updated : August 29, 2024

Sustainable Use of Water Resources									
		Unit	FY2019	FY2020	FY2021	FY2022	FY2023	Notes	
Water intake by area	Global	1,000m <sup>3</sup>	826	1,042	661	675	694	Actual results from October to September of the following year	
	Basic unit in global	m <sup>3</sup> /Production ton	4.4	5.4	3.7	3.8	4.0	Actual results from October to September of the following year	
	Japan	1,000m <sup>3</sup>	8,509	8,301	8,091	8,075	7,367	Actual results from December to November of the following year	
	Basic unit in Japan	m <sup>3</sup> /Production ton	10.5	10.8	10.5	10.6	10.6	Actual results from December to November of the following year	
	China	1,000m <sup>3</sup>	205	225	237	190	185	Actual results from October to September of the following year	
	Asia(Excluding China)	1,000m <sup>3</sup>	386	422	383	458	464	Actual results from October to September of the following year	
	North America・Europe	1,000m <sup>3</sup>	235	395	41	42	44	Actual results from October to September of the following year	
Water intake by source	Fresh Water	1,000m <sup>3</sup>	9,335	9,343	8,542	8,765	8,061		
		%	100	100	100	100	100		
	Tap water	1,000m <sup>3</sup>	1,501	1,369	1,258	1,288	1,110		
		%	16.1	14.7	14.7	14.7	13.8		
	Industrial water	1,000m <sup>3</sup>	848	1161	921	912	822		
		%	9.1	12.4	10.8	10.4	10.0		
	Rivers	1,000m <sup>3</sup>	328	354	95	366	366		
		%	3.5	3.8	1.1	4.2	4.6		
	Groundwater	1,000m <sup>3</sup>	6,659	6,459	6,268	6,199	5,763		
		%	71.3	69.1	73.4	70.7	71.7		
	Rain Water	1,000m <sup>3</sup>	0	0	0	0	0		
		%	0	0	0	0	0		
	Water usage (basic unit) reduction rate (compared to FY2020)		%	—	—	2.5	1.7	2.1	Kewpie Group domestic production plants
	Sustainable Procurement								
		Unit	FY2019	FY2020	FY2021	FY2022	FY2023	Notes	
Sustainable palm oil procurement	Percentage switching to certified palm oil	%	37	60	95	100	100	Switchover to RSPO Book & Claim system completed, In addition, the company obtained a certificate of acceptance using the mass balance methods.	
Biodiversity									
Existence of a Biodiversity Protection Policy			Yes:Kewpie Group Biodiversity Policy (Formulated in December 2022)						
Existence of land managed, owned, or rented by the group inside a biodiversity protection area or area connected to such land			None						

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

# Kewpie Group ESG Data

## Environment

Last updated : August 29, 2024

CO <sub>2</sub> Emissions Reductions										
		Unit	FY2019	FY2020	FY2021	FY2022	FY2023	Notes		
CO <sub>2</sub> Emissions	Inside Japan	Scope 1	1,000 tons-CO <sub>2</sub>	68.4	65.5	64.5	63.6	53.6	Kewpie Group production plants and offices	
		Scope 2	1,000 tons-CO <sub>2</sub>	106.5	100.3	97.5	93.6	85.2		
		Scope 1+2	1,000 tons-CO <sub>2</sub>	174.9	165.8	162.0	157.2	138.7		
		Intensity	Kg-CO <sub>2</sub> / production tons	211.5	210.2	205.2	206.7	196.2		
	Overseas	Scope 1	1,000 tons-CO <sub>2</sub>	12.9	14.1	1.3	5.0	4.9	Kewpie Group production plants	
		Scope 2	1,000 tons-CO <sub>2</sub>	31.7	32.3	29.6	30.8	23.1		
		Scope 1+2	1,000 tons-CO <sub>2</sub>	44.6	46.4	30.9	35.8	28.0		
		Intensity	Kg-CO <sub>2</sub> / production tons	236.3	241.5	167.6	201.9	150.9		
		Scope 3 Total		1,000 tons-CO <sub>2</sub>	392.7	314.3	293.9	1,229.1	1,485.0	2019-2021 Kewpie only  2022 Major domestic group companies (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.)  2023 Kewpie Group (Domestic and overseas combined)
		1. Purchased goods and services		1,000 tons-CO <sub>2</sub>	234.4	215.4	167.8	987.2	1,126.2	
		2. Capital goods		1,000 tons-CO <sub>2</sub>	28.1	20.3	22.4	96.7	46.6	
		3. Initiatives related to fuel and energy consumption (not included in Scope 1 & 2)		1,000 tons-CO <sub>2</sub>	6.0	4.4	8.1	5.8	24.2	
		4. Transportation and delivery (upstream)		1,000 tons-CO <sub>2</sub>	40.8	37.8	33.4	45.1	127.7	
		5. Material waste produced from business activities		1,000 tons-CO <sub>2</sub>	2.6	2.3	0.5	10.2	21.8	
		6. Business trips		1,000 tons-CO <sub>2</sub>	0.3	0.3	0.3	1.4	1.4	
7. Employee commuting		1,000 tons-CO <sub>2</sub>	1.2	1.1	1.1	4.9	2.4			
8. Lease assets (upstream)		1,000 tons-CO <sub>2</sub>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable			
9. Transportation and delivery (downstream)		1,000 tons-CO <sub>2</sub>	4.0	4.2	9.9	20.7	22.4			
10. Manufacturing products sold		1,000 tons-CO <sub>2</sub>	2.6	1.7	0.0	35.8	72.6			
11. Use of products sold		1,000 tons-CO <sub>2</sub>	8.8	9.8	1.8	Not applicable	Not applicable			
12. Disposal of products sold		1,000 tons-CO <sub>2</sub>	17.2	16.8	14.0	21.2	39.8			
13. Lease assets (downstream)		1,000 tons-CO <sub>2</sub>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable			
14. Franchises		1,000 tons-CO <sub>2</sub>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable			
15. Investments		1,000 tons-CO <sub>2</sub>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable			
Electricity purchased	Inside Japan	Mwh	228,618	226,292	221,861	219,987	210,105	Kewpie Group production plants and offices		
	Overseas	Mwh	40,662	40,342	33,668	31,404	28,410	Kewpie Group production plants		
Renewable energy	Inside Japan	Mwh	4,361	4,155	4,461	4,749	6,445	Kewpie Group production plants and offices		
	Overseas	Mwh	1,362	2,362	2,668	3,539	5,515	Kewpie Group production plants		
NOx emissions	Inside Japan	tons	43.0	40.9	39.8	37.9*	33.6	Kewpie Group production plants		
SOx emissions	Inside Japan	tons	8.9	8.5	8.3	8.1	6.7	Kewpie Group production plants		

Data under "Environment" are for the Kewpie Group and consolidated subsidiaries unless stated otherwise.  
The "\*" mark indicates that some of the data has been revised due to a review of calculation definitions and other factors.

# Kewpie Group ESG Data

## Environment

Last updated : August 29, 2024

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

# Kewpie Group ESG Data

## Social

Last updated : August 29, 2024

Human resources								Notes	
		Unit	FY2019	FY2020	FY2021	FY2022	FY2023		
No. of group employees		People	24,856	25,271	15,885	15,785	15,453	Kewpie Group *Figures have been revised due to K.R.S. Corporation being changed to an equity-method affiliate (From 2021)	
No. of permanent employees	Total	People	15,452	16,003	10,719	10,696	10,642	Kewpie Group	
	Male	People	9,549	9,838	5,348	5,280	5,299		
	Female	People	5,903	6,165	5,371	5,416	5,343		
Average no. of temporary employees		People	9,404	9,268	5,166	5,089	4,811	Kewpie Group	
No. of employees		Total	People	3,185	2,995	2,931	2,946	2,831	Employees at Kewpie only
No. of permanent employees	Total	People	2,447	2,426	2,394	2,408	2,332	Kewpie only	
	Male	People	1,335	1,308	1,296	1,271	1,232		
	Female	People	1,112	1,118	1,098	1,137	1,100		
Average no. of temporary employees	Total	People	738	569	537	538	499	Kewpie only	
	Male	People	233	179	169	176	182		
	Female	People	505	390	368	362	317		
No. of new employees	Total	People	50	53	24	24	34	Only for new graduates in general positions who are registered at Kewpie	
	Male	People	24	35	13	14	21		
	Female	People	26	18	11	10	13		
Average no. of years employed	average	Year	15.1	15.3	16	16.2	16.2	Employees at Kewpie only	
	Male	Year	17.8	18	18.6	18.8	18.4		
	Female	Year	11.9	12.2	13	13.4	13.7		
Average age	average	Age	40.3	40.5	41.2	41.6	41.7	Kewpie employees	
	Male	Age	43.3	43.3	43.9	44.3	44.1		
	Female	Age	36.6	37.1	38	38.6	39.1		
Ratio of mid-career recruitment		%	30.7	24.6	30.6	35.7	42.4	Kewpie only	
Turnover rate (for new graduates working for less than three years)		%	7.3	20.4	10.2	6.0	15.1	Only for new graduates in general positions at Kewpie	
No. of employees hoping to work beyond retirement age		People	25	25	27	36	33	Registered Kewpie employees *Retirement age was extended in FY2016 from 60 to 63 (in FY2017, two employees chose a full retirement and became senior employees at the age of 60)	
Rate of reemployment after retirement		% (%)	83 (100)	78 (100)	73 (100)	86 (100)	72 (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	
Ratio of female directors		%	13.3	18.8	21.4	28.6	21.4	Kewpie only Including outside directors, outside corporate auditors, and audit & supervisory board members	
Ratio of female managers		% (%)	9.2 (7.9)	10.2 (8.5)	10.9 (9.1)	12.5 (10.0)	14.5 (11.4)	Kewpie only ( ) is the domestic food business	
NO. of Female leaders		People (People)	59 (111)	65 (121)	72 (132)	82 (145)	94 (164)	Kewpie only ( ) is the domestic food business	
Employee training costs		100,000,000 JPY	211	189	172	144	82	Including Kewpie Group employees	
Participants in human rights training		People	9,010	7,964	14,463	14,793	14,913	*Excluding the number of questionnaire response collected for the purpose of job training	
Total training Time		Time	-	-	-	-	18,662	Registered Kewpie employees	
Rate of employment of persons with disabilities		%	3.60	3.67	3.76	3.73	3.70	Domestic Food Business *As of December 1, 2022	

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



# Kewpie Group ESG Data

## Social

Last updated : August 29, 2024

Labor								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	Notes	
Average overtime working hours (per employee)	Hours/Month	20.5 (26.2)	16.1 (18.9)	16.6 (18.7)	16.2 (18.7)	16.9 (17.9)	Kewpie only ( ) is only for general work in the Japanese food products industry	
No. of annual paid leave days used	Day	13.4 (11.0)	11.1 (9.5)	12.2 (10.6)	14.1 (11.9)	14.4 (13.8)	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	200	221	223	188	158	Registered Kewpie employees
	Male	People	57	70	73	66	34	
	Female	People	143	151	150	122	124	
Employees who work for reduced hours for childcare	Total	People	165	187	195	192	213	Registered Kewpie employees
	Male	People	0	0	1	0	1	
	Female	People	165	187	194	192	212	
Percentage of employees who returned from childcare leave	%	100	100	100	100	100	Kewpie only	
Employees who took short-term nursing care leave	People	48	78	87	118	112	Kewpie Group	
Employees who took nursing care leave	People	15	13	11	12	7	Kewpie Group	
Employees who took paid leave for volunteer activities	People	7	0	1	0	25	Kewpie only	
No. of work-related accidents resulting in injury leave	No.	13	12	17	9	13	71 Kewpie Group locations in Japan *April 30, 2024	
Ratio of work-related accidents resulting in injury leave	%	0.62	0.60	0.90	0.46	0.69	71 Kewpie Group locations in Japan *Ratio = number of work-related deaths and injuries / total actual working hours × 1,000,000 *April 30, 2024	
Severity rate of accidents resulting in injury leave	%	0.038	0.020	0.031	0.027	0.036	Kewpie Group domestic plants (Japan) *Severity rate = number of working days lost due to accidents / total actual working hours *April 30, 2024	
Social								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	Notes	
Food education events	No. of events	315	62	39	56	106	Including online	
	Participants	14,125	2,938	1,972	4,588	5,617	Including online	
Public lectures	No. of events	179	56	58	99	100		
	Attendees	8,315	3,000	2,013	4,013	4,635		
No. of people joining factory visits and facility tours	People	88,147	21,016	24,857	25,417	44,266	Goka, Fujiyoshida(Until 2021), Koromo, Tosu - Kobe - Mayo-Terrace, Nakagawara, Izumisano, Hashikami Including online	
Matching Gift system (Q P e a c e)	No. of groups receiving	Organizations	14	12	10	11	10	Kewpie Corporation-Hashikami Kewpie Co.,Ltd.-Fujiyoshida Kewpie Co., Ltd. (Until November 2021) -Tosu Kewpie Co., Ltd.-Denia Foods Co., Ltd.-Ishikari Delica Co., Ltd.-Kakami Delica Co., Ltd.-Shunsei Deli Co., Ltd.-Seto Delica Co., Ltd.-Hashin Delica Co., Ltd.-Tosu Delica Co., Ltd.-K.System Co., Ltd.-San-ei Provisions Co., Ltd.-Dispen Pak Japan Co., Inc.-Kewpie Jyozo Co., Ltd.-Kewpie Egg Corporation-Salad Club, Inc.-NAKASHIMATO CO., LTD.-TO SOLUTIONS CO.,LTD.-Tosu Kewpie Co., Ltd.-TO AD KEWPIE CO., LTD.-nakato CO., LTD.-TOHKA CO., LTD.-Ipack Co., Ltd. -Co-op Foods Co., Ltd.-Green Message Co., Ltd.-nakato CO., LTD
	Total amount of assistance funds	10,000 JPY	652	650	649	667	662	
Kewpie Miraitamago Foundation	No. of groups receiving funds	Organizations	70	132	102	131	150	
	Total funds	10,000 JPY	2,651	3,981	3,800	4,052	4,614	

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

## Kewpie Group ESG Data

### Governance

Last updated : August 29, 2024

Independence of the Board of Directors			Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Notes
Directors	Inside directors	Male	People	9	9	6	6	7	6	As of February 22, 2024
		Female		0	0	0	0	0	0	
		Total		9	9	6	6	7	6	
	Independent outside directors	Male		1	1	2	1	1	2	
		Female		1	1	1	2	2	2	
		Total		2	2	3	3	3	4	
	Total			11	11	9	9	10	10	
Independent outside director ratio			%	18.2	18.2	33.3	33.3	30.0	40.0	
No. of sessions			Times	12	11	12	12	12	February 2025 Scheduled to be disclosed	
Audit & Supervisory Board Meetings			Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Notes
Audit & Supervisory Board Members	Inside Audit & Supervisory Board Members	Male	People	2	2	2	2	2	2	As of February 22, 2024
		Female		0	0	0	0	0	0	
		Total		2	2	2	2	2	2	
	Independent Outside Corporate Auditor	Male		1	1	1	1	1	2	
		Female		1	2	2	2	2	1	
		Total		2	3	3	3	3	3	
	Total			4	5	5	5	5	5	
No. of sessions			Times	12	12	13	13	13	February 2025 Scheduled to be disclosed	

## Kewpie Group ESG Data

### Governance

Last updated : August 29, 2024

Nomination and Compensation Committee								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Notes
Nomination and Compensation Committee		6	6	7	7	7	8	As of February 22, 2024
Inside directors	People	3	3	3	3	3	3	
Outside directors and corporate auditors		2	2	4	4	4	5	
Officer Compensation								
		FY2024				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	8	185	74	259	As of February 22, 2024		
	Outside directors	3	37	-	37			
	Total	11	222	74	296			
Audit & Supervisory Board	Inside Audit & Supervisory Board Members	3	42	-	42			
	Independent Outside Corporate Auditor	4	30	-	30			
	Total	7	73	-	73			
Total		18	295	74	369			
Shareholder rights								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Notes
Existence of measures against takeover bids	-	Yes	Yes	Yes	Yes	No	No	
Informative sessions for shareholders, investors, and analyst								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Notes
Regular General Meeting of Shareholders	Times / year	1	1	1	1	1	1	
Financial results briefing for analysts	Times / year	2	2	2	2	2	February 2025 Scheduled to be disclosed	
Compliance								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Notes
No. of reports and consultations with the helpline (internal reporting system)	No.	28	38	20	28	37	February 2025 Scheduled to be disclosed	
Response rate from awareness survey given to all employees	%	-	89.3	-	84.5	-	May 2024 Scheduled to be disclosed	Held every two years
Corporate taxes paid								
	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Notes
Total consolidated amount	1,000,000 JPY	10,203	8,664	8,329	6,774	5,851	February 2025 Scheduled to be disclosed	



# 温室効果ガス排出量 検証報告書

2024年7月19日

キューピー株式会社 御中

一般社団法人日本能率協会  
地球温暖化対策センター  
上級経営管理者 丸尾 智雅



## 1. 検証の対象及び目的

キューピー株式会社（以下「事業者」という。）が作成した算定対象<sup>※1</sup>における温室効果ガス（GHG）排出量算定結果「2023年度算定報告書」（以下「算定報告書」という。）に記載の2023年度（2022年12月1日から2023年11月30日まで）の以下のGHG排出量情報に関して、事業者は、一般社団法人日本能率協会 地球温暖化対策センター（以下「当協会」という。）に対し、限定的保証を目的とした検証を依頼した。

### 1) スコープ1 GHG 排出量

算定対象における都市ガス、LPG、A重油、LNG、灯油、軽油の使用に伴って直接的に排出されるCO<sub>2</sub>排出量

### 2) スコープ2 GHG 排出量

算定対象における電力、熱の使用に伴って間接的に排出されるCO<sub>2</sub>排出量

検証の目的は、事業者のGHG排出量情報が算定方法<sup>※2</sup>に従って、正確に測定、算出されているかについて、独立の立場から結論を表明することである。算定報告書を作成しGHG排出量情報を報告する責任は事業者にあり、当協会の責任は、独立の立場から算定報告書に記載されたGHG排出量情報に対する結論を表明することにある。

## 2. 検証手続き

当協会は、ISO14064-3:2019 (Greenhouse gases - Part 3: Specification with guidance for the verification and validation of greenhouse gas statements)の要求事項に従って検証を実施し、以下の事項を実施した。

- 算定報告書に記載のGHG排出量を決定するために用いられた情報に関する算定方法、排出量算定システム、及び、関連資料の確認
- 算定報告書の作成に関わる主な担当者へのインタビュー
- GHG排出量の正確性を確認するためのサンプリングによる根拠となる資料の確認

温室効果ガス排出量 検証報告書(19/Jul./2024)	一般社団法人日本能率協会 地球温暖化対策センター 〒105-8522 東京都港区芝公園 3-1-22	頁数	1 / 2
----------------------------------	---	----	-------

### 3. 検証の結論

算定報告書に記載された GHG 排出量情報は、算定方法に従って、すべての重要な点において正確に測定、算出されていないと認められるような事項は発見されなかった。

検証された温室効果ガス排出量 (t-CO <sub>2</sub> e)	
スコープ 1	53,564
スコープ 2 (調整後排出係数) ※3	85,158

NOTE:

※1：算定対象

日本国内における、キューピー(株)の各拠点、アヲハタ(株)本社、深谷ベジタブルコミュニケーション、グループ施設、及び子会社 14 社の生産拠点 (合計 97 拠点)

※2：算定方法

温室効果ガス排出量算定・報告・公表制度を参照し事業者が作成した「算定手順」

※3：算定には、J-クレジット制度に基づく再生可能エネルギー（熱）のクレジット償却分の控除を含む

以上

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

> [The Kewpie Group Policies \(Code of Ethics / Code of Conduct\)](#)

> [Kewpie Group Fundamental Management Policy](#)

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

Sustainability-related Policies (including Basic Principles, Guidelines, Declarations)	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
Environment	> <a href="#">Kewpie Group Environmental Policy</a>	●	●		●	
	 <a href="#">Kewpie Group Basic Policy on Container and Packaging Selection (Japanese version) (152KB)</a>	●	●	●	●	
	> <a href="#">Kewpie Group Plastics Policy</a>	●	●	●	●	
	> <a href="#">Kewpie Group Biodiversity Policy</a>	●	●	●	●	
Procurement	> <a href="#">The Fundamental Policy for Sustainable Procurement</a>	●		●	●	●
	 <a href="#">Kewpie Group Supplier Guidelines (Japanese version) (518KB)</a>			●	●	●
	 <a href="#">Kewpie Group Basic Principles for Green Purchasing (16.1KB)</a>	●			●	
	 <a href="#">Kewpie Group Paper Procurement Guidelines (Japanese version) (217KB)</a>		●	●	●	●
Human Rights	 <a href="#">Kewpie Group Human Rights Policy (118KB)</a>					●

Quality & Safety	> Kewpie's Universal Design Principles (Only in Japan)	●					
Governance	> Kewpie Group Anti-Bribery Basic Policy					●	
	> Kewpie Group Privacy Policy					●	
	 Multistakeholder Policy (Japanese version) (361KB)						●
Statements	> Voluntary Declaration of Consumer-Oriented Management (Japanese site only)	●					
	> The Kewpie Group Health Statement	●					
	 Partnership Building Declaration (Japanese version) (152KB)	●		●		●	●

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 >

## Initiatives and Affiliations

Initiatives: Endorsements and Memberships ▼      Affiliations ▼

### Initiatives: Endorsements and Memberships

#### TCFD (Task Force on Climate-related Financial Disclosure)

The Kewpie Group has supported the Task Force on Climate-related Financial Disclosures (TCFD) since 2021, and also is a member of the TCFD Consortium.

The TCFD is a task force established by the Financial Stability Board (FSB) in 2015 at the request of the G20. The TCFD Consortium is a forum where companies and financial institutions that agree with these initiatives can collaborate.



- [> TCFD](#)
- [> TCFD Consortium](#)

#### The TNFD Forum

The Kewpie Group participated in the TNFD Forum in April 2024. The Task Force on Nature-related Financial Disclosures (TNFD) was established as an organization to establish a framework for private companies and financial institutions to properly assess and disclose risks and opportunities related to natural capital and biodiversity. The TNFD Forum is a voluntary coalition that endorses TNFD's mission and principles, and aims to support the development of the TNFD framework.



- [> The TNFD Forum](#)

#### Keidanren Biodiversity Declaration Initiative

Kewpie has supported the Keidanren Biodiversity Declaration Initiative since 2024. The Initiative is effort using a dedicated website for internal and external audiences, to spread awareness and introduce the activities, policies and case studies of companies and organizations that address some or all of the seven items of the Keidanren Biodiversity Declaration and Action Guidelines (Revised), or that agree with the overall objectives of the Declaration.



- [> Keidanren Biodiversity Declaration Initiative](#)

#### GPN (The Green Purchasing Network)

Kewpie Corporation has been a member of the Green Purchasing Network (GPN) since 1996. To promote the formation of markets for products and services with lower environmental impact and help establish a sustainable society and economy, GPN promotes green purchasing activities, raises awareness of green purchasing and provides related information, and conducts research.



- [> GPN](#)



## RSPO (Roundtable on Sustainable Palm Oil)

The Kewpie Group has been a member of the Roundtable on Sustainable Palm Oil (RSPO) since 2018. RSPO is a non-profit organization founded in 2004 mainly by seven organizations, including WWF, with the aim of promoting the sustainable production and use of palm oil through the development of globally trusted certification standards and the participation of stakeholders.

[> RSPO](#)

## JaSPON (Japan Sustainable Palm Oil Network)

The Kewpie Group has been a member of the Japan Sustainable Palm Oil Network (JaSPON) since 2019. JaSPON is a network established by retailers, consumer goods manufacturers and NGOs to accelerate the procurement and consumption of sustainable palm oil in the Japanese market, aiming to solve various social and environmental issues in palm oil production.

[> JaSPON](#)

## Water Project of the Ministry of the Environment of Japan

Kewpie has been joining the Water Project of Japan's Ministry of the Environment since 2022.

The Ministry of the Environment Water Project was launched in 2014 in accordance with the Basic Act on the Water Cycle, and is a public-private partnership project that promotes efforts aimed at maintaining or restoring a sound water cycle.

[> Water Project of the Ministry of the Environment of Japan \(Japanese site only\)](#)



## Ministry of the Environment's Plastics Smart Campaign

Kewpie has been participating in the Plastics Smart campaign of Japan's Ministry of the Environment since 2020.

Plastics Smart is the name of a campaign conducted by the Ministry of the Environment to reduce marine plastic litter. We are promoting and disseminating "smart ways to interact with plastics" as a nationwide collaborative effort between various entities, including individuals, local governments, NGOs, companies, and research institutes.

[> Ministry of the Environment's Plastics Smart Campaign](#)



## CLOMA (Clean Ocean Material Alliance)

Kewpie has been a member of the Clean Ocean Material Alliance (CLOMA) since 2020.

CLOMA is a platform established in January 2019 to help solve marine plastic pollution, a new challenge for the global environment. For that aim, the alliance develops and spreads innovative alternatives that will lead to the more sustainable use of plastic products and the reduction of plastic waste, and accelerates innovation by strengthening collaboration among a wide range of stakeholders across industries.

[> CLOMA](#)



## SCAFF2030 (Sustainability Consortium for Agriculture, Forestry, Fisheries and Food)

Since 2020, Kewpie has been participating in the Sustainability Consortium for Agriculture, Forestry, Fisheries and Food (SCAFF2030) project (in Japanese, Afunowa 2030).

This is a project launched by Japan's 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 with the gift of abundance from nature.

[> SCAFF2030 \(Japanese site only\)](#)



## HSFE (Strategic Initiative for a Healthy and Sustainable Food Environment)

---

Kewpie Corporation has been a member of the Strategic Initiative for a Healthy and Sustainable Food Environment since March 2021.

Launched by Japan's Ministry of Health, Labour and Welfare, this initiative has been promoted through collaboration among industry, academia, and government, and aims to realize a vibrant and sustainable society, recognizing issues such as excessive salt intake, the idealization of thinness by young women, and nutritional disparities associated with economic disparities as serious social issues.

[> HSFE](#) 

## Affiliations

---

Association or Organization Name	Role
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

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 >

## History of Our Social and Environmental Activities

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

Year	Social Activities	Environmental Activities	
2024 * As of the end of May 2024	Revised the Fundamental Policy for Sustainable Procurement and the Kewpie Group Supplier Guidelines		
	Certified as a 2024 Outstanding Organization for Health and Productivity Management	Disclosure of information based on TCFD Framework	
	Became a special full member of Future Design Shibuya	Reduced amount of plastic used in packaging for Hoshienu Pasta Sauce (Pakitte series, commercial product) by 25% by changing the packaging size	
		Switched outer packaging of Kewpie Aeru Pasta Sauce series to paper packaging	
		Switched outer packaging of Kewpie Three-minute Cooking soup ingredients of Yasai wo Tabeyou (Let's eat vegetables!) series to paper packaging	
		Won Minister of Agriculture, Forestry and Fisheries Prize in the Environment category of the 45th Food Industry Excellent Company Award (for effective use of food loss from mayonnaise production for biogas power generation)	
		Introduced Kewpie Group's eco-label	
		Received A- score from CDP for climate change and water security disclosure	
		Endorsed the Declaration of Biodiversity by Keidanren	
		Became a member of TNFD Forum	
	2023	Partnership Building Declaration	
		Formulated Multistakeholder Policy	
Three factories of Beijing, Hangzhou and Guangzhou have been certified as Sites for Food Science Popularization and Education		Released FY2022 TCFD Report	
Announced Green Kewpie, a new sustainable food brand		Weight reduced in New Exter (commercial product) bottle by reducing amount of plastic used	
Launched 47 prefectures' Paysanne salad initiative		Reduced amount of plastic used in cap of 1000 mL and 500 mL bottles of Kewpie Hoshienu brand products (wholesale product) by approx. 9% by reducing weight of the products	
Certified as a 2023 Outstanding Organization for Health and Productivity Management		Installed solar power generation facilities at Nantong Kewpie Corporation, Kewpie Egg Corporation's Sanda and Owari Factories, Salad Club Enshu Factory (2nd phase), Guangzhou Kewpie Corporation, KEWPIE MALAYSIA SDN. BHD., and Coop Tohoku	

	Extended the shelf life of bottle type Italiante Basil Sauce	
	Kewpie (Goka Plant, Nakagawara Plant, Izumisano Plant, Kobe Plant) and Kpack Co., Ltd. achieve biomass power generation from food waste	
	Reduced amount of plastic used by approx. 10.9% by switching packaging of Verde Toast Spread series to the environment-conscious packaging (adopted to all products of the series)	
	Kewpie Tasty Dressing and dressings with function claims adopted bottles made from 100% recycled plastic (the first case for seasoning made in Japan; researched by Kewpie)	
	Reduced amount of petroleum-based plastics used for Verde pakitte series packaging by 40% by blending biomass-based plastics to a container component (those that hold the contents)	
	Kewpie won the highest award for SDGs/Emergency Foods Award© 2023, rolling stock category (Kewpie Yasashii Kondate series)	
	Kewpie Corporation received the President Award for the FY2023 3Rs (Reduce, Reuse, and Recycle) Promotion Merit Committee Awards. (for effective use of food loss from mayonnaise production for biogas power generation)	
	Kewpie Corporation receive the Ministry of Agriculture, Forestry and Fisheries' Director General Award in the 11th Food Industry Mottainai (Reducing Wastefulness) Awards (for effective use of food loss from mayonnaise production for biogas power generation)	
2022	Established Kewpie Group Basic Policy on Sustainability	
	Added sustainable procurement and respect for human rights to our sustainability material issues and revised our sustainability targets	
	Sustainability Pages created on official websites of four Kewpie Group companies (Kewpie Egg, Deria Foods, Kewpie Jyozo).	
	Revised the Kewpie Group Basic Policy on Sustainability and established the Kewpie Group Biodiversity Policy	
	Reviewed our sustainability material issues and added conservation of biodiversity	
	Certified as an Outstanding Organization for Health and Productivity Management in 2022	Disclosure of information based on TCFD Framework
	ABC Cooking Studio x Kewpie (Salad and Egg Food and Health Kitchen) joint project	Achieved zero vegetable waste at all seven plants (Nakagawara, Itami, and Tosu Salad Club, Inc. Plant, etc.)
	Kewpie Corporation received the Ministry of Agriculture, Forestry and Fisheries Award at the 6th Food Education Activity Awards, Educator and Business Category (company sector)	Amount of plastic used in containers of Verde Peanut Whipped Cream and Chocolate Whipped Cream reduced by approx. 9.3%
	Opened Vegetable Friends' Farm in Fukaya Terrace Park as an integrated facility to experience the delights of vegetables	Year/month display for 3 products on Kewpie Three-Minute Cooking Yasai wo Tabeyou (Let's eat vegetables!) series

	Started SDGs classes online and as mobile presentations	Lightened weight of Aohata Fully Fruit series bottles
	Kewpie, Delia Foods, and Potato Delica receive Distinguished Industrial Achievement Award for Cold Pressed Fresh Manufacturing Method® at 72nd Convention of Japan Association of Food Preservation Science	Reduced amount of plastic used for Verde Toast Spread series by approx. 10.9% by thinning packaging
	Technology Award for Cold Pressed Fresh Manufacturing Method® at 23rd Convention of the Japan Society for Food Engineering	Salad Club, Inc. reduced plastic usage by approx. 10% by reducing the weight of salad trays
	Food Product Packaging Award in Packaging Category Award category (for Kewpie Cage-Free Mayonnaise) at 2022 Japan Packaging Contest	Achieved the industry's longest shelf life Salad Club Cabbage for Frying: Cut vegetables for heating, using technology to preserve freshness longer
	Accessible Design Packaging Award in Packaging Technology Award category (for packaging for the series of Happy Recipe for Microwaves) at 2022 Japan Packaging Contest	Salad Club, Inc. reduced plastic usage by changing the salad film packaging standards (reduction of dimensions and thinning)
	Japan Packaging Technology Association Chairman's Award in Japan Star Award category (for Verde Peanut Whipped Cream, Chocolate Whipped Cream) at 2022 Japan Packaging Contest	Switching to 100% renewable electricity at Shibuya Head Office and Sengawa Kewport
	FY2022 Good Design Award 2022 (HOBOTAMA series)	Installed solar power generation facilities at Kewpie Kobe Factory (on-site PPA), Beijing Kewpie, and Kitakami Delica (on-site PPA)
		Amount of plastic used in packaging for Soft Rice Crackers with Vegetables (Kewpie Baby Snacks series) reduced by approx. 35% by changing the packaging material
		Received the Green Food System Promotion Award (for "Effective Use of Eggs" video) at Sustainer Award 2021
		Market launch of HOBOTAMA plant-based food
		Provided support to reduce waste (food loss) in Salad Club's Cut Lettuce growing region (campaign with increased package contents at no additional cost to consumers)
		Aeru Pasta Sauce series: Changed to year/month display; Reduced amount of plastics used in packaging by approx. 7% by slimming packaging material
		Best-before dates extended for 31 items in Kewpie Yasashii Kondate nursing care foods series
		Completed the switch of all packaging materials and inks for Salad Club Sozai Pouch (ingredients pouch) series to plant-derived biomass pouches and biomass inks
		Completed the switch to the RSPO book-and-claim method for palm oil and started the switch to the mass balance method.
2021	Revised our sustainability material issues (contributing to food culture and health, effective use and recycling of resources, and deal with climate change) and	

	sustainability targets	
	Started online baby food classes at Kewpie Tosu Plant	Installed all-electric facilities at Kewpie Guangzhou Plant
	Kewpie and Tokyo Kasei University established the Egg Delicacy Research Institute as a joint research course	Reduced packaging plastic by around 25% for the Kewpie baby snack "Tamago Tappuri Boro" (Round Biscuits with Plenty of Egg)
	Released "Health Support Book"	Completion of zero-waste vegetable production at four plants (Salad Club Goka Plant etc.)
	Aohata Corporation recognized as a "company supporting child-rearing" for four consecutive terms	Adopted bottles that contain 30% recycled plastics for all Kewpie Tasty Dressing products
	Started Kewpie dietary education activities "Mayonnaise Class" and "Food Lectures" in-person and online	Endorsed TCFD recommendations Joined TCFD consortium
	Formulated the Kewpie Group Human Rights Policy	Salad Club, Inc. launched sustainability webpage
	Launched "Food & Life Academy," a website where the children who will shape our future can enjoy learning and experimenting to nurture their zest for life	Installed solar power generation facilities at Shunsai Deli Co., Ltd.'s Ome Factory, Kewpie Egg Corporation's Hanno Factory, and Kewpie Vietnam Co., Ltd.
	Launched "Let's Enjoy Vegetables with Children," a website to encourage children to eat vegetables in a delicious and fun way	
	Launched "Food and Health Support for Everyone," a website that introduces key dietary points for each generation to be aware of and recommended recipes	
2020	A reorganization establishes the Sustainability Promotion Department (formerly CSR) inside the Management Promotion Division	
	Established a Sustainability Committee (formerly CSR Committee) chaired by the director in charge of sustainability	
	The CSR website changed its name to the Sustainability Website	
	FY2020 Health and Productivity Management Outstanding Organizations Recognition Program (White 500) Certified for the 3rd consecutive year	Installed solar power generation facilities at Kewpie (Thailand) Co., Ltd. (2nd phase) and Shunsai Deli Co., Ltd.'s Akishima Factory
	Kewpie Corporation received the Minister of Agriculture, Forestry, and Fisheries Award in the 2nd Japan Open Innovation Prize for use of AI in raw material inspection system	Eliminated vegetable waste at three factories(Salad Club Mihara Factory and Salad Club Maniwa Factory)
	Established Kewpie Research Division for Egg Innovation at the Tokyo University of Agriculture	Kewpie Corporation and Kewpie Egg Corporation receive the Ministry of Agriculture, Forestry and Fisheries' Food Industry Affairs Bureau's Top Award in the Seventh Food Industry Mottainai (Reducing Wastefulness) Awards (on the exploration in value of eggshells and eggshell membranes and contributions to food and health)
	Kewpie Corporation won the FY2020 "Intellectual Property Achievement Award" for the Award from the Commissioner of the Japan Patent Office as a company that has effectively taken advantage of the intellectual property rights system	Began to use recycled plastic for the outer packaging of the Kewpie stick-type dressings

	Presented the results of a joint study conducted with Matsumoto City and Matsumoto University Made recommendations for a healthy diet	"Salad Club Ingredients Pouch" series Began to use plant-based plastic for 12 of the products Extended the shelf life of all products and switched to "month, year" expiration labels
	Began joint research with Shibuya-ku on the relationship between diet and health	Joined the Plastics Smart Campaign organized by the Ministry of the Environment
	First online social studies tours were held at the Kewpie Koromo Plant and Kewpie Kobe Plant	Joined the Japan Clean Ocean Material Alliance (CLOMA)
	Began online tours at Mayo-Terrace	
2019	Formulated the "Sustainability Targets"	
	FY2019 Health and Productivity Management Outstanding Organizations Recognition Program (White 500) Certified for the 2nd consecutive year	Eliminated vegetable waste (Salad Club Enshu Factory)
	Reached 100,000 total people attending Mayonnaise Classes (remote visits)	Recycled plastics used in outer packaging for Kewpie dressing stick-type
	"Kewpie Smile Concert," a centennial anniversary celebration, held at 10 day cares, kindergartens, and nursing facilities across Japan	Kewpie, Sunstar Inc., and Japan Pallet Rental Corporation launched a tri-company initiative to share truck and sea shipments (between Kansai and Kyushu)
	Comprehensive partnership agreement with Yamagata Prefecture (promoting the revitalization of the region and increasing residents' quality of life)	Kewpie Corporation and Green Message Co., Ltd. receive the Ministry of Agriculture, Forestry and Fisheries' Food Industry Affairs Bureau's Top Award in the Sixth Food Industry Mottainai (Reducing Wastefulness) Awards (promoting upcycling using unused parts of vegetables)
	Kewpie Corporation wins the grand prize in the Deep Learning Business Awards for the use of deep learning in AI raw material inspection systems (organized by Nikkei x TECH)	Kewpie Corporation and Kewpie Egg Corporation receive the Minister of Agriculture, Forestry and Fisheries Award for the FY2019 3Rs (Reduce, Reuse, and Recycle) Promotion Merit Awards. (campaign to increase added value of egg shells and contributions to society)
	Kewpie Corporation wins the grand prize in the Deep Learning Business Awards for the use of deep learning in AI raw material inspection systems (organized by Nikkei x TECH)	Installed solar power generation facilities at Kewpie (Thailand) Co., Ltd. (1st phase)
2018	Established the Basic Approach to CSR and CSR Material Issues (contribution to extending healthy lifespan, mental and physical health support for children, efficient use of resources and sustainable procurement, reduction of CO2 emissions, and promotion of diversity)	
	Established Kewpie Group's Fundamental Policy for Sustainable Procurement	
	Certified under the 2018 Health and Productivity Management Organization Recognition Program ("White 500" category for large organizations)	Kewpie changed expiration labelling from year/month/day to year/month (on retort pouches for the Yasashii Kondate commercial nursing food series) for the first time
	Certified under the Platinum Kurumin program recognizing organizations that support child-raising	Switched from glass containers to plastic bottles for Kewpie dressing (Reduced greenhouse gas emissions by around 20% in raw ingredient procurement, container production, and container transport)
	Entered into comprehensive partnership agreement with the Hiroshima prefectural government (to engage in local	Kewpie, Lion Corporation, and Japan Pallet Rental Corporation, three companies from different industries,

	production/local consumption initiatives, dietary education, health promotion, etc.)	launched a joint-route transportation scheme
	Established the "Aichi Minna no Salad" Executive Committee (supporting an increase in vegetable consumption for Aichi residents)	Kewpie Corporation and Green Message Co., Ltd. receive the Prime Minister's Prize for the FY2018 3Rs (Reduce, Reuse, and Recycle) Promotion Merit Awards. (promotion of upcycling of unused parts of vegetables)
		Received the FY2018 Excellent Green Logistics Partnership Award from the Ministry of Land, Infrastructure, Transport and Tourism
		Joined the RSPO* (*RSPO: Roundtable on Sustainable Palm Oil)
		Installed solar power generation facilities at Kewpie (Thailand) Co., Ltd. (1st phase)
2017	Staged a CSR display at the General Meeting of Shareholders	
	Established CSR Committee and restructured Environment Committee to form an organization that promotes overall CSR activities including food education and social contribution	
	Started Open Kitchen factory tours at Kewpie Kobe factory	Installed solar power generation facilities at Green Factory Center Shirakawa (2nd phase)
	Established the Kewpie Mirai Tamago Foundation (*Since April 1, 2019, switched to a Public Interest Incorporated Foundation)	Fujiyoshida Kewpie won Facility Excellence Award in the FY2016 Kanto Region Electricity Usage Rationalization Committee Chairman's Awards Note: Share transfer in 2021.
	Kewpie Mirai Tamago Foundation convened 1st Summit on Creating Meaningful Spaces in which Children Can Relax and Gain a Stronger Sense of Belonging in Regions	Aprons dyed with vegetable residue from factory processes (food textiles) adopted for use in Mayonnaise Classes
		Green Message Co., Ltd. started making silage from vegetable residue
2016	Signed a Shibuya Social Action Partner agreement with the municipal government of Shibuya Ward	Extended expiry dates for some sizes of Kewpie Mayonnaise and Kewpie Half Salad Dressing (to reduce food waste)
		Started 3rd stage of Kewpie Forest activities
		Kewpie Kobe factory began operation based on the concept of halving energy use
		Installed solar power generation facilities at Enshu Delica Co., Ltd. *now the Salad Club, Inc.'s Enshu Factory
2015	Social & Environmental Promotion Department reorganized to form the CSR Department	
		Started promoting modal shift for long-distance transport (500 km or more)
		Extended expiry dates for some packaged salad products
		Installed solar power generation facilities at Green Factory Center (1st phase) and Fujiyoshida Kewpie Co., Ltd. (*Share transfer in 2021)
2014	Opened Mayoterrace visitor facility at Sengawa Kewport	Exhibited sample uses of eggshells in the Ministry of the Environment's "Fun to



		Share" booth at the EcoPro 2014 trade fair for eco-products
		Installed solar power generation facilities at K.R.S. Corporation's Tokorozawa distribution center and Kewpie Jyozo Co., Ltd.'s Shiga Factory
		Joined the "Container and Packaging Diet Declaration" initiative promoted by nine local governments. Showcased products with lightweight containers via a campaign run by 75 supermarkets in the Kanto region.
		Began production of livestock feed for pigs from potato peel (chiefly potato skin and sprouts)
		Installed solar power generation facilities at Kewpie Jyozo Co., Ltd.'s Shiga Factory
2013	Established the "Food for Health" endowed research department at Ochanomizu University	Joint initiative by Kato Sangyo Co., Ltd., K.R.S. Corporation, and Kewpie to promote and expand green distribution won a Green Partnership Council special award
	Started cosponsorship of All-Japan Elementary School Dance Competition	Installed solar power generation facilities at K.R.S. Corporation's Matsudo Sales Office and Itami No. 3 Sales Office, and Kpack Co., Ltd.
	Aohata Corporation entered into comprehensive partnership agreement with the Hiroshima prefectural government	Started 2nd stage of Kewpie Forest activities
		Installed solar power generation facilities at K pack Co., Ltd.'s Honsha Factory
2012	Restructured Social & Environmental Promotion Department and Public Relations Office to form the Public Relations and CSR Division	
	Began production and publication of picture books for children (one volume per year published until 2016)	Installed solar power generation facilities at Fine Chemical Products Goka Factory
	Opened the Aohata Jamdeck visitor facility at the Aohata Jam Factory	
2011	Won Minister of Agriculture, Forestry and Fisheries Prize in the CSR category of the 32nd Food Industry Excellent Company Award	
	Began five-year program of donations to educational support activities in areas affected by the Great East Japan Earthquake conducted by the Bellmark educational aid foundation	
2010	Launched "Kazoku de Wakuwaku Cooking" (exciting family cooking) classes with guest chef Kiyomi Mikuni	
2009	Restructured Social & Environmental Promotion Office and Legal and Intellectual Property Office to form CSR Promotion Division and reorganized Social & Environmental Promotion Office as Social & Environmental Promotion Department	
	Established "Mayonnaise Factory" activity at the KidZania Koshien activity park	Introduced Toyota Prius hybrid cars into sales fleet
2008	Launched QPeace donation-matching scheme	Reduced inks used for printing on cardboard boxes from 39 colors to 18 standard colors

	Social and environmental blog won Goo Environmental Award (blog category)	
2007	Began supporting food bank activities	Fujiyoshida Factory obtained ISO14001 certification Note:Share transfer in 2021.
	Launched social and environmental blog	Started Kewpie Forest conservation activities in Fujiyoshida, Yamanashi Prefecture, in the aim of fostering water sources
2006	Began publishing the Social and Environmental Report (increased content about social contribution initiatives and published print and online versions)	
	Began cosponsorship of the Shibuya Music Scramble festival	Joined the Japanese Government's "Team Minus 6%" global warming prevention initiative
		Joined the "Container and Packaging Diet Declaration" initiative promoted by eight local governments
2005	Appointed officer in charge of CSR, reorganized Environmental Measures Office into Social & Environmental Promotion Office	
	Started publishing Environmental and Social Report (added information on social activities to Environmental Report)	
		Nakagawara Factory obtained ISO14001 certification
2004	Kewpie News awarded top prize in the 4th "Excellent Material Awards concerning Consumer Education for Companies and Organizations" (organized by the National Institute on Consumer Education)	Tosu Factory obtained ISO14001 certification
2003		Achieved 100% recycling rate for waste at all Kewpie factories
2002	Started Mayonnaise Classes	Abolished waste incinerators at all Kewpie factories
	Established the Toichiro Nakashima Memorial endowed health food science course at graduate school of the Tokyo University of Fisheries (now Tokyo University of Marine Science and Technology)	Achieved 100% recycling rate for waste at Goka Factory
2001		Started publishing Environmental Report
		Goka Factory obtained ISO14001 certification
		Developed Group Environmental Management Manual
2000		Reduced bulk of mayonnaise containers and cardboard boxes, eliminated use of packaging partitions, etc.
		Itami Factory obtained ISO14001 certification
		Began cosponsoring and donating to the Kiritappu Wetland National Trust, an NPO
1998		Set standards for assessing environmental impact of containers and packaging
		Set basic principles for green purchasing, and developed and began operating guidelines for use of printer paper, etc.

		Formulated basic policy for environmental conservation (set goals for each division and embarked on activities)
1997		Appointed an officer in charge of environmental management and established Environmental Measures Office
		Reorganized environmental organizations and established Environmental Committee to include all group companies (Chair: officer in charge of environmental management)
		Launched umami condiment using eggshell membrane as an ingredient (Product name: Ransho). Note: This product has been discontinued.
1993		Established system for group companies to conduct mutual safety and environmental checks
1992		Reduced container bulk (introduced lightweight round bottle for dressings, etc.)
1991		Established Environmental Issue Investigation Committee (Chair: General Manager of Production Division)
		Processed eggshell membrane and began selling it as a raw ingredient for cosmetics
1984	Started running food-themed seminars	
1981		Began selling eggshells as source of calcium for food products (achieved by developing membrane-removal technology and sold under the product name Calhope)
1980	Began cosponsorship of the Naha Mothers' Chorus Festival (now the Okinawa Mothers' Chorus Festival)	
1978	Began cosponsorship of the JCA Mothers' Chorus Festival (organized by the Japan Choral Association and the Asahi Shimbun Company)	
1975	Began distributing videos on dietary life	
1973	Launched the monthly magazine Kewpie News to spread food and health knowledge	
1971		Introduced activated sludge water treatment facilities (installed in all factories by 1975)
1969		Installed equipment for crushing and drying eggshells (Former Sengawa Factory)
1963		Started reducing waste materials as part of streamlining
1962	Began broadcasting "Kewpie Three-Minute Cooking"	
1961	Started Open Kitchen factory tours	
1960	Started sponsorship of the Bellmark educational aid foundation	

1956		Began sun-drying eggshells and selling them to farms as soil conditioner
------	--	--

Sustainability

- Sustainability >
- Top Message >
- Sustainability Management +
- 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 and marmalade, and commercial processed products (fruit preparations, mainly fruit sauces for yogurt and ice cream).

[Aohata Corporation Sustainability](#)

\* Japanese site only

### Salad Club, Inc.

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

[Salad Club, Inc. Sustainability](#)

\* Japanese site only

### Kewpie Egg Corporation

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

[Kewpie Egg Corporation Sustainability](#)

\* Japanese site only

### Deria Foods Co., Ltd.

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

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

\* Japanese site only

### Potato Delica Co., Ltd.

This company develops and manufactures side dishes such as potato salads made from potatoes.

[Potato Delica Co., Ltd. Sustainability](#)

\* Japanese site only

## Kewpie Jyozo Co., Ltd.

---

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

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

**\* Japanese site only**

## Kpack Co., Ltd.

---

This company manufactures and sells sachet seasonings, mainly mayonnaise and dressings.

[Kpack Co., Ltd. Sustainability](#) 

**\* Japanese site only**

## Quality & Safety

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



A Passion  
for Quality



Raw Material &  
Procurement  
Quality



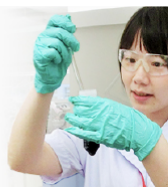
Production  
Process Quality



Container and  
Packaging  
Quality



Food Safety  
Assessment



Making  
Our Customers  
Feel Secure



Learn More about Our Quality & Safety Activities



### Sustainability

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

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Making Our Customers Feel Secure >

## A Passion for Quality

- Developing People to Assure Quality ●
- Creating Systems to Underpin Quality ●
- Quality Improvement Techniques ●

### Developing People to Assure Quality

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

#### Monodukuri Gakko

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

#### Monodukuri Gakko Subjects

- Safety Principles**  
Quality techniques and knowledge relating to microbes, analysis, etc.
- Food Security Principles**  
Understanding of quality rules, including laws, regulations, and in-house procedures.
- Sources of Reliability**  
Managers study past cases to learn approaches that form the foundations of quality.



#### Wakuwaku Award

##### What is the Wakuwaku Award?

The Kewpie Group conducts Wakuwaku Activities as quality improvement activities that bring a smile to customers and employees.

Guided by the slogans of "Global", "Cooperation and Creativity", and "Empathy (Praise)", we hold the Wakuwaku Award to share and horizontally develop the Wakuwaku Activities of teams selected from all Kewpie Group companies in Japan and overseas, and aim to be a corporation that is "contributing to the food culture and health of the world."



### Creating Systems to Underpin Quality

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



## Third-Party Food Safety Certification

---

All Kewpie Group production facilities have been certified by the Global Food Safety Initiative (GFSI). Regular reviews by an external body provide an objective perspective on assuring and improving quality, enabling us to continually maintain and raise quality levels.

### GFSI Certification

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

## Quality Improvement Techniques

---

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

### Analytical Techniques

---

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

#### Identification of Microbes Contained in Foods

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

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



#### Advances in Microbe Identification



Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >**
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Making Our Customers Feel Secure >

Raw Material & Procurement Quality

**Good Products Begin with Good Ingredients**

The Kewpie Group places great importance on the belief of Kewpie's founder, Toichiro Nakashima, that "Good Products Begin with Good Ingredients." We are thoroughly committed to the "Quality First" principle at all stages, from raw material procurement to production, packaging, sales, and safety evaluation.

Our fundamental approach is to take full responsibility for quality by directly involving ourselves and our Group companies in all business processes.

Our commitment to delivering quality products, which we have maintained since our founding, is the foundation of our business.

**To Sourcing Good Ingredients**

Our dedicated staff regularly visit suppliers to share our fundamental ideas about food production and join forces to make improvements.

In selecting new suppliers, we will communicate our thoughts and ideas on quality and confirm the manufacturing environment. We deal with trusted suppliers after confirming that they have taken steps to prevent the insertion of foreign matter into products and are capable of supplying good ingredients.

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

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Production Process Quality**
- Rules for Making Safe Products >
- Container and Packaging Quality >
- Food Safety Assessment >
- Making Our Customers Feel Secure >

Production Process Quality

Strict Rules and Error Prevention Systems

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

Malicious Contamination Prevention Policies

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

+We value dialogue with employees

[Rules for Making Safe Products >](#)



Mixing Error Prevention

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

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



Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Production Process Quality
- Rules for Making Safe Products >**
- Container and Packaging Quality >
- Food Safety Assessment >
- Making Our Customers Feel Secure >

## Rules for Making Safe Products

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

### Clothing Rules

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



### Entry Procedures



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



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



3. Disinfect hands with alcohol-based handwashing.



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

### Food Defense

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

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

+We value dialogue with employees

## Malicious Contamination Prevention Measures: Examples

---



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



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



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

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Making Our Customers Feel Secure >

Container and Packaging Quality

Quality Assessment

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

Preserving Taste



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



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

Preserving Product Content



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



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

Safe and Pleasant User Experience



Assessing foil seal on Mayonnaise container for ease of removal.



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

Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >**
- Making Our Customers Feel Secure >

Food Safety Assessment

- Food Safety Assessment Initiatives ●
- Physical and Chemical Assessment ●
- Microbiological Assessment ●
- Radioactive Substance Testing ●

Food Safety Assessment Initiatives

The Kewpie Group's Food Safety Science Center supports food safety based on scientific data. To deliver safe and reliable products to our customers, we conduct physical and chemical analyses and microbiological testing of products and raw materials on a daily basis in cooperation with the quality assurance divisions in each plant. We also collect and evaluate information on food safety to reduce risk.

Physical and Chemical Assessment

Chemical Hazard Analysis

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



1. Ingredient extraction and preparation



2. Measurement using analytical equipment



3. Analysis of results

Food Allergen Testing

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



1. Dispensing samples



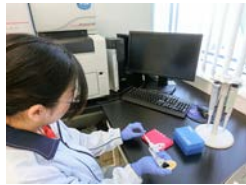
2. Measuring samples

Microbiological Assessment

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



1. General microbiological testing



2. Genetic testing



3. Identifying microbes by detecting their distinctive proteins

## Radioactive Substance Testing

---

We use rigorous control systems for checking raw material sources to guarantee the safety of ingredients used in our products. In addition, we regularly inspect radioactive materials using germanium semiconductor detectors and NaI spectrometers to confirm that there are no problems. Furthermore, we constantly monitor information released by national and local governments to ensure we supply safe products to our customers.



1. Preparing samples



2. Setting the radioactive material measuring instrument



3. Analyzing data



Quality & Safety

- Quality & Safety >
- A Passion for Quality >
- Raw Material & Procurement Quality >
- Production Process Quality +
- Container and Packaging Quality >
- Food Safety Assessment >
- Making Our Customers Feel Secure >**

## Making Our Customers Feel Secure

Voluntary Declaration of Consumer-Oriented Management

Customer Service Office Response    Product Labeling Initiatives

### Voluntary Declaration of Consumer-Oriented Management

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

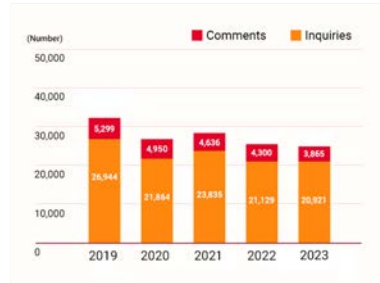
> [Voluntary Declaration of Consumer-Oriented Management \(Japanese site only\)](#)

## Customer Service Office Response

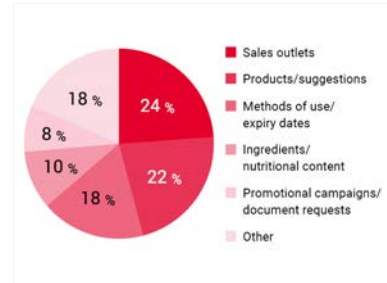
We value our customers' opinions and feedback. Our Customer Service Office aims to respond to comments promptly, accurately, and with sincerity, and is committed to leaving every customer satisfied. Furthermore, the role of the Customer Service Office is to understand customer feedback and share it within the company to improve products and services.

### Inquiries and Comments to the Customer Helpline

Inquiries and Comments to the Customer Helpline



Fiscal 2023 Nature of Inquiries



\* Does not include the number of voluntary recalls of Arrange Plus in FY2019, and the carbonara pasta sauce in FY2020.

## Acting on Customer Feedback

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



### 1 Creating Customer Feedback Databases

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



## 2 Listening to and Analyzing All Feedback

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



## 3 Discussing Proposals in the Customer Feedback Committee

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



## 4 Examining Improvements in Development Departments

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



## 5 Trialing in Research Departments

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



## 6 Launching New Products

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

## Product Labeling Initiatives

---

Food product labeling is indispensable information for customers as it enables them to select and use products with confidence. There are two types of labeling: compulsory labeling required by law, and discretionary labeling.

### Compulsory Labelling

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

### Discretionary Labelling

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