McDonald's CSR Report 2018
Company Overview

McDonald’s Company (Japan), Ltd.

Street address: Shinjuku iLand Tower 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
TEL: 03 - 6911 - 5000
Date of establishment: May 1, 1971
Capital: 100 million yen
Business description: Management of hamburger restaurant chain and all other relating businesses
Number of restaurants: 2,899
Revenue: 524.2 billion yen (includes both company-operated and franchised restaurants)
Number of staff: full-time employees (2,213; exclude directors and contract employees), Part-timers: approx.150,000(includes both company-operated and franchised restaurants) (as of December 31, 2018)

Company information

For management philosophy, company profile and history of McDonald’s Holdings Company (Japan), Ltd., please the visit company information homepage of our official website: http://www.mcd-holdings.co.jp/company/
Corporate governance http://www.mcd-holdings.co.jp/ir/governance/

Corporate philosophy

Our approach on restaurant business = QSC&V
As quick service restaurant brand, our mission is to remain as “our customers’ favorite place and way to eat” by running great restaurants and upholding our philosophy of QSC&V (Quality, Service, Cleanliness and Value).
http://www.mcdonalds.co.jp/company/outline/iren/

Editorial policy

This report describes our actions on Corporate Social Responsibility. It is our wish to share McDonald’s CSR and relevant initiatives with stakeholders and contribute to achieving a sustainable society.

CSR Reporting Scope

Target business: McDonald’s Company (Japan), Ltd. (including McDonald’s Holdings Company (Japan), Ltd.)
Target dates: January 1, 2018 to December 31, 2018
Target contents: corporate social responsibilities (business, social and environment)
Editor and contact: Communication & Corporate Relations Division Shinjuku iLand Tower 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo TEL: 03 - 6911 - 5000

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Top Message

Our business offers high-quality, delicious and safe foods that customers can enjoy with peace of mind in a comfortable dining environment. While this is common sense, it is our responsibility and provides the underpinning of our business. At the same time, we know that our business exists only because of the society in which we operate. McDonald’s is a global brand with restaurants in more than 100 countries around the world. In Japan, we welcome more than 1.4 billion customers a year in our approximately 2,900 restaurants, served by over 150,000 crew members. We have a serious responsibility to the society in the way we operate our business.

In 2018, McDonald’s Corporation announced a global initiative called “Scale for Good” to tackle worldwide challenges facing society. In March 2019, under this initiative, McDonald’s Japan formulated three specific pillars of “commitment to families”, “sustainable food sourcing” and “package & recycling”. Based on commitments in these areas, we are developing and implementing specific measures to realize a sustainable society while continuing to ensure food safety, make social contributions, become more environmentally responsible and further develop our people. All these actions are linked closely to the United Nations Sustainable Development Goals (SDGs).

It is our strong belief that through a deeper understanding and pursuit of corporate social responsibility, now and for the future, we will be able to contribute to society and make the world a better place.

Representative Director and Chairman, McDonald’s Company (Japan), Ltd. Sarah L. Casanova
McDonald’s Responsibilities

McDonald’s is well-known in over 100 countries around the world. About 150,000 crew members are working at 2900 restaurants in Japan and 1.4 billion guests are visiting us every year. Serving so many guests with our delicious meals comes with a serious responsibility of acting on social and environmental issues the world face today. We believe that we can play our role by leveraging McDonald’s global strength and business scale. McDonald’s Japan is committed to realize a sustainable society by focusing on three pillars that prioritize “Commitment to Families,” “Sustainable Sourcing” and “Packaging & Recycling.” However we cannot do these on our own; only by working together we can achieve these goals. “Scale for Good” - Together for a Better Future

http://www.mcdonalds.co.jp/company/scale_for_good/family/

Commitment to Families

http://www.mcdonalds.co.jp/company/scale_for_good/sourcing/

Sustainable Sourcing

http://www.mcdonalds.co.jp/company/scale_for_good/packaging/

Packaging & Recycling
On October 10, 2018, Food Safety/Quality Summit was held for the fourth time under the theme “Evolution of food safety culture and pursuit of best-in-class quality” to focus and discuss ways to further enhance food safety and offer best-in-class quality foods to our customers. Three commitments were made on this day by McDonald’s and food suppliers.

**Mieru; McDonald’s Quality**

- **Passion of our suppliers and staff**
- **100% commitment**
  - [http://www.mcdonalds.co.jp/safety/good_quality](http://www.mcdonalds.co.jp/safety/good_quality)
- **Food journey**
  - [http://www.mcdonalds.co.jp/safety/factory](http://www.mcdonalds.co.jp/safety/factory)
- **Allergy information and country of origin information**

**Food actions**

- **Quality improvement measures**
- **Actions to ensure safety and security**
- **Actions on trans-fatty acid**

**Food Safety / Quality Summit**

On October 10, 2018, Food Safety/Quality Summit was held for the fourth time under the theme “Evolution of food safety culture and pursuit of best-in-class quality” to focus and discuss ways to further enhance food safety and offer best-in-class quality foods to our customers. Three commitments were made on this day by McDonald’s and food suppliers.

**Industry-Academia-Government collaboration**

We are working with the Kagoshima University to develop the next-generation food experts with aim of securing sustainable food safety. This Industry-Academia-Government collaboration program is supported by the Ministry of Agriculture, Forestry and Fisheries, Kagoshima Prefecture and Food Safety Management Association.


**Aiming for a Sustainable Society**

**Food Safety and Security**
Aiming for a Sustainable Society

Employment Information

2018

Total number of full-time employees (company-operated stores only)
2,213

Female
30.2%

668

Male
69.8%

1,545

Female restaurant manager ratio
25%

Female ratio in managerial position (director and above)
18%

Female director ratio
8%

2018

Total monthly overtime hours (company-wide)
18.0 hrs

2018

Number of users for flextime program for childcare
19

2018

Number of users for maternity & nursing care leave program
50

2018

Total number of crew members
150,000

approx.

2018

Disabled staff ratio
2.2%

Aiming for a Sustainable Society

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Number of users for flextime program for childcare
19

2018

Number of users for maternity & nursing care leave program
50

2018

Total number of crew members
150,000

approx.
2018 Company-Wide Food and Packages Waste Amount

135,600 tons
+6.8% YoY

2018 Company-Wide Energy Use

206,784 kl
-2.3% YoY

Food waste amount

Crude oil equivalent

Usage amount per 1,000 customers

Energy Use

Water

Gas (city gas equivalent)

Food recycle rate

53.4%

*Includes outbreak control based on periodic report for food recycling

Food-service industry’s food waste target: 100kg

As of December 31, 2018, our paper cups and packaging for customer use are near 100% FSC certified. As of the end of 2018, wrapping papers for hamburgers, paper cups and other paper packaging are near 100% FSC certified. (FSC® N002365)

Animal oil and palm oil for French Fries and McNuggets are RSPO certified (MB rank). In 2015, McDonald’s Japan started to replace palm oil used in its restaurants with RSPO certified oil. By the end of 2018, 100% of palm oil used in our restaurants was replaced with RSPO certified oil.

Hot tea bags used in our restaurants are part of the Rainforest Alliance Certified Farm Products. Tea leaves from the Rainforest Alliance Certified Farms are used in hot tea bags served at our restaurants.

Phalaenopsis fish used in our Filet-O-Fish sandwich is from Alaska and supplied by certified fisheries with a fixed catch limit. While McDonald’s Japan is already using sustainable whitefish source based on scientific evidence for our Filet-O-Fish sandwich, we are taking measures to obtain MSC certification.

Happy Ribbon Project

2018

2018 Happy Ribbon Project

(combined project with the Ministry of the Environment)

The project collects Happy Meal toys that are no longer used to make recycled plastic serving trays.


http://plastics-smart.env.go.jp/cases/?id=44

Environment Certification

2018

Received “Food Industry Mottainai (wastefulness reduction) Committee Chairman Awards” in recognition of energy optimization measures through use of McDonald’s PDCA cycle.


CSR Report 2018
Aiming for a Sustainable Society
Social Contribution

2018

Sport Support

Takamadonomiya Cup
All-Japan Rubber Baseball
McDonald’s Tournament
Number of participant teams
about 12,000 teams

http://www.mcdonalds.co.jp/company/community/sport/

JFA Japan U-12 Football Championship
Number of participant teams
about 9,000 teams


2018

Education Support

Number of classes using “food education hour” tool
6,574

http://www.mcdonalds.co.jp/company/community/ne_mc_support/

2018

Charity

Ronald McDonald House Support
total donation amount from front-counter donation boxes
104.22 million yen

Disaster relief donation
15.8 million yen

http://www.mcdonalds.co.jp/company/community/Donald/

Community Contribution

Number of distributed safety whistles
876,218

http://www.mcdonalds.co.jp/company/community/community_relations/

Number of Hello Ronald appearance
785

http://www.mcdonalds.co.jp/company/community/community_relations/
Partnership with our suppliers is built on fundamental principles set forth in “Code of Conduct for Suppliers” developed by McDonald’s. This code of conduct includes compliance with relevant laws and regulations, work environment, environmental conservation and business integrity, and suppliers are required to agree and comply with these guidelines. Details on code of conduct are specified in “SWA: Suppliers Workplace Accountability Program”, and an audit is conducted once a year to evaluate how these are implemented.

McDonald’s foods are made by domestic and overseas suppliers and delivered to our restaurants. We established a program to manage suppliers’ manufacturing process and food quality control to secure and deliver safe and high-quality foods to our restaurants.

Food manufacturing process management

Food manufacturing process of our suppliers must comply with all relevant laws and regulations. In addition, the above process is managed by food safety management system in line with Global Food Safety Initiatives (GFSI) based on GMP & HACCP programs as well as McDonald’s Supplier Quality management System (SQMS) including McDonald’s quality standards.

Food quality management

To ensure food quality, finished goods are subject to test analysis and sensory evaluation to ensure food at suppliers factories and shipped only after passing these tests. In addition, we conduct periodic sampling tests as well microbiological and physicochemical test analysis to confirm the effectiveness of suppliers management. McDonald’s strives to ensure product quality by implementing these steps.
Quality assurance program from farm to restaurant

McDonald’s has developed its own global management system based on international standards. This system covers from farm to restaurant and includes a third-party audit program to verify the effectiveness of each process.

http://www.mcdonalds.co.jp/safety/food-safety/

Traceability

We built a ‘traceability system’ with the ability to trace back the production history from raw materials to finished goods. This will enable us to quickly identify root cause and implement countermeasures in case of an incident.

http://www.mcdonalds.co.jp/safety/food-safety/trace/
http://www.mcdonalds.co.jp/safety/food-safety/trace1/

McDonald’s quality as well as food safety & security management system

Confirm the effectiveness of the system through McDonald’s quality and food safety management audit program
Food Information disclosure

Product information are available in “Mieru McDonald’s Quality” homepage to enjoy our delicious foods with peace of mind.

http://www.mcdonalds.co.jp/safety/allergy_Nutrition/

Country of origin information

Country of origin information includes the country of origin of main ingredients used in the product as well as the country of finished goods.

http://www.mcdonalds.co.jp/safety/allergy_Nutrition/

Allergen information

McDonald’s allergen information is based on close examination of all raw materials and lists all allergic substances regardless of their content. Information is regularly updated to provide change in raw materials specifications and cross-contamination during manufacturing and cooking process.

http://www.mcdonalds.co.jp/safety/allergy_Nutrition/

Nutritional information

McDonald’s nutritional information is based on standard product specifications and numerical values of nutritional analysis based on “food labeling standards” (Food Labeling Act). Also, information on some foods are based on quotations from “Japanese food standard component 2015 edition (7th edition)” (Ministry of Education, Culture, Sports, Science and Technology).

http://www.mcdonalds.co.jp/safety/allergy_Nutrition/

Nutritional balance check

Visit this web page to learn how McDonald’s menu items can compensate (in percentage) for your recommended daily nutrition intake. The above information includes helpful advice per age and nutrient descriptions from managerial dieticians.

http://www.mcdonalds.co.jp/quality/basic_information/check.php
People

People business

People are the very source of corporate growth, and in that sense, it can be said that McDonald’s is a people business. This is why we do all we can to support the development and career opportunities of our staff in their day-to-day work routine.

Employee Value Proposition

McDonald’s suggests various work styles in our own way and based on the three perspectives of “flexibility”, “future” and “family & friends”. Also, we are committed to value that one can enjoy by working as a crew.

http://www.mcdonalds.co.jp/recruit/fresh/mcdonalds/index.php5

Career Advancement

There are no predetermined career path system at McDonald’s. Instead, we provide opportunities to develop individual growth and career and offer full support for each individuals as they take up challenging work tasks and make career advancement.

http://www.mcdonalds.co.jp/recruit/fresh/career/index.php5

Performance Development System

Based on our philosophy of “when people grow, company grows as well”, we developed a system called PDS (Performance Development System) to evaluate people and achieve the growth of both people and business. PDS sets targets and action plans that are linked with business performance and individual growth, and evaluates individuals based on the levels of target achievement and behavior.

http://www.mcdonalds.co.jp/recruit/fresh/our_voice/voice06.php5

Education institution (Hamburger University)

Focused on education, Hamburger University offers programs that help people to acquire life-long leadership skills and business skills with the aim of “taking initiatives” and not just “obtaining knowledge.”

http://www.mcdonalds.co.jp/company/university/
Diversity & Inclusion

We aim to create a workplace where a diverse team of people with different genders, ages, different personalities and backgrounds can make the most of their strengths and contribute to business growth as a team.

http://www.mcdonalds.co.jp/recruit/freshour_voice/voice15.php5

Employment of Disabled Persons

Crew members with various disabilities are working at many of our restaurants. McDonald’s is striving to develop an organization and environment where diversified personalities and abilities are encouraged and respected.

http://www.mcdonalds.co.jp/company/community/employee/

AJCC (All Japan Crew Contest)

AJCC is a program that encourages crew members to be proud and set targets to develop leadership skills. Each year, about 140,000 crew members join this contest to compete their skills and hospitality in different positions. Starting from local restaurants and regions, selected winners go to the national final round.

http://www.mcdonalds.co.jp/company/university/ajcc/

Work-Life Balance

At McDonald’s, we provide a work environment to achieve work-life balance through “childcare and care-giving program”, “flextime program” and “reinstate-ment support program” to support flextime work, telework, promotion of using annual pay leaves, maternity, childcare and care-giving leaves.

http://www.mcdonalds.co.jp/recruit/freshour_voice/voice01.php5
Charity activities
Support to the Ronald McDonald House is our main focus. Ronald McDonald House is facility built adjacent to hospitals for seriously ill children and families who live far away from the hospital. All the donations made at our restaurants are sent to Ronald McDonald House Charities Japan. Also, McHappy Day and other events are implemented to promote charity support.

Ronald McDonald House Japan HP
http://www.dmhcj.or.jp

Education support
Various education support programs are provided by making good use of our hamburger restaurant business, designed for children’s growth stage from primary school, junior high school and high school.

Food education support
Food education support program is implemented for children to learn the fun of eating and acquire correct knowledge and habits on foods.

Career education support
McDonald’s is a people business, which mean we have the means to develop people. At our nationwide restaurants, we provide learning grounds that take advantage of our approach and at the same time, support the education and growth of children in the community.

Social contribution activities
McDonald’s is engaging in social contribution activities for healthy growth of children.

http://www.mcdonalds.co.jp/company/community/donald/
http://www.mcdonalds.co.jp/company/community/ne_mc_support/
http://www.mcdonalds.co.jp/company/community/mc_discovery/
http://www.mcdonalds.co.jp/company/community/
Community

Sports support

In sport, we focus on little league and youth football. In addition to sponsoring tournaments, we engage in team build-up events at local McDonald’s restaurants, give-away original baseball and football notebooks to promote healthy growth of children’s heart and body.

Takamadonomiya Cup

All-Japan Rubber Baseball McDonald’s Tournament

Known as the “Koshien of elementary school”, this is the biggest tournament for schoolchildren who are part of the 12,000 baseball teams in Japan. McDonald’s Japan, the special sponsorship for this event, has been playing this role for over 30 years.

http://www.mcdonalds.co.jp/company/community/sport/mcd_tournament/

JFA Japan U-12 Football Championship

JFA Japan U-12 Football Championship is the largest competition event for primary school students that target the Japan Football Association Class-4 Team, which consists of players under 12 years of age. McDonald’s Japan has been sponsoring this event from 2011.

http://www.mcdonalds.co.jp/company/community/sport/football/

Community contribution

“Close to communities”, McDonald’s proactively engages in programs that contributes to local residents such as cleaning and crime-prevention programs to create a safe place with peace of mind.

Safety Whistles

We work with local education board and police to distribute safety whistles to new graders, contributing to local crime prevention and traffic safety measures. In 2018, we revamped this whistle by adding a reflector feature to support traffic safety.

“#110 House for Children” - a place of safe haven -

To protect our children in local communities, we promote “#110 House for Children”, where they can freely run into McDonald’s restaurants for safety in case of danger or problems. Also, we’ve prepared “#110 Child instruction book” to learn the program at home with parents.

Child rearing support

McDonald’s support the “Child Rearing Support Passport program”, promoted by both the Japanese government and local municipals. Cheese Burger Happy Meal Set is offered at a special price whenever the “Child Rearing Support Passport”, issued by individual prefectures, is presented upon ordering.

Cleaning patrol

Our nationwide restaurants are engaged in cleaning patrol to clean-up local communities. Also, they proactively participate in other cleaning events promoted by local municipals and groups, working together with the community in making appealing towns.

Hello Ronald! Program

McDonald’s implements “Hello Ronald!” program throughout Japan to share rules and manners that children need to learn in their daily life.

http://www.mcdonalds.co.jp/company/community/community_relations/
Planet

Waste measures and environmental conservation

Knowing that the basics for waste measures is to “contain waste”, we are working on improving the restaurant operation system and review our foods to reduce impact to the environment.

Waste amount in 2018

Company-wide food and packages waste amount

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-wide</td>
<td>135,600</td>
<td>+6.8%</td>
</tr>
<tr>
<td>Foods</td>
<td>46,400</td>
<td>+10.0%</td>
</tr>
<tr>
<td>Papers</td>
<td>34,600</td>
<td>+4.8%</td>
</tr>
<tr>
<td>Plastics</td>
<td>5,400</td>
<td>+1.9%</td>
</tr>
<tr>
<td>Wrappings and others</td>
<td>49,200</td>
<td>+6.3%</td>
</tr>
</tbody>
</table>

Foods and packaging wastes per customer

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-wide</td>
<td>96.2 g</td>
<td>+2.4%</td>
</tr>
<tr>
<td>Foods</td>
<td>32.9 g</td>
<td>+4.8%</td>
</tr>
<tr>
<td>Papers</td>
<td>24.5 g</td>
<td>+0.4%</td>
</tr>
<tr>
<td>Plastics</td>
<td>3.8 g</td>
<td>+2.6%</td>
</tr>
<tr>
<td>Wrappings and others</td>
<td>34.9 g</td>
<td>+2.0%</td>
</tr>
</tbody>
</table>

Environment certification update

As of the end of 2018, paper packings for customer use are near 100% FSC certified. As of the end of 2018, palm oil for fry use are RSPO certified and tea bags are Rain Forest Alliance certified.
Energy measures and restaurant environment

Considering global warming and climate change, energy management is a serious issue. Based on the environment philosophy of “act with the earth in mind”, McDonald’s promotes facilities and investment that ensures energy management and efficiency to avoid wasteful use of energy.

### Energy usage in 2018

<table>
<thead>
<tr>
<th>Energy Type</th>
<th>Nationwide usage</th>
<th>Energy usage per 1,000 customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>654.2 million kWh/yr</td>
<td>463.9 kWh per 1,000 customers</td>
</tr>
<tr>
<td>Gas</td>
<td>32.0 million m³/yr</td>
<td>22.7 m³ per 1,000 customers</td>
</tr>
<tr>
<td>Water</td>
<td>4.734 million tons/yr</td>
<td>34,000 tons per 1,000 customers</td>
</tr>
</tbody>
</table>

### Energy usage per 1,000 customers per type

<table>
<thead>
<tr>
<th>Energy Type</th>
<th>Nationwide usage</th>
<th>Energy usage per 1,000 customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>-1.1% YoY</td>
<td>-5.1% YoY</td>
</tr>
<tr>
<td>Gas</td>
<td>-7.0% YoY</td>
<td>-10.6% YoY</td>
</tr>
<tr>
<td>Water</td>
<td>-13.5% YoY</td>
<td>-15.0% YoY</td>
</tr>
</tbody>
</table>

### Overall energy usage

<table>
<thead>
<tr>
<th>Energy Type</th>
<th>Crude oil equivalent</th>
<th>Greenhouse gas emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>206,784 kl per year</td>
<td>48,569 t-CO₂ per 100 million cash register</td>
</tr>
<tr>
<td>Gas</td>
<td>0.2493 liter /1,000 cash register count</td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>-2.3% YoY</td>
<td>-13.3% YoY</td>
</tr>
</tbody>
</table>

In order to provide customers with a comfortable and relaxing store environment, McDonald’s is implementing fine-tuned air conditioning management in line with seating arrangement. In addition, from the viewpoint of health considerations, we banned smoking on a system-wide scale from August 2014. Our restaurants care for the health of both our customers and our staff.

McDonald’s & SDGs

1. No Poverty
   - Sustainable food sourcing

2. Zero Hunger
   - Sustainable food sourcing

3. Good Health and Well-Being
   - Supporting Ronald McDonald House
   - Restaurant environment (total ban on all our restaurants)
   - Sports support

4. Quality Education
   - Education support
   - Crime prevention / safety classes

5. Gender Equality
   - Diversity & inclusion

6. Clean Water and Sanitation
   - Environmental protection through obtaining certifications

7. Affordable and Clean Energy
   - Energy measures

8. Decent Work and Economic Growth
   - People business

9. Industry Innovation and Infrastructure
   - Waste measures
   - Toy recycle

10. Reduced Inequalities
    - People business

11. Sustainable Cities and Communities
    - Supporting Ronald McDonald House
    - Local contribution
    - Packaging and recycling

12. Responsible Consumption and Production
    - Packaging and recycling
    - Sustainable food sourcing
    - Made For You

13. Climate Action
    - Energy measures
    - Packaging and recycling
    - Sustainable food sourcing

14. Life Below Water
    - Sustainable food sourcing
    - Packaging and recycling

15. Life on Land
    - Sustainable food sourcing
    - Packaging and recycling

16. Peace, Justice and Strong Institutions
    - Corporate governance

17. Partnerships for the Goals
    - Partnership with all stakeholders
    - Scale for Good
Third party testimonials

On March 2019, McDonald’s setup the three focused pillars to continue to engage in achieving a sustainable society backed by SDGs, in addition to actions that the company has been implementing. The report is easy to follow and I do recognize the behind-the-scene efforts to reach this stage, which would’ve been enormous indeed.

FSC® Japan is aiming for a sustainable forest management. In this regard, paper packaging at McDonald’s restaurants are near 100% FSC certified as of the end of 2018. This alone is an outstanding achievement.

In the light of “relationship between McDonald’s and SDGs in Japan”, this would contribute to the “12. Responsible making and use” and “15. “Protecting the richness of the land” as well as achieving targets relating to poverty, hunger, gender equality, safe water, clean energy, work environment, climate change as well as peace and fairness.

As a restaurant company, I look forward to seeing more people becoming aware of this particular restaurant company using certified papers in consideration of the future of the forest. In addition, I expect that they visit the restaurants to raise awareness towards global environment.

Eishi Maezawa
Executive Director, FSC® Japan
https://jp.fsc.org/jp-jp