To meet Japan’s greenhouse gas reduction target of 6% under the Kyoto Protocol, it will be essential to achieve 3.9% absorption in Japan’s forests. By actively using domestically grown wood, we can contribute to the fostering of forests that absorb CO2. Domestically grown wood fiber was used to make the paper for this booklet.

This report was printed with VOC-free ink that uses 100% plant-based ingredients instead of petroleum-based ingredients.

This report was printed with a waterless printing process that does not emit harmful liquid wastes.
Food for a New Generation

Enriched by the Earth, We Must Care for It in Return

The richer a civilization becomes, the more energy it consumes and the greater the burden it places on the global environment. Thus it is that we have a responsibility to pass on our precious planet to our children in the best possible condition. As a food products enterprise that benefits from the blessings of the Earth, Nisshin Seifun is affected by climate changes. It is therefore incumbent upon us to think about what we can do to reduce CO₂ emissions and take actions to stop global warming.

In recent years, moreover, the grains on which we have long depended as our main source of food are now increasingly being used for livestock feed and energy, causing grain consumption to increase dramatically. It is therefore our responsibility to develop technologies to use our limited resources more effectively and to work to protect the environment, taking action while considering the role that we need to play.

As a business, we also follow the government’s Cool Biz guidelines and set our air conditioners at higher temperatures to help reduce CO₂ emissions. Since these activities should be practiced at home as well, our Group employees willingly engage in them on their own initiative.

Practicing the Idea That “The Basis of Business is Built on Trust”

The founding principle of the Nisshin Seifun Group since its founding in 1900 has been “the basis of business is built on trust,” which has ensured that we act with an awareness of corporate social responsibility. Earning people’s trust and then responding to that trust, this is how an enterprise should survive and grow. The ability to do this naturally is of the utmost importance to an enterprise. Nisshin Seifun understands “responding to that trust” as ensuring that we should grow in a stable manner, thereby fulfilling our social responsibility by contributing to society through our business activities.

In addition, we wish to make a difference with respect to such social issues as global warming and hunger. Nisshin Seifun thus endorses the efforts of the World Food Programme (WFP) to eradicate world hunger and poverty. In September 2005, we set up an internal office to advance the WFP cause and started support initiatives. Employees voluntarily participate in these initiatives with the backing of the company, which raises employee awareness and ensures that these activities are sustained.

For a food products company, social initiatives and business activities are two sides of the same coin. Customers entrust their very lives to us, so it goes without question that we must deserve their trust. We therefore have a social responsibility to fulfill even in terms of the craftsmanship we bring to our work.

At Nisshin Seifun we look at quality assurance from the customers’ point of view and provide safe, high-quality products. This is how we earn the trust of our customers. Because we take pains to manage every part of the product’s lifecycle, from procurement of raw materials through to production and sales, our cumulative endeavors allow us to present our products to customers with confidence.

Sustainability Demands Fundamental Changes

For us, the best possible outcome is for our company and employees to grow together as partners for a more enjoyable life. As our rapidly changing times, however, we all have to exert ourselves to the full. Our employees take active courses of study that include on-the-job training as well as outside training. Because women are so closely connected to all aspects of food in our society, they are likewise very important to the growth of the Nisshin Seifun Group. We are thus looking for ways to adapt our business so that women can take a more active part. As an example, we have set a goal of increasing the percentage of female career-track employees, along with a specific target of 30% women among each year’s new hires. We are also looking at ways of assisting women with child rearing and returning to the work force so that they can continue to work after marriage and childbirth.

From now on, enterprises will have to do more than exist passively: they will have to develop sustainably and make a contribution to society. This means that the business environment has to change fundamentally. Enterprises must, for example, respond more actively and adaptively to the issues that impact on their businesses such as global warming, and to social problems like hunger and poverty. For Nisshin Seifun, our guide to approaching these issues will be the same as the founding principle to which we have clung for so long.
The Value Chain of the Nisshin Seifun Group

### Contributing to a Healthy Society

#### Promoting the Nisshin Seifun Foundation

In 1941, Nisshin Seifun, under Nisshin’s founder, established the Nisshin Seifun Foundation. In 1952, the Foundation, which seeks to improve the dietary lifestyle of the Japanese people, provides grants for basic research (natural science) on dietary habits as well as related lectures, workshops and research conferences. In FY2003, 14 researchers received research assistance grants worth a total of ¥13 million.

[http://www.n-s-f.or.jp](http://www.n-s-f.or.jp)

#### Support for the Japan Association of the United Nations World Food Programme

The Nisshin Seifun Group endorses the basic stance of the WFP, joining the Japan Association of the United Nations World Food Programme in September 2003 as a contributing member. We have set up an internal office to promote employee volunteerism for the WFP cause through various support activities.

[http://www.wfp.or.jp](http://www.wfp.or.jp)

#### Creating a Comfortable Workplace

We strive to give our employees a place where they can work safely and confidently as well as demonstrate their full talents.

#### Teaching Compliance with the Corporate Code of Conduct and Employee Action Guidelines

Nisshin Seifun holds periodic CSR roundtables at which we discuss the concept of CSR, watch relevant videos, talk about the Employee Action Guidelines using case studies, and exchange ideas. Since our first such event in 2003, we have held a total of 142 roundtable sessions as of June 2007, with a total of 1,624 participants.

#### CSR Promotion Month

Nisshin Seifun observes every October as CSR Promotion Month, inviting CSR slogans. Posters featuring the best slogans are displayed. We also promote CSR by carrying out surveys and group work in each workplace.

#### Certification as an Enterprise Supporting Child Rearing

In May 2007, Nisshin Seifun Group Inc., Nisshin Flour Milling, Nisshin Foods, and Nisshin Pharma earned the certification mark for enterprises taking steps to support the development of the next generation by the director of the Tokyo Labour Bureau.

- **Individuals taking child-care leave (FY2005-2006)**
  - Results for four companies earning next-generation certification mark (18 including 5 men)

#### Food Safety Management System

Nisshin Seifun is continuing to implement its food safety management system and enhancing the system of quality assurance supervisors.

- **Certification Status**
  - ISO22000
  - ISO14001
  - Risk Management
  - HACCP

#### Traceability

We are developing our traceability system to enable us to obtain accurate and more detailed information on our wheat supply and other raw materials as well as our products. In the event of a problem with raw materials or production processes, this allows us to quickly identify the supplier of the raw materials, the range of products affected, and the customers to whom the products have shipped.

### Prioritizing Customer Satisfaction

#### Reflecting Customer Comments in Our Products

When customers told us that the instructions for preparing the Sanuki Hiyamugi vermicelli product were difficult to read, we redesigned the package layout for easier reading.

- **Sanuki Hiyamugi (Japanese vermicelli)**

#### Relations with Business Partners

The Nisshin Seifun Group believes in fair trade for the common good of our business partners and ourselves, and we strive to deliver safe, high-quality products at a reasonable price.

#### Maintaining Awareness of Antitrust Law

We review our Antitrust Law Compliance Manual each time the law changes and new guidelines are established (latest revision October 2005). To raise awareness, we hold educational activities such as orientation meetings whenever necessary.

#### Compliance with Subcontractor Law

We have established a Subcontractor Law Compliance Manual to ensure appropriate business operations and prevent violation of the law. Internal surveys of departments concerned are conducted whenever necessary to ensure thorough understanding and compliance with the intentions of the law.

#### Dialog with Shareholders

The Nisshin Seifun Group gives a reasonable return to its shareholders and investors and discloses proper information to them.

- **Shareholder Returns**
  - We respond to shareholder expectations with a standard of returning at least 30% of income as dividends on a consolidated basis, taking current and future revenues and financial conditions into account.

#### Environmental Management Ranking Puts Nisshin Seifun at Top—Again

The Nisshin Seifun Group Inc. earned the top ranking among food and pharmaceutical companies in the Nikkei Keizai Shim bun’s 10th Environmental Management Survey placing 36 overall in the manufacturing industry (up from 38th last year).

### Product Development from the Consumer Standpoint

Nisshin Seifun tries to create products from the customers’ point of view, so that the red ribbon will always be a sign of trust.

- **Nisshin Flour Milling’s New Product Development Center and Tsukuba Laboratory**
  - Nisshin Food Product Research and Development Center

#### Thoroughgoing Safety Inspections

Nisshin Seifun’s QE Center performs safety inspections on our raw materials, packaging, and products to analyze for the presence of agricultural chemicals, genetically modified materials, and allergens, confirming their quality meets the Nisshin Seifun Group’s standards for acceptability.

- **QE Center**
  - In recognition of its technology for analyzing residual agricultural chemicals in food products and livestock feed, the QE Center has earned ISO 17025 certification for residual agricultural chemicals analysis, a first for a food products manufacturer in Japan (December 2013). The Center has four registered ISO 17025 testers.

#### Proper Package Labeling

The Nisshin Seifun Group discloses appropriate information about products in compliance with the Food Sanitation Law, the JAS Law and Health Promotion Law.

- **Example of Improved Packaging (Nisshin Foods)**
  - Most of the waste coming from ordinary households in Japan consists of produce containers and packaging. At the Nisshin Seifun Group, we are working to minimize container and packaging materials.

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#### Product development to benefit society

- **Customer satisfaction**
  - Delivering with safety and confidence

#### Our Commitment to Improvement

The Quality Improvement Committee works with personnel from the quality, control, quality assurance, production control and product development departments to improve products.

- **Number of product quality ideas generated by Quality Improvement Committee**
  - 2003: 200
  - 2004: 250
  - 2005: 230

#### Prioritizing Customer Satisfaction

- **Reflecting Customer Comments in Our Products**
  - When customers told us that the instructions for preparing the Sanuki Hiyamugi vermicelli product were difficult to read, we redesigned the package layout for easier reading.

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Commitment to Next Generation

To ensure that our business activities are beneficial to the environment, we gather information, set targets, and take actions.

Material Balance (FY2006)

To determine the environmental impact of our business activities, the Nisshin Seifun Group is constantly collecting data which we use as the basis for our environmental action targets.

INPUT

<table>
<thead>
<tr>
<th>Energy usage</th>
<th>4,272 TJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fossil fuels</td>
<td>877 TJ</td>
</tr>
<tr>
<td>Electricity</td>
<td>3,394 TJ</td>
</tr>
</tbody>
</table>

Materials

| 5,032,000 t |
| Wheat, other grains, starch, saccharides, agricultural products, marine products, seasonings, spices |

Water consumption

| 2,650,000 m³ |
| Tap water 24% |
| Industrial water 47% |
| Well water 29% |

Nisshin Seifun Group

40 production plants and 14 offices of Nisshin Seifun Group Inc. and its 38 consolidated subsidiaries

OUTPUT

<table>
<thead>
<tr>
<th>Atmospheric exhaust</th>
<th>CO₂ 194,000 t</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOx</td>
<td>65 t</td>
</tr>
<tr>
<td>SOx</td>
<td>50 t</td>
</tr>
</tbody>
</table>

Waste materials

| 51,640 t |
| Food product wastes 8,785 t (Recycling rate 76.5%) |

Chemicals

| Amount released 2.4 t |
| Amount transferred 21.1 t |

Liquid effluent

| 2,356,000 m³ |
| BOD emissions 130 t |

Total production and sales

4,981,000 t

Data reporting period and calculation

The data reporting period is April 2006–March 2007. Data were calculated based on the latest edition of the Environmental Reporting Guidelines 2007 (June 2007).

Energy usage

Total annual usage of each type of energy: conversion coefficient for each type of energy. Conversion coefficients used for fossil fuels, heat and electricity are those from the Energy Conservation Law Enforcement Regulations Supplemental Table 1.2.

Materials

Calculated by adding together total production and waste emissions.

CO₂ emissions

The emissions coefficients used are those from the Ministry of the Environment’s Voluntary Domestic Emissions Trading System Stage 1 Operating Rules, Ver 1 (February 2005) and Stage 2 Operating Rules, Ver. 1. Emissions associated with electricity use in domestic plants are calculated based on nationwide averages for electric power sources. Emissions associated with electricity use in overseas plants are calculated based on coefficients of the International Energy Agency (IEA), etc.

Waste materials

Calculated as industrial waste + nonindustrial waste + salvageable amount.

Liquid effluent

All water released to public water bodies from plants and business sites.

Chemicals

All substances stipulated by the PRTR Law.

Commitment to Next Generation

In FY2006, the Nisshin Seifun Group made some noteworthy accomplishments, such as reducing CO₂ emissions in the Group as a whole by about 10,000 tons compared with FY1990. Heading into the future, we will work to resolve environmental problems with such approaches as the development of new products and technologies, in keeping with rational economic considerations.

FY2006 Initiatives and Future Directions

In FY2006, the Nisshin Seifun Group developed a plan to reduce emissions resulting from increased production levels in accordance with our business plans. We continuously and steadily took measures and actions as part of this. Measures such as cogeneration and fuel conversion have enabled us to cut emissions by 2% from the previous year.

Future approaches

We aim to achieve our final goal by conducting our voluntary initiatives, earning credits for emissions via the Clean Development Mechanism, and running an internal emissions trading system.

FY2006 results

We developed a plan to reduce emissions resulting from increased production levels in accordance with our business plans. We continuously and steadily took measures and actions as part of this. Measures such as cogeneration and fuel conversion have enabled us to cut emissions by 2% from the previous year.

Future approaches

We aim to achieve our final goal by conducting our voluntary initiatives, earning credits for emissions via the Clean Development Mechanism, and running an internal emissions trading system.

Number of ISO 14001 certifications acquired

| FY2006 targets |
| 16 |

Amount of emissions undergoing final disposal

| 50,000 tons |
| 2004 |
| 2005 |
| 2006 |
| 2007 |

CO₂ emissions (factories and offices)

| 1,000 tons (CO₂) |
| 1990 |
| 2004 |
| 2005 |
| 2006 |
| 2007 |

CO₂ emissions (logistics)

| 76 (1,000 tons: CO₂) |
| 2004 |
| 2005 |
| 2006 |
| 2007 |

Future approaches

We aim to maintain a 1% year-on-year reduction in our CO₂ emissions intensity.

Liquid effluent

Initiatives to save water from production activities, etc. have resulted in usage reduction of about 2%.

BOD

We established the Group liquid effluent control policy. As a result of proper control and stronger operations, we reduced liquid effluent by about 8%.

FY2006 results

Such proactive initiatives as using animal waste for fertilizer helped us to reduce our final disposal rate to 6.9% from the previous year’s figure of 18.4%.

Future approaches

We will endeavor to reduce the volume of emissions undergoing final disposal by 9% in FY2010 as compared with FY1990.

Future approaches

We aim to achieve our final goal by conducting our voluntary initiatives, earning credits for emissions via the Clean Development Mechanism, and running an internal emissions trading system.

Materials

Regulations Supplemental Table 1.2.3.

Energy usage

Guidelines 2007 (June 2007).

To ensure that our business activities are beneficial to the environment, the Nisshin Seifun Group is constantly collecting data which we use as the basis for our environmental action targets.

Ver 1. Emissions associated with electricity use in domestic plants are calculated based on nationwide averages for electric power sources. Emissions associated with electricity use in overseas plants are calculated based on coefficients of the International Energy Agency (IEA), etc.

To determine the environmental impact of our business activities, the Nisshin Seifun Group is constantly collecting data which we use as the basis for our environmental action targets.

Energy usage

Total annual usage of each type of energy: conversion coefficient for each type of energy. Conversion coefficients used for fossil fuels, heat and electricity are those from the Energy Conservation Law Enforcement Regulations Supplemental Table 1.2.

Materials

Calculated by adding together total production and waste emissions.

CO₂ emissions

The emissions coefficients used are those from the Ministry of the Environment’s Voluntary Domestic Emissions Trading System Stage 1 Operating Rules, Ver 1 (February 2005) and Stage 2 Operating Rules, Ver. 1. Emissions associated with electricity use in domestic plants are calculated based on nationwide averages for electric power sources. Emissions associated with electricity use in overseas plants are calculated based on coefficients of the International Energy Agency (IEA), etc.

Waste materials

Calculated as industrial waste + nonindustrial waste + salvageable amount.

Liquid effluent

All water released to public water bodies from plants and business sites.

Chemicals

All substances stipulated by the PRTR Law.
Rising to the Challenge of Reducing Absolute CO₂ Emissions

Yamada In February 2006, the Nisshin Seifun Group publicly declared that the Group’s total CO₂ emissions in FY2006 would be 8% lower than those in FY2000. The Group’s CO₂ emissions targets are often phrased in terms of “intensity,” and we hear many debates about this. It is because when the economy is strong, production levels go up and the absolute volume of emissions goes up as well. But when you are working to cut absolute emissions, you can’t make excuses. Although it will require a lot of hard work, our 2006 declaration is the Nisshin Seifun Group’s promise of action to society. Since it is a promise, we have to achieve this target.

Ikeda At Nisshin Flour Milling, our CO₂ reduction target is 10.4%. We want to set an action plan that doesn’t try to implement a single uniform measure but studies each improvement individually and then evaluates the level of achievement, eventually producing business benefits.

Nakamura Certainly there is still a lot of room for improvement. At Nisshin Flour Milling, our approach is to do whatever we can, taking both speed and cost into account. For example, we are experimenting with energy saving equipment, practicing fuel conversion by using gas boilers and running our logistics with increasing efficiency.

Ikeda To cut global warming we need two different perspectives. One is efficient reduction by implementing efficient procedures, such as establishing trading prices per ton of emissions. The other is an environment in which such trends are proactively utilized.

Nakamura That’s right. I recall that our first campaign to save energy was back in the 1970s during the energy crisis. The electricity costs were so high in those days that it was really a pressure on our business. We were all putting our heads together to figure out how to try to reduce them. I think the key was having every improvement become an integral part of our organization and work environment.

Ikeda As for climate change, the idea of melting glaciers is rather abstract for most of us, but when supplies of food run short, that is something we can really understand. Food is the most sensitive barometer that we humans have. In that sense, a food company is in a good position to do something about global warming. So I rather think that this is a part of our social missions.

Yamada Nisshin Flour Milling and Nisshin Foods aren’t the only Group companies taking steps. Oriental Yeast has developed a cogeneration system running off methane gas (see Column 2) and NBC has a natural gas satellite (see Column 3). These efforts have a good impact on the Group as a whole.

Reducing CO₂ Together with Our Customers

Yamada At Nisshin Foods, one of our core products is pasta. Viewing this product from an environmental perspective, we need to think about how to help consumers reduce their own output of CO₂ when they cook it at home. The Nisshin Seifun Group has calculated the lifecycle CO₂ emissions from pasta. We found that the milling process accounts for only 7% or 8% of the lifecycle emissions, while preparation of the product at home makes up 70%.

Yamada In other words, you efforts to cut CO₂ emissions wouldn’t be very effective unless you are also considering the cooking stage.

Ikeda That’s why we decided to target lower energy consumption by shortening the amount of time taken to boil water to prepare pasta at home. For this, we had a special microwaveable container developed, and then developed a spaghetti product to be microwaved with 200 cc of water in this container for five minutes. (See column 1.) The result is a 90% reduction in energy consumption and a 75% cut in CO₂ emissions during the cooking process. Global warming is going to be a bigger issue for households as well. So we’re trying to offer safe, tasty and easy-to-cook products that are also environmentally friendly.

Ikeda Nisshin Flour Milling’s operations are based on business to business. So what we have to do is devise ways to help those bread, noodle and snack manufacturers, retail shops, and other business customers create new products with such features.

A Cap and Trade Internal Emissions Trading System

Yamada In addition, we’re planning to implement a cap and trade* emissions trading system within the Group. Japan began experimenting with emissions trading systems in 2003 and is continuing to verify specific procedures, such as establishing trading prices per ton of emissions. The Group is currently preparing a system that ties in with CERs**. We plan to have such a system in operation in 2008, the inaugural year of the First Commitment Period of the Kyoto Protocol.

Nakamura Among the problems of global warming, the issue of CO₂ emissions concerns everyone. It’s something that everyone around the world needs to face. Our relationships with our markets and stakeholders are built on this premise; therefore, we have an obligation to respond to our stakeholders by achieving specific targets to curb CO₂ emissions.

Ikeda Food derived from animals and plants sustains human life. I believe that a food company has a social mission to protect animal life and the natural world within proper limits. The idea of a cap and trade system I think is very promising. Developing delicious and safe products is not enough, we have to struggle with social issues from both a business and a social perspective. I really want to do is give happiness to our society through food.

Yamada When it comes to environmental initiatives, we have to consider economic rationality. The aggressive pursuit of economic rationality yields new technology and new opportunities. Note that CO₂ emissions have been recognized as one of the most critical concerns for management, business leaders are charged with undertaking initiatives to solve that problem. From now on, the Nisshin Seifun Group is looking forward to developing new schemes for further cutting CO₂ emissions.

Ikeda The Kyoto Protocol sets a cap on national CO₂ emissions, and the cap and trade scheme has generated interest as a tool. In this scheme, national governments set an emission cap and then allow individual companies to exceed the cap through an emissions trading system. The companies that emit less than the cap can sell the excess emissions, and the cap and trade scheme has generated interest as a tool. In this scheme, national governments set an emission cap and then allow individual companies to exceed the cap through an emissions trading system.

Ikeda I think the idea of this cap and trade system is very effective. The idea is to combine the economic incentives of a cap and trade system with the incentive of a carbon tax. I think this system will allow for a more flexible approach to reducing CO₂ emissions. The Kyoto Protocol sets a cap on national CO₂ emissions, and the cap and trade scheme has generated interest as a tool. In this scheme, national governments set an emission cap and then allow individual companies to exceed the cap through an emissions trading system.
The Task in Our Hands

To address global food issues is a vital task for the Nisshin Seifun Group as this is one of the social responsibilities of a food business. In September 2005, we set up an internal office to promote the efforts of the World Food Programme (WFP) to eradicate hunger and poverty. The office has begun fundraising initiatives on behalf of the WFP.

This section features highlights of a roundtable discussion on the theme of “What We Can Do as a Provider of Food.” For this, we were honored to welcome two representatives from the Japan Association of the United Nations World Food Programme, which supports the WFP.

Feature 2

The Global Food Issues: Where We Stand Today

Kanie

Worldwide, 850 million people suffer from hunger today. Natural disasters such as earthquakes and typhoons are some of the causes of the hunger. Droughts and floods resulting from climate changes such as global warming are other examples. Then there are human-caused problems: political instability due to wars and regional conflicts, a lack of infrastructure, and the explosive spread of HIV. When these two sets of causes compound each other, chronic hunger should ultimately lead to better education and national development.

Miyazaki

School feeding programs are more than just food assistance. In Bhutan, for example, we donate several cooking pots every year as part of our program. There the people still cooked foods over a pile of firewood in an inefficient and unhealthy practice. That is why we started to provide pots that would be more efficient and create less smoke. On the other hand, there are countries like the Gambia in Africa where we cannot even get enough information about the level of hunger and poverty. We have not provided assistance yet because we don’t know where or how to do so. What we have to do in these countries is start by providing money to cover the cost of studies. To do this, it’s important first of all to get people to know and understand the current situation.

Volunteerism: A Long-Term Commitment

Nakazawa

Those of us on the WFP promotion team need some ideas to help WFP assistance really take root at Nisshin Seifun. In the last fiscal year we had an in-house fund-raising campaign, and I realized how difficult it is to collect money. I felt that we really need to have a plan and a system that lets people participate of their own volition. This year, to encourage more employees to participate, we are looking into holding a basha; donating the proceeds; and maybe having a display of informational panels there.

Miyazaki

That’s a great idea. The Association has panels to lend for display purposes; we can let you have some anytime (laughs).

Inagaki

Thank you! Seen from Japan, the problems in Africa seem so far away. But a display of panels would be very effective for giving people a close-up look at these problems.

Nakazawa

Last year we distributed cell phone straps to all employees to raise awareness of WFP assistance. The team members are thinking we might establish a system that people can buy these straps and the money would be donated. Of course, company-wide initiatives are also very important, but I think that perhaps these personal approaches make it easier for employees to participate. For example, the cooking pots that we were just talking about. People easily understand specific kinds of assistance like that.

Kanie

If, for example, you and your company were to set aside a day like today for everyone to get together and consider the hunger problem, you might get people to make a donation equivalent to one lunch. Or how about organizing charity golf; or establishing a system that user fees spent at the welfare facilities of your company go to charity?

Miyazaki

We have just launched this company system, so for the first year or two we should be willing to try a lot of different things on a trial and error basis. The company is glad if our employees undertake activities voluntarily. Nisshin Seifun’s policy is, “The basis of business is built on trust.” In the sense of “trust” to the society, the Nisshin Seifun Group fully supports the voluntary actions of our employees.

Inagaki

At this point, 18 Group employees participate in the Nisshin Seifun Group’s WFP Volunteer Corps. If we keep recruiting employees every year, we will have about 100 supporters in five years. Sustaining this initiative is very important. And of course, we will be expanding our activities to include all of our Group companies. Right now, we have a plan for a system in which employees will earn points, in the same way as a mileage plan, for taking part in the Nisshin Seifun Group’s social contribution initiatives, and those points would lead to WFP assistance.

Miyazaki

As I mentioned a moment ago, we have really just started these initiatives in the Group. We want to hear what people think, to stop us from becoming self-satisfied. It’s important for us to keep on making steady, disciplined progress over the long term.

Kanie

This discussion today has been very meaningful. I feel the Association has received a strong message of support from your enterprise. As I stated at the beginning, there are 850 million people in the world in need of assistance. I hope you will continue to stand by us as we try to meet that need.