

## Environment

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

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

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## Environment

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

## Social

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

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## Social

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

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## Governance

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

## Governance

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