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 Please refer to *Sustainability Report 2020* for more information on our activities regarding ESG.
<https://www.fujioilholdings.com/en/csr/>



Message from the C“ESG”O

Instilling an Awareness of Our Sustainability Initiatives in Every Employee

Takashi Kadota
Director and Senior Executive Officer
Chief “ESG” Officer (C“ESG”O)



To shed more light on its Management Philosophy of “work for people” and its approach to “addressing the concerns of society,” the Fuji Oil Group has appointed a C“ESG”O and declared its commitment to strengthen ESG management.

In addition to assessing the current state of society and the Company, the main role of the C“ESG”O is to backcast from the future we foresee to identify the issues of society, and share this information and collaborate with the R&D Department, business divisions, and other areas to determine Fuji Oil’s envisioned role and communicate these efforts inside and outside the Company.

The prerequisites for such efforts are food and occupational safety. The Productivity Management Group at Group headquarters functions as a hub for our network of occupational safety and quality control departments at Group companies worldwide and engages in activities to strengthen the safety of the entire Fuji Oil Group.

Moreover, the ESG Committee, which serves as an advisory body to the Board of Directors, examines a wide range of social issues, including the environment, human rights within the supply chain, health, food supply, food loss, diversity, and governance, from a variety of angles and ties them to our business activities to consider how we can help resolve such issues

through our business. For instance, in terms of environmental issues, we have been directing our attention to the reduction of CO₂ emissions. In March 2020, we acquired certification under the Science Based Targets initiative (SBTi).^{*} While the targets for achieving Environmental Vision 2030 have been revised in accordance with the new SBT standards and should in no way be taken lightly, the Group’s headquarters, with myself at the helm, will take the lead in uniting the Group as one toward the achievement of this goal.

The short-sighted view to realizing sustainability may involve many constraints and costs. However, by pursuing such measures ahead of everyone else, I believe our costs will eventually turn into assets and contribute to the growth of the Group as a company that is the preferred choice among customers. In fiscal 2020, my top priority is the communication I will have with each and every employee. The role of each employee in contributing to sustainability is crucial for the Company’s continued growth, and for that reason, I will guide the Group in the right direction by ensuring that this awareness exists in all of our employees.

^{*} Jointly established in 2015 by the CDP, the United Nations Global Compact, the World Resources Institute (WRI), and World Wildlife Fund (WWF), the Science Based Targets initiative (SBTi) sets science-based targets for the reduction of greenhouse gas emissions and certifies companies that achieve these targets. In October 2019, the SBTi changed its criteria for setting emissions reduction targets from the previous 2°C above pre-industrial levels to 1.5°C.

The Fuji Oil Group’s ESG Management

In accordance with the Fuji Oil Group Management Philosophy, the Fuji Oil Group is promoting ESG management with the goal of realizing both the sustainable growth of the Group and a sustainable society by way of resolving social issues through its business (Plant-Based Food Solutions). We have identified ESG management priority themes, which serve as concrete goals for promoting ESG management.

Overview of the Fuji Oil Group’s Management



Safety, Quality, and the Environment

Please refer to Sustainability Report 2020 for more information on our activities regarding safety, quality, and the environment.
<https://www.fujioilholdings.com/en/csr/>

In the Fuji Oil Group Management Philosophy, the Group has declared safety, quality, and the environment as the values each and every employee must uphold when conducting business activities. These values stem from the organizational climate that has been established at the Fuji Oil Group based on our employees' awareness of the importance of and approach to establishing a culture and climate devoted to safety, quality, and the environment by adhering to rules and regulations and improving their daily habits.



An explosion occurred at an oil and fat extraction plant on December 22, 1991, in which eight precious lives were lost



December 22 has been designated as "Safety Awareness Day" to remember those who lost their lives in the accident

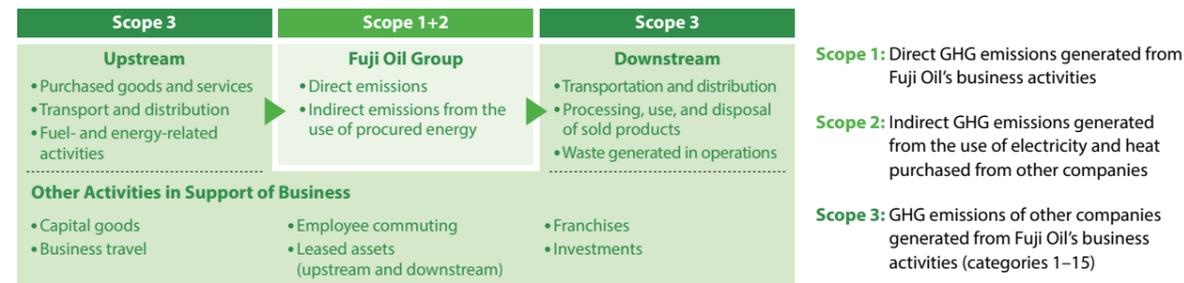
The following is an excerpt from the Group Management Philosophy: "Safety, quality, and the environment"

The most important value that a food company must fulfill is food product safety. Assurance of quality is vital in maintaining safety, yet its prioritization must not exert negative impacts on the environment. Safety, quality, and the environment have always been, and must continue as, the highest-priority foundations of our management. Safety also encompasses labor safety. We lost precious lives in a past accident. For a company, employees are an irreplaceable asset. Ensuring workplace safety so that employees can work with peace of mind and can exert their individual capabilities is a basic requisite for a company.

Environment

Acquisition of SBTi Certification

The Fuji Oil Group has established new fiscal 2030 targets for its greenhouse gas (GHG) emissions of reducing Scope 1 and 2 emissions by 40% and Scope 3 (Category 1) emissions by 18% compared with fiscal 2016. The Company has compiled data on Scope 3 emissions for the first time to identify the amount of GHG emissions generated throughout its entire supply chain. The medium-term GHG emission reduction target set by Fuji Oil Group companies worldwide has been approved by the Science Based Targets initiative (SBTi).



Revisions to Environmental Vision 2030 and Promotion of Its Awareness

The Fuji Oil Group has revised its Environmental Vision 2030, which it introduced in 2018, in accordance with the acquisition of SBTi certification. Under the revised standard, the Group's target of reducing CO₂ emissions by 24% has been changed to reducing Scope 1 and 2 emissions by 40% and Scope 3 (Category 1) emissions by 18%. In addition to creating economic value, we will continue to step up our environmental conservation efforts toward the realization of Environmental Vision 2030 as a member of society that engages in business worldwide.

Targets and Progress of Environmental Vision 2030

Category	FY2030 Targets	FY2019 Results	Rate of Achievement*3 (under New Environmental Vision 2030)
Reduction of CO₂ emissions (Groupwide)	Reduce total Scope 1 and 2 emissions by 40%*1 Reduce Scope 3 (Category 1) by 18%*2	Reduced by 16%	40%
Reduction of water use (Groupwide)	Reduce by 20%*1 per unit of production	Reduced by 24%	100%
Reduction of waste (Groupwide)	Reduce by 10%*1 per unit of production	Increased by 10%	0%
Recycling of resources (domestic Group companies)	Maintain recycling rate of 99.8% or higher through FY2030	99.33%	Not achieved

*1 Base year: FY2016
 *2 CO₂ emissions for the base year (FY2016) were calculated for the first time in 2020 for Scope 3 emissions.
 *3 Based on new targets for Environmental Vision 2030, implemented in April 2020, for which the reduction of CO₂ emissions was revised from 24% to 40%

Support for Recommendations of the Task Force on Climate-related Financial Disclosures

In May 2019, the Fuji Oil Group announced its support of the Task Force on Climate-related Financial Disclosures (TCFD). Moving forward, we will promote information disclosure according to the TCFD's four recommendation areas of governance, strategy, risk management, and metrics and targets.

Information Disclosure on Four Areas of Recommendation by the TCFD

Governance	We have established the ESG Committee, which is chaired by the C"ESG"O and meets at least twice a year, as an advisory body to the Board of Directors with the aim of strengthening ESG management. The details of discussions pertaining to sustainability strategies, including those on climate change, and their consideration stemming from each meeting are presented to the Board of Directors and reflected in management strategies.
Strategy	A scenario analysis we conducted determined that if the global average temperature were to rise by 4°C, the resulting natural disasters could halt our operation and significantly impact the procurement of some of our key raw materials. In response to such climate change risk, we will raise the levels of our energy conservation, renewable energy, and other efforts to reduce CO ₂ emissions throughout the Group and help realize a decarbonized society. Meanwhile, we also envision benefits for the Fuji Oil Group from climate change as a decarbonized society would likely expand the market for plant-based foods, a strength of the Group. Looking ahead, we will utilize scenario analysis to determine the impacts on our global development and finances and reflect the findings in our management strategies. <small>Note: Please refer to Sustainability Report 2020 for more information on our scenario analysis.</small>
Risk Management	In fiscal 2019, we established our Companywide risk management system within the Management Committee Meeting for the selection and management of climate change and other important risks based on our various information sources on the Group's operating environment. The details of discussions and responses conducted within the Management Committee Meeting are reported to the Board of Directors at least once a year.
Metrics and Targets	Environmental Vision 2030 designates the achievement of a 40% reduction in total CO ₂ emissions and a 20% reduction in water use per unit of production in fiscal 2030 compared with fiscal 2016 standards. As we proceed forward, we will fine-tune our environmental conservation efforts toward the achievement of our Environmental Vision 2030 targets.

Environmental Efforts of Group Companies

Solar Power Generation at Rinku Plant

In a bid to reduce CO₂ emissions, one of the targets under Environmental Vision 2030, in February 2020 we installed and commenced operation of solar power generators at our Rinku Plant. This will contribute to a reduction in CO₂ emissions of approximately 10% at this plant. The Rinku Plant is situated in an area directly in front of Osaka Bay that offers a spectacular backdrop of Kansai International Airport, Akashi-Kaikyo Bridge, and Awaji Island. Going forward, we will look to reap the benefits of our renewable energy at this plant through the production of environment-friendly chocolates.



Use of Renewable Energy at Osaka Headquarters

The Fuji Oil Group is undertaking efforts toward the use of environment-friendly renewable energy at its Osaka Headquarters. Through the acquisition of a renewable energy certificate, we will utilize solar power generators installed in Kochi Prefecture to reduce our CO₂ emissions by up to approximately 43 t-CO₂ in fiscal 2020.



Use of Recycled Water at Fuji Oil Europe

Through the joint efforts of neighboring Oleon NV. and De Watergroep, a supplier of drinking water, Fuji Oil Europe has developed a method for using canal water as process water. This method consists of pumping up brackish water from canals and relaying it through a process of ultrafiltration, reverse osmosis, and a number of sterilizations to produce drinkable water. Nearly 93% of Fuji Oil Europe's extracted water is used to generate process water. Through this initiative, we are working to address the issue of groundwater abstraction, which is a source of tap water contamination.

Voice of Representative

Fuji Oil Europe actively promotes efforts in water and energy consumption and waste disposal management from a long-term perspective. We have been operating a heat recovery network throughout our plant for the last 15 years, which has led to a 30% reduction in gas consumption and an 80% reduction in cooling water. In addition, solar panels are installed on the roof of our packaging plant, which account for 1% of our annual energy consumption. In 2020, we are planning to install a gas cogeneration system, which will contribute to 90% of the plant's energy consumption. As for waste, 90% will be recycled, of which 85% will be used by our partner company for its green energy production. Through the collective efforts of everyone at Fuji Oil Europe, we will continue to do our part to tackle environmental issues.

Ronny Voorspools

Fuji Oil Europe
 Technical Director
 Fuji Oil Ghana
 Managing Director



Please refer to Sustainability Report 2020 for more information on our activities regarding safety, quality, and the environment. <https://www.fujioilholdings.com/en/csr/>

Assurance of Product Quality and Safety

For the Fuji Oil Group, providing safe and secure products to society is a prerequisite for its business activities as a food manufacturer. The Group has established the Basic Policy of Quality in order to provide safe products, which customers can use with peace of mind. In accordance with this policy, we produce products by adopting a customer-oriented approach in all processes from product design through to delivery of the product to customers.

FY2019 Initiatives

Establishment of Network for Quality Control Managers	We have instituted a network that allows quality control managers of Group companies to share food-related information with each other.
Dissemination of Quality Assurance Regulations	With the objective of raising awareness of the Quality Assurance Regulations, we have prepared a manual on the Quality Assurance Activities outlined in the regulations and distributed it to Group companies.

Occupational Safety and Health

The Fuji Oil Group Management Philosophy places “safety, quality, and the environment” at the top of its values, among which “safety” is the most pressing issue for our continued growth. In keeping with our slogan of “establishing a safe workplace together by adhering to rules and sharing our experiences,” we will do everything in our power to ensure the safety of our employees and of those working at our business sites, and prevent the occurrence of occupational accidents.

FY2019 Initiatives

We conducted risk prediction activities either prior to the start of daily operations or at the start of irregular operations at all of our production sites, including those that were already engaged in such activities. At Group companies with a high risk of accidents, we tallied up a list of unsafe areas and conditions and promoted measures toward their improvement, in addition to conducting risk prediction activities.

Category	FY2019 Results	
Fuji Oil Group accidents resulting in lost work time per 1,000 employees (lost work time of four or more days)		2.9
Fuji Oil Group occupational accidents	Frequency rate	Japan 2.89 Overseas 8.62
	Severity rate	Japan 0.006 Overseas 0.07

Development of Initiatives and Measures Going Forward

In 2018, we appointed a new Safety Manager at Fuji Oil Asia Pte. Ltd., a Group company in Asia, as part of our efforts to promote safety at its plants as well as the region in general. In 2020, we began conducting audits at Group companies under Fuji Oil Asia through the joint efforts of the Production Productivity Management Group and Fuji Oil Asia, in order to further enhance the safety of our work environments.



The Safety Manager of Fuji Oil Asia attending Group company audits to help realize safe work environments

Voice of Representative

Previously, the safety standards, knowledge, and infrastructure at each of our factories were inadequate. For that reason, we worked to improve the safety culture and capabilities of each factory through the implementation of daily Tool Box Meetings, establishment of safety standards as reference guidelines, regular occupational safety workshops, improvements to the reporting of incidents and improved analytical skills for incident prevention, sharing of information based on past incidents, and support for improvement through audits. These efforts have improved the safety awareness of our employees and have allowed them to identify foreseeable risks and carry out appropriate risk controls.

Ensuring occupational safety is the starting point of our business activities as a manufacturer. In collaboration with Fuji Oil Holdings, we will do whatever we can to ensure the safety of our employees while making the most of our know-how accumulated through our business.

Tan Chin Chye

Fuji Oil Asia
Regional Safety
Manager

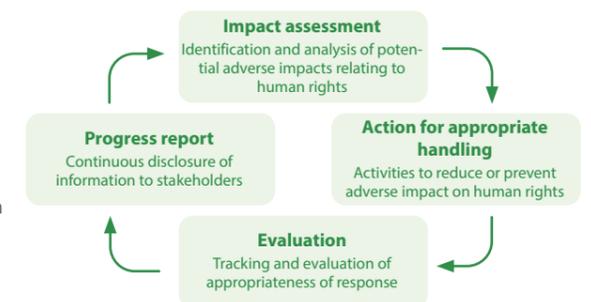


Please refer to Sustainability Report 2020 for more information on our activities regarding human rights. <https://www.fujioilholdings.com/en/csr/>

Human Rights Policy and Human Rights Due Diligence

Based on its value of “work for people”—the Fuji Oil Group Management Philosophy—the Fuji Oil Group believes that it is its duty to carry out business activities by respecting the rights of each and every person involved in its business. In accordance with the UN Guiding Principles on Business and Human Rights, we formulated and implemented the Fuji Oil Group Human Rights Policy in April 2017. As a means for its enforcement, we undertook efforts to carry out human rights due diligence. In 2017, we conducted our first human rights impact assessment through the participation of external experts, from whom we have received valuable advice toward our efforts to minimize identified risks. We are planning to conduct our second impact assessment in fiscal 2020.

Human Rights Due Diligence PDCA Cycle

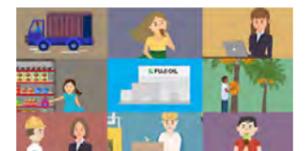


Human Rights Impact Assessment

Identified Human Rights Risk	Specific Areas of Concern	Measure	Progress
1. Training and Educational Activities for Group Employees	① Lack of framework within the Human Rights Policy for inducing the actions of employees	Implementation of training and educational activities	① Creation of e-learning video on human rights in Japanese, English, and Chinese, and its distribution through the intranet ② Establishment of Human Rights Week in December 2019 to strengthen in-house sharing of information ③ Promotion of Human Rights Policy in various training sessions and educational activities
	② Lack of understanding of human rights risk within merged companies and recently acquired Group companies	Management of human rights risk within each company's risk management system	① Explanations to risk management committee at each Group company ② Measures at Group companies • Sedex audit • Questionnaires to staffing agencies and contractors
	③ Lack of understanding of human rights risk related to dispatched and contract employees		
2. Grievance Mechanism	Existence of internal reporting system within the Group but lack of grievance mechanism for the supply chain	Establishment of grievance mechanism for supply chain	Establishment and implementation of grievance mechanism regarding palm oil (Please see page 56 for more information.)
3. Supply Chain of Raw Materials	Exposure of palm and cacao to particularly high human rights risks	Promotion of sustainable procurement	Ongoing promotion of activities based on Responsible Palm Oil Sourcing Policy and Responsible Cacao Sourcing Policy (Please see pages 54 and 57 for more information.)

Fuji Oil Group Human Rights Week

With the aim of raising awareness of the Human Rights Policy, we designated December 4–13, 2019 as Fuji Oil Group Human Rights Week, and with the participation of the Chief Administrative Officer and the C“ESG“O, we promoted the sharing of information on business and human rights within the Group. Human Rights Week featured messages from management and e-learning videos, as well as such programs as diversity seminars through which employees were able to realize the connection between human rights and the Group’s “work for people” management philosophy, reflect on the importance of human rights, and understand Fuji Oil’s objectives for valuing human rights.



e-learning video shown during Human Rights Week

Internal Whistleblower System

At Group companies in Japan, in addition to the operation of the Fuji Oil Group Whistleblower Hotline, we have established an external hotline, which is operated by a law firm outside of the organization. Through such measures, we are committed to establishing an environment that allows whistleblowers to feel assured when reporting incidents by ensuring their confidentiality and anonymity.

Meanwhile, we have in place the Fuji Oil Group Compliance Helpline at Group companies overseas to offer the same support for our employees outside of Japan. The Group’s Internal Reporting Regulations prohibit the dismissal and/or unfair treatment of employees for reporting an incident, and stipulates that those who treat such employees in an unfair manner will be subject to disciplinary action according to their employment and other regulations.

Moreover, with the aim of continuing to promote fair transactions, in fiscal 2018, we began operating the Fair Trade Helpline for cooperating companies in specified fields. Over the last few years, we have received five to 10 reports annually. Upon receipt of a report, we promptly investigate the details, take the necessary corrective actions, and provide feedback to the whistleblower. We are putting forth every effort to further enhance awareness and improve the operation of our whistleblower systems throughout the Group.



Information on our internal whistleblower system is provided in the Green Book, a compilation of the Group’s action guidelines available in eight languages.

Promotion of Initiatives for ESG Management Priority Themes (Materiality)

Please refer to *Sustainability Report 2020* for more information on our activities regarding Initiatives for ESG Management Priority Themes (Materiality).
<https://www.fujioilholdings.com/en/csr/>

ESG Management Priority Themes (Materiality)

To realize contributions to the sustainable development of society as well as its own sustainable growth and the creation of value for society through its business activities, the Fuji Oil Group has identified ESG management priority themes.

FY2020 Materiality Map

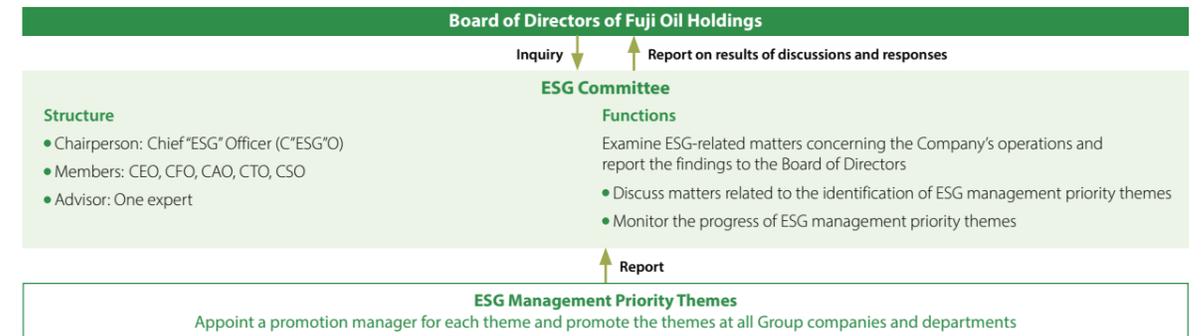
Please refer to *Sustainability Report 2020* for information on the materiality identification process.

Stakeholder expectations	High	Priority area (handled by the ESG Committee and managed at Group level)		
		Low	Medium	High
		<ul style="list-style-type: none"> Food loss reduction Environmentally friendly manufacturing 	<ul style="list-style-type: none"> Foods creation Sustainable procurement (main raw materials)* Assurance of product quality and safety Occupational safety and health Climate change 	<ul style="list-style-type: none"> Conservation of water resources Resource efficiency and waste reduction Diversity Risk management Governance
	Medium	<ul style="list-style-type: none"> Labor human rights (in-house) 		
	Low	<ul style="list-style-type: none"> Sustainable procurement (materials other than main raw materials) Coexistence with communities 	<ul style="list-style-type: none"> Human resource development 	
		Basic areas (handled by relevant companies and divisions)		
		Low	Medium	High
		Importance to business strategy		

* Biodiversity is included in the important perspectives for sustainable procurement.

ESG Committee

With the aim of strengthening our ESG management to further fulfill the expectations of our stakeholders, we have established the ESG Committee to serve as an advisory body to the Board of Directors of Fuji Oil Holdings. The ESG Committee meets at least twice a year to discuss issues, targets, and strategies for the Fuji Oil Group to continue fulfilling its corporate social responsibilities, and to review the progress of ESG management priority themes. The committee engages outside experts as advisors in order to incorporate social perspectives.



ESG Management Priority Themes (Materiality) Please refer to *Sustainability Report 2020* for details on our progress on ESG Management Priority Themes (Materiality) in fiscal 2019.

Category	Priority Area	ESG Management Priority Themes	Targets	Focus SDGs	FY2020 Objectives (Targets of the Fuji Oil Group unless specified otherwise)	CxO in Charge	Relevant Page
Areas to create initiatives leading the industry, taking advantage of the business characteristics of the Fuji Oil Group	1 Foods creation	Providing solutions to food resources shortages	<ul style="list-style-type: none"> Establish alternative technologies and disseminate environment-friendly plant-based food ingredients—a substitute for animal protein and dairy products—to address the concerning issue of food resource shortages in the future 	2, 3	<ul style="list-style-type: none"> Commercialize meat alternative products (patties, nuggets, etc.) made of plant-based food ingredients Commercialize plant-based seasoning for cooking Expand lineup of plant-based cheese-like food products 	CTO	Pages 66, 67
		Response to excessive sugar intake concerns	<ul style="list-style-type: none"> Provide nutritionally balanced food products that help prevent lifestyle-related diseases by replacing certain sugars with plant-based protein ingredients 	3	<ul style="list-style-type: none"> Develop plant-based food ingredients that boost the protein content of staple foods (bread, cereal, etc.) 		
	2 Sustainable procurement (main raw materials)	Reduction of trans fatty acid contents	<ul style="list-style-type: none"> Reduce the amount of trans-fatty acids contained in products in compliance with the WHO's recommendations and the laws and regulations of each country 	3	<ul style="list-style-type: none"> Fuji Oil Co., Ltd.: Assemble a system that meets the needs of customers for oil and fat products with low- or non-trans fat Overseas Group companies: Set a target value for minimizing trans fat 		Page 44
		Sustainable procurement of palm oil	<ul style="list-style-type: none"> Achieve "No Deforestation, No Peatland Development, No Exploitation (NDPE)" throughout the supply chain To achieve 100% traceability to plantations (TTP) for palm fruit bunches throughout the supply chain by 2030 To implement the Labour Transformation Programme** at all suppliers of Palmaju Edible Oil Sdn. Bhd. by 2025 	8, 10, 12, 13, 15	<ul style="list-style-type: none"> Maintain 100% rate of traceability to oil mills (TTM) for palm fruit bunch throughout the supply chain Realize 60% traceability to plantations (TTP) for palm fruit bunch throughout the supply chain Promote the introduction of a "Suspension (transaction suspension) and Engagement Protocol" as part of supply chain improvement activities and of the grievance mechanism 	CSO	Pages 52–59
Areas to be addressed as the basis of our business activities	3 Assurance of product quality and safety	Sustainable procurement of cacao	<ul style="list-style-type: none"> Promote Responsible Cacao Sourcing Policy Plant one million trees on cacao farms by 2030 End the "worst forms of child labour" defined by ILO Convention by 2025 	4, 8, 10, 12, 13, 15	<ul style="list-style-type: none"> Launch a new program for supporting cacao farmers in Ghana toward the elimination of child labor 		
		Sustainable procurement of soybeans (including GMO issues)	<ul style="list-style-type: none"> Promote sustainable procurement of soybeans and defatted soybeans 	12, 13, 15	<ul style="list-style-type: none"> Establish an outline of our policies on the sustainable procurement of soybeans 		
	4 Occupational safety and health	Ensuring thoroughgoing food safety and quality	<ul style="list-style-type: none"> Ensure that the Fuji Oil Group is never a cause for complaints for any of the products it manufactures 	12	<ul style="list-style-type: none"> Heighten awareness of the importance of quality among employees to ensure that we do not become a recipient of serious quality-related complaints Proceed with the development of a quality-improvement network 		
		Promoting occupational safety and health	<ul style="list-style-type: none"> Place top priority on safety and respect for humanity. Keep all Group companies accident free by creating safe and comfortable workplaces 	8, 10	<ul style="list-style-type: none"> Improve awareness of occupational safety among employees to completely eliminate the occurrence of serious labor accidents and large-scale incidents 		
	5 Climate change	CO ₂ emissions reduction	<ul style="list-style-type: none"> Reduce Scope 1 and 2 CO₂ emissions (total volume) by 40% and Scope 3 (Category 1) emissions by 18% compared with 2016 (base year) by 2030 Note: Acquisition of SBT certification 	13, 13, 13	<ul style="list-style-type: none"> Promote the reduction of CO₂ emissions in an effort to realize Environmental Vision 2030 by supporting and raising awareness at Group companies Consider the implementation of internal carbon pricing Introduce an environmental data collection system Increase the accuracy of our Scope 3 emissions data and devise measures toward their reduction 	C"ESG"O	Pages 75–78
	6 Conservation of water resources	Water usage reduction	<ul style="list-style-type: none"> 10% reduction in base-unit waste by 2030 (compared with base year of 2016) 	12, 12, 12	<ul style="list-style-type: none"> Promote the reduction of waste in an effort to realize Environmental Vision 2030 by supporting and raising awareness at Group companies Introduce an environmental data collection system 		
	7 Resource efficiency and waste reduction	Waste reduction	<ul style="list-style-type: none"> Contribute to reducing food loss throughout the value chain by developing technologies that extend the best-before date of our products Note: Plan to organize more comprehensive approaches to the issue of food loss while undertaking efforts on ESG management priority themes throughout the Group in fiscal 2020 	13, 13, 13	<ul style="list-style-type: none"> Reduce food loss by extending the best-before date of products and reprocessing products in the bread market 		
8 Food loss reduction	Food loss reduction	<ul style="list-style-type: none"> Facilitate management through innovations spurred by maximizing the capabilities of our diverse human resources 	5, 5, 5	<ul style="list-style-type: none"> Fuji Oil: Promote the active engagement of senior employees who aspire to continue working Fuji Oil: Establish department targets that ensure fair competition and promote measures to heighten awareness among management (including seminars on unconscious bias) Fuji Oil: Create a comfortable workplace environment for people with disabilities in an effort to embrace diversity 	CAO	Pages 83–86	
							<ul style="list-style-type: none"> Develop a management execution system according to the Group Policy Promote understanding of the Group Management Philosophy and Group Policy
9 Environmentally friendly manufacturing	Development of manufacturing methods with low environmental impact	<ul style="list-style-type: none"> Earn the trust of society by demonstrating high reliability and risk management capability 	12, 12, 12	<ul style="list-style-type: none"> Promote risk management throughout the Group Support the recommendations of the TCFD Institute BCPs at main Group companies 	C"ESG"O	Pages 28–32, 77	
							<ul style="list-style-type: none"> Achieve COBIT** Level 4 information security management maturity model
10 Diversity	Implement diversity management	<ul style="list-style-type: none"> Reform processes through the use of information and communications technology (ICT) and create corporate value Facilitate the achievement of Group governance through the use of safe and secure ICT 	13, 13, 13	<ul style="list-style-type: none"> Enhance management of the Board of Directors by further strengthening its monitoring function 	CFO	Page 15	
							<ul style="list-style-type: none"> Develop a management execution system according to the Group Policy Promote understanding of the Group Management Philosophy and Group Policy
11 Risk management	Practice of diversity management	<ul style="list-style-type: none"> Enhance corporate value through the establishment of an effective Group governance system 	12, 12, 12	<ul style="list-style-type: none"> Develop a management execution system according to the Group Policy Promote understanding of the Group Management Philosophy and Group Policy 	CSO	Overall report	
							<ul style="list-style-type: none"> Improve corporate value through appropriate management of the Board of Directors**
12 Governance	Group governance	<ul style="list-style-type: none"> Improve corporate value through appropriate management of the Board of Directors** 	12, 12, 12	<ul style="list-style-type: none"> Enhance management of the Board of Directors by further strengthening its monitoring function 	CAO	Pages 88–100	
							<ul style="list-style-type: none"> Improve corporate value through appropriate management of the Board of Directors**

*1 A program for protecting the rights of employees

**2 A framework for measuring the maturity of IT governance, evaluated on a scale of 0 to 5; currently at Level 3

**3 Decisions on important management issues and supervision of management