

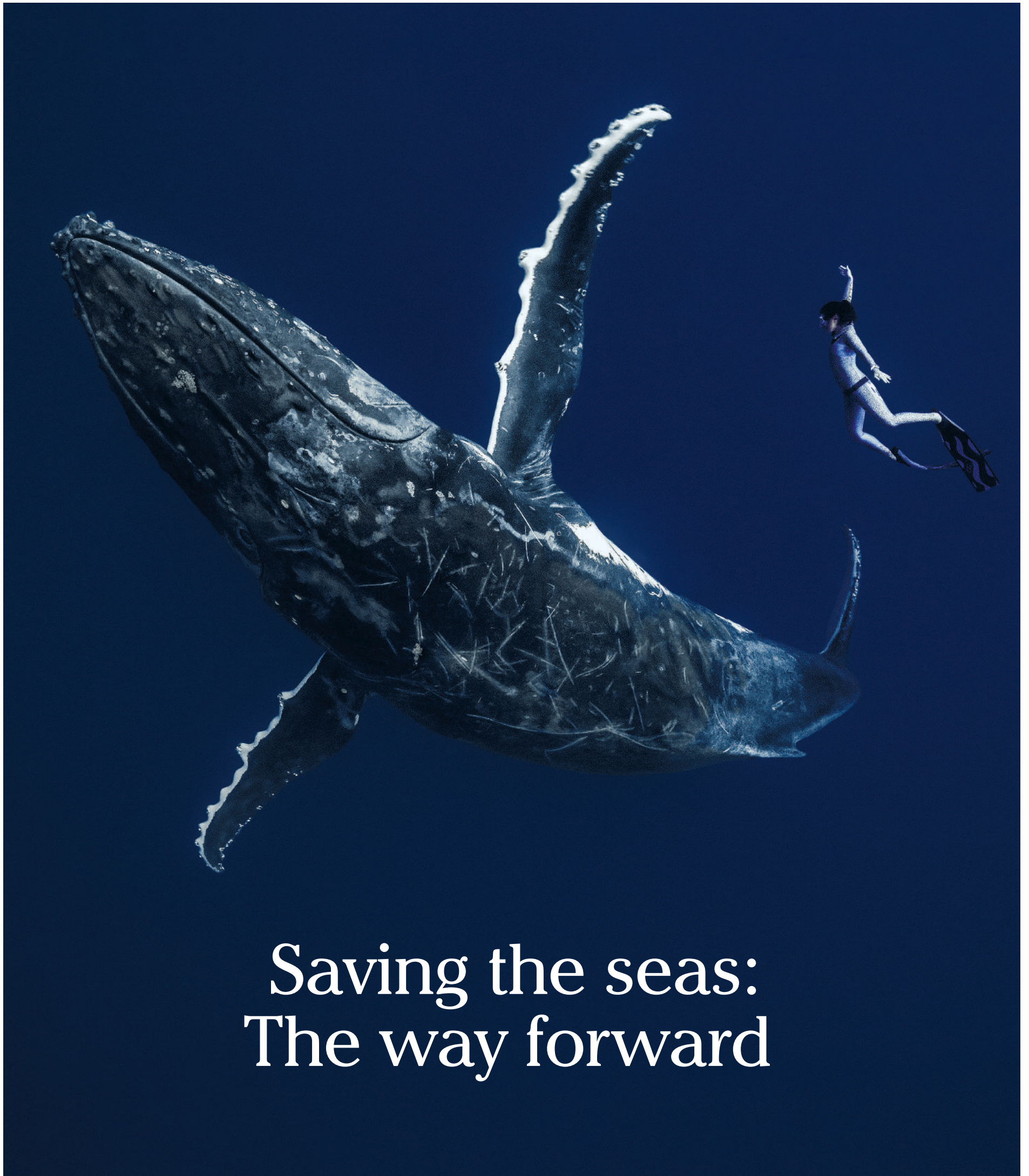
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ESG / SDGs

# SUSTAINABLE JAPAN MAGAZINE

Saturday, July 30, 2022



Saving the seas:  
The way forward



## FROM THE EDITOR

By YOSHIKUNI SHIRAI / EDITOR-IN-CHIEF

As is well known, the ocean occupies 70% of the Earth's surface, and it absorbs carbon dioxide from the air, lowering its concentration in the atmosphere.

According to data from the Ministry of the Environment, the amount of carbon dioxide absorbed by the ocean reached 2.9 billion tons in 2020, the most in a single year since 1990. In the 250 years since the Industrial Revolution, emissions of carbon dioxide

generated by human activities have increased significantly due to the consumption of fossil fuels and deforestation.

But as the concentration of dissolved carbon dioxide increases the ocean gradually changes, becoming more acidic, and this has significant impacts on marine ecosystems.

Looking at the lives of Japanese people, we have always been heavily dependent on the sea, es-

pecially when it comes to food. Japan's land area is just 380,000 square kilometers but because it is an archipelago its coastline is long, and its exclusive economic zone is the sixth-largest in the world, behind only the United States, Australia, Indonesia, New Zealand and Canada.

The ocean is indispensable for our survival. In this special issue, we introduce sustainable efforts focused on preserving them.

ご存じのように、海は地球の表面積の70%を占めています。その海は二酸化炭素を吸収していて、大気中の二酸化炭素濃度の上昇を抑えています。環境省の資料によると、海洋の二酸化炭素の吸収量は2020年に29億トン炭素となり、1990年以降の期間で最大となったそうです。産業革命以降の250年間で、化石燃料の消費や人間による森林伐採により、排出される二酸化炭素（人為起源二酸化炭素）は大幅に増えました。そのため海洋中に

二酸化炭素が蓄積されることで「海洋酸性化」が進行し、海洋生態系への影響も懸念されています。

私たち日本人の生活、特に食の部分では海に大きく依存しています。日本の国土面積自体は38万km<sup>2</sup>と大きくはありませんが、島国であることから長い海岸線を持ち、排他的経済水域（EEZ）の面積だと、世界第6位となっています。今回の特集では、その母なる海を巡るサステナブルな取り組みについて紹介したいと思います。



### AI FUTAKI

“Ocean ambassador” for the Ministry of the Environment’s Mori Sato Kawa Umi Project (Forest Village River Sea Project), Mymizu ambassador. Futaki set two new firsts recognized by Guinness World Records for free diving. She is a unique presence working to be an intermediary between the undersea world and the world on land. As both a photographic subject and a photographer in the world’s oceans, she depicts the connection expressed in the words “We are part of the Earth and live with the Earth.”

The Ai Futaki photo exhibition “Naka-Ima ‘Here and Now’” will be held until Aug. 31 at the venue Umi to Mori in Yoyogi, Tokyo. <https://aifutaki.com/>

Feature OCEAN

# INTERVIEW

## 'Subaquatic Messenger' connects people to sea

By ARINA TSUKADA

PHOTOS: KOUTAROU WASHIZAKI  
CLOTHING COURTESY OF HAAT/ISSEY MIYAKE



### ● Summary

人間は自然と共に生きている、を伝える、二木あいの活動。

すべての海はつながっている。しかし人類にとって海中は未知なる世界、海洋生物だけでも全体の90%以上がまだ発見されていないと言われている。そんな知られざる海の世界を、水中で暮らす生物の視点から伝えていく“水族表現家”二木あいに話を聞いた。二木は十数年前から素潜りを開始し、2011年にギネス記録を2種樹立。

「人間はこの地球の支配者ではなく、自然と共に生きている」というメッセージを写真や講演などを通して伝える活動を行なっている。

環境省の「森里川海プロジェクト」にて、海のアンバサダーとしても参画する二木は、「あらゆる環境問題はすべて海でつながっている」と語る。「海のほうが人間

よりずっと大きい存在。人間中心の視点のみで何かをしようとするにずっと違和感がありました。環境問題は本来、自分の暮らしとも直結しています。頭で理解していても、心が動かなければ何も変わらない。自分の心に正直にいたいこと、そして人間は自然の一部だと感じられることが大切だと思います。」



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COVER PHOTO



Ai Futaki, the "Subaquatic Messenger" who is also an ambassador for the Ministry of the Environment's Mori Sato Kawa Umi Project (Forest Village River Sea Project). An accomplished free diver, she photographs marine life and also man-made marine debris.  
 © AI FUTAKI

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Above: Ai Futaki approaches sea animals at extremely close range when free diving.  
 Left: The NHK documentary "Precious Blue" follows Futaki's activities in the paradise of the Caribbean Sea, where sperm whales raise their young. The film features stunning images.

PRECIOUS BLUE BY NHK ENTERPRISES © 2014 NHK / CHIYODA RAFT



All oceans are connected. The sea comprises 70% of the Earth's surface area, with about 230,000 known kinds of creatures. Yet the sea remains a largely unknown world — it is estimated that over 90% of marine species have yet to be discovered.

We spoke with Ai Futaki, the "Subaquatic Messenger" reporting on the unknown world of the sea from the perspective of the creatures that inhabit it. Drawn to the undersea world she first discovered through scuba diving, Futaki focused mainly on underwater photography and videography in countries around the world (including Thailand and Mexico) before she started free diving over a decade ago. She felt keenly at the time that free diving was the only way to become one with the ocean. In 2011, Futaki aimed to set a record for "free diving through a cave in one breath" and actually achieved two firsts recognized by Guinness World Records.

Futaki said: "Since I initially aspired to be a documentary filmmaker, I felt I should more widely convey the magnificent world of the sea and the message that 'human beings are not the rulers of the world — we live together with nature.' I aimed for the Guinness record in order to raise my profile enough to transmit this message to the world."

Many of Futaki's photos capture underwater animals at amazingly close range. How is she able to get so close to them?

"With scuba diving, the sound of breathing and air bubbles ends up creating a distance between the diver and ocean animals," she said. "With free diving, all you have under the water is your own lungs, the same as marine mammals like whales and dolphins, so you're able to become part of their world. What's important is to have a sense of respect and not barge carelessly into their territory. Also, the transmission of vibrations is four times as fast underwater as on land, so if I feel even slightly afraid or nervous, the animals sense that right away. I leave my ego on land, and in the water I concentrate on the feeling of 'just being there.'"

Futaki, who roams the seas in various parts of the world, is also participating as "ocean ambassador" in the Ministry of the Environment's Mori Sato Kawa Umi Project (Forest Village River Sea Project). How does she view the cascade of problems the world is currently facing, including climate change and plastic pollution in the ocean?

"When you visit the ocean in any country, all the local people say, 'The sea was more beautiful 10 years ago,'" she said. "As in the case of garbage from East Asian countries drifting ashore in Japan, all the various environmental problems are connected by the sea. In particular, the more we learn about the ocean garbage issue, the more intricate and overwhelming it becomes. Things that are essential for sustaining people's current way of life are continually streaming out into the sea. At the same time, plastic trash under the water can sometimes look quite beautiful. To creatures that prey on jellyfish, translucent objects that catch the light must look just like food."

What can we humans do to preserve the beautiful oceans? On the invitation of various organizations — administrative agencies and local governments, schools and so on — Futaki presents her activities and offers suggestions.

"Even if people understand something in their minds, I don't think anything changes unless their hearts are moved. In my case, my works don't have titles or notes, and when I'm the photographer the pictures themselves are black-and-white. There's no correct or incorrect. I'd like my work to be an opportunity for something to blossom inside each viewer and be felt with the heart. I often speak at schools, and it's clear that showing photos and videos while talking about my own experiences of seeing sea creatures up close with my own eyes resonates with children more than answering questions in a formal way. I think that's the advantage of real experience."

She went on: "Also, environmental issues always tend to be thought of as something in a faraway place, but they're intrinsically connected to our own lives in a direct way. I always say, 'First of all, you should value yourself.' For instance, you might change your daily eating habits, or buy things that are thoughtfully made and use them with care instead of buying things you'll end up throwing away soon. Because of the COVID-19 pandemic, a lot of people were released from their busy routines and became aware of the discomfort they'd felt up to then. I think the most important thing is to be kind while being true to your own heart and valuing yourself."

Futaki places importance on addressing the senses and emotions of each individual. What is her vision for leaving the beautiful oceans for the next generation?

"All the creatures in the natural world live their lives while adapting to the environments they're given at various times. They all have their own life cycles, and I always feel they transcend the limits of human understanding," she said. "We often hear the slogan 'Protect the ocean and living things,' but I think the ocean is a much bigger presence than human beings are. I'm sure these words are meant to contribute to a better future, but since nature is bigger than we are, I'd always felt uncomfortable with the idea of doing something for nature solely from a human-centric perspective or position. Humans don't own the Earth. We're one type of being living with nature. If it's true that the ocean formed on the Earth 4.3 billion years ago, our basis for judgment — the span of our existence — is very short, isn't it? By definition, our time scale is something completely different from the ocean's."

"What's more, there must be a huge number of unresolved issues among the countless problems brought about by humans, some of which we're trying to address, such as production and consumption structures — companies that keep accelerating consumption, waste disposal and so on. It may be difficult to find a breakthrough, but I think we should focus on our own problems first, and leave other creatures' ways of life to them."

"It's said that the human body is about 60% water. Water is always inside of us, and I think it will be a good thing if people are able to feel that human beings are part of nature."



A whale parent and calf in a photo by Ai Futaki



Feature OCEAN

# AQUACULTURE

## Promoting sea sustainability with oyster farming

By TAEKO TERAO



Umetsu's oysters are a big hit on Japanese e-commerce sites.

**SATOSHI UMETSU** Born in Saga Prefecture in 1973. President of Umiotoko Co. Ltd. After graduating from junior high school, he started working in his family's harbor construction business, and after working as a diver, he began researching aquaculture for bivalve shellfish. He started an oyster farming business in 2014. His Umiotoko Oysters won the 2020 Grand Prix in the "Undiscovered Gems of Japan" competition, produced by Active Learning Co. President Takuya Hane.

PHOTOS: UNDISCOVERED GEMS OF JAPAN / UMIOTOKO



Left: Umetsu in Benin, inspecting oyster farming operations. Right: A delegation of legislators came all the way from Mexico to visit Umetsu.



One man is working to revive Japan's oceans through oyster farming, saying, "The sea is dirtier than you might think." His oysters, which he grows using a new cultivation method he developed himself, are strongly backed by starred chefs.

That man is Satoshi Umetsu, president of Umiotoko Co. Ltd. His company is located in Tara, a Saga Prefecture town on the Ariake Sea, one of the most productive oyster farming areas in Kyushu.

Umetsu was born into a family that operates a port construction business there. He joined the family business after graduating from junior high school, and as part of that job, he dived in many ports and harbors. From the age of 33, he traveled around the country as a sales representative, witnessing increased sea pollution and the decline of the fishing

industry. While the sea appears to be clean on the surface, diving allowed him to see the sludge that has accumulated at the bottom. Although the government has been making efforts toward improving marine water quality, we have not yet reached the point where we can restore sea life to the sea.

"The Ministry of Land, Infrastructure, Transport and Tourism's definition of a 'clean sea' is one that is clear and at first glance looks beautiful, but it is difficult for bacteria and other organisms to grow in water like that," he said. "From a fisherman's point of view, sea waters that look muddy because they are rich in nutrients that preserve the ecosystem are ideal."

With this in mind, Umetsu's research into marine soil improvement led him to a potential savior: oysters. "It turns out that in a sense, oysters are at the top of

### ● Summary

牡蠣の養殖から、海の持続可能性を考える。

水産資源が減少する日本の海を、牡蠣養殖によって甦らせる活動に取り組む男性がいる。株式会社海男の代表取締役、梅津聡だ。佐賀県生まれ、潜士として多くの港湾の海に潜り、33歳からは営業で各地を回り海が汚れていく様と漁業の衰退を目にした。そこで海の土壌改良を調査するうちに、牡蠣養殖が生態

系の復活に寄与することがわかった。独学で養殖のやり方を学び、2012年、質の高い牡蠣が採れて以降は、自ら養殖、販売を手がけるようになる。そして、有明原産の種カキを用いた牡蠣を《海男オイスター》としてブランド化した。「有明の風土に合う地元産の種は病気にかかりにくく強く育ちます。このことが海を守るにつながっていきます」

ところが2019年、梅津が「漁協指定の種カキ（宮城県産）を使わない」という理由から、地元漁協からカキ部会を除名され一切のカキ養殖を禁じられた。梅津は訴訟を起こし、漁協との対立が続いた。「自然を大切にしながら、もっと自由に海が使えるようになればいい」。現在は賛同者も増え、海外からも声がかかる。梅津のチャレンジは続く。



日本語全文はこちら



the marine food chain," he said. "As phytoplankton increase thanks to nutrients flowing from the mountains into the sea, seaweed and oysters can grow. Bacteria break down the waste produced by oysters, reverting it to nutrients that fish can eat, resulting in more fish. However, when the populations of oysters and other bivalves decrease, the result is too much phytoplankton, producing red tides and collapsing the ecosystem. One of the best things to do to return the oceans to health, therefore, is to grow oysters!"

Umetsu learned oyster farming mainly from the internet and YouTube videos by overseas producers. He could not understand English, so he copied what he saw in repeated on-site trial-and-error efforts. When he started in 2009, his efforts were largely directed at fishermen, as a way to help them. In addition to his local operations in the Ariake Sea, connections he had made in Tokushima, Kagawa, Yamaguchi and other areas through the port construction business offered him locations to develop new oyster beds, and in return, he shared with them the information he had gained from his research. This enterprise produced huge losses at first, but in 2012 the Ariake farm produced an amazingly delicious crop of oysters, which caused quite a splash when he exhibited them at the Japan International Seafood Show, organized by the National Fisheries Agency. This led him to start cultivating and selling the oysters himself. His oysters, which are grown from seed oysters native to Ariake, are small with black shells and have a concentrated sea flavor. They are quickly gaining popularity under the brand Umiotoko Oysters.

"Locally sourced oysters are naturally

sourced to the Ariake Sea climate," Umetsu said, "so they are more robust and less susceptible to disease. This also helps to protect the sea."

Amid that success, a calamity occurred: Umetsu refused to use the seed oysters from Miyagi Prefecture that are prescribed by the Fisheries Cooperative, leading to his expulsion from the oyster division at the Oura Branch of the Ariake Sea Fisheries Cooperative in March 2019 and a ban on him performing any oyster farming, causing him tremendous financial losses. This has put Umetsu at odds with the fishermen's cooperative. He has filed a lawsuit with the Saga District Court to confirm that his expulsion was invalid and to claim damages.

Umetsu expresses his desire to "use the ocean more freely while preserving nature." The numbers of fishermen and industry newcomers are currently increasing, so plans are underway to create a Kyushu oyster brand, launch e-commerce enterprises and organize oyster tourism in Kyushu to allow visits to producers in its various regions. Incidentally, on the day of our online interview, Umetsu was visiting Benin in Africa to pass on how he plans to realize oyster farming.

"Oyster farming does not incur feed-related costs, making it a good way for developing countries to bring in foreign currency," he said. "Furthermore, increased digitalization of operations is shortening labor times for fishermen. This in turn frees up time for maintaining the mountains, because the trees and bamboo grown there are beneficial for fish reefs. A cycle like that would be ideal."

Umetsu clearly faces more challenges ahead.



Top: Umetsu's two sons are also involved in the aquaculture business. Bottom: The relatively small oysters have a concentrated flavor.

# Local angles, global perspective

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Plastic waste entering the sea is now seen as a critical global problem. The amount already in the sea is thought to total 150 million tons, with 8 million more added every year. It is predicted that the weight of marine plastic waste will exceed that of marine life soon after 2050.

Marine waste was first identified as a problem in the 1970s, but it only started to be mentioned in international political circles at the Group of Seven summit in Elmau, Germany, in 2015. Four years later, at the 2019 Group of 20 summit, a goal was established to stop the addition of any more plastic waste by 2030.

So what is the current situation with ocean plastic waste? We spoke with Yutaka Michida, a professor at the Atmosphere and Ocean Research Institute (AORI) within the University of Tokyo, and Haruyuki Kinoshita of the Institute of Industrial Science (IIS) at the University of Tokyo. Both are working on a joint research project, FSI Marine Plastics Research, being conducted by the University of Tokyo and the Nippon Foundation.

"In a survey to help us understand the current situation, we investigated the plastic density in seawater samples taken over the past 70 years [1949-2016] by Japanese fisheries research and educational institutes, and found that the volume of plastic waste has been increasing tenfold every decade," Michida said. "Meanwhile, recent research has shown that the smaller the plastic particles, the more likely they are to accumulate in the mud on the seabed. Further, it has be-

come clear that the size and type of plastic will influence its distribution by ocean currents and also the time it takes to accumulate within living organisms. This knowledge will potentially help us develop plastics with less environmental impact in the future."

With his colleagues, Michida is also investigating the effects of ocean plastics on marine life and the human body.

"When we examined hermit crabs that lived in coastal areas where plastic pollution was advanced, we found that in addition to microplastics, chemical substances added during the plastic manufacturing process had also accumulated inside them. Those substances may also be harmful to the crabs' metabolism," he said. "We also investigated the effect of microplastics on the human body. After conducting experiments using cultured cells, we discovered that fine particles of tens to hundreds of nanometers in size can enter the human bloodstream and lymph nodes. As a result, it is highly possible that humans will also absorb microplastics, and harmful substances will accumulate inside their bodies."

So all sorts of problems are connected with ocean plastics. But perhaps the most important task now is to raise awareness in order to reduce the amount of waste that is generated in the first place. Kinoshita, who is working on an oceanographic data research platform, OMNI, that involves the participation of local residents, explained.

"The efforts of researchers alone will never be enough, so we are trying to build a mechanism to collect data [on mi-



Left: A survey is conducted to investigate the amount of microplastics on the ocean surface. Right: When algae and bacteria grow on plastic debris, it becomes heavy and sinks to the seabed. PHOTOS: THE UNIVERSITY OF TOKYO FSI-NIPPON FOUNDATION RESEARCH PROJECT ON MARINE PLASTICS

croplastics] with the help of citizens," he said. "Recently, we have collaborated with Zushi city [in Kanagawa Prefecture] to collect beach sand with local children, and we are now developing a program that will calculate the total amount of microplastics found in those samples. These educational activities are greatly appreciated by the Zushi citizens, who tend to be environmentally conscious. On the other hand, in places like Tsushima in Nagasaki Prefecture, the situation is different, because instead of household waste we

find a great deal of industrial waste that is washed there from other countries. The opinions and ideas of the locals will differ by location, so it is important to hear from them directly."

Currently the project is entering its second phase, and plans are afoot for further collaboration with local science groups, local governments and citizens to raise awareness. When it comes to keeping plastics out of the ocean, it seems there is still much more that needs to be done.

Feature OCEAN

# PLASTIC WASTE

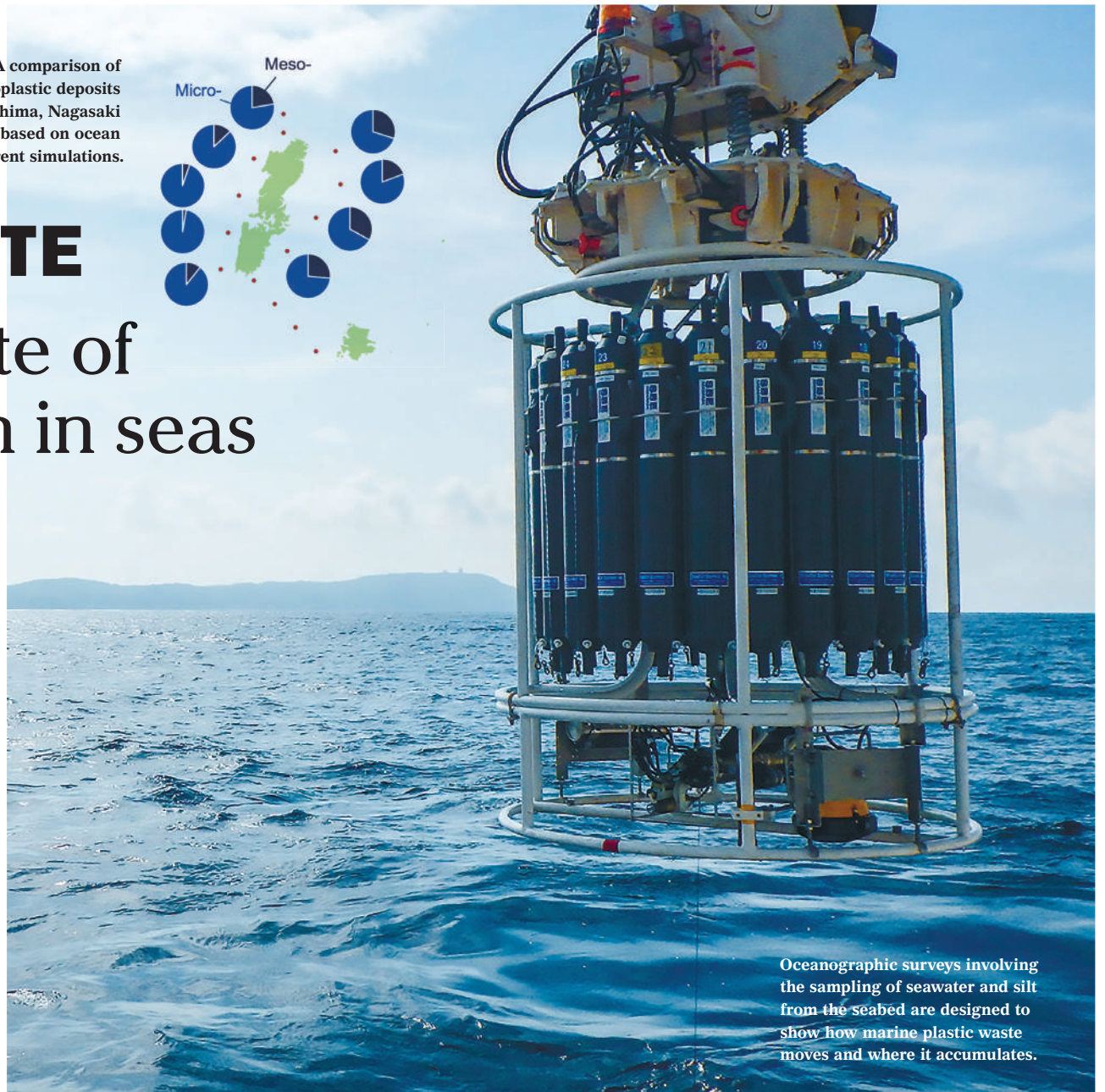
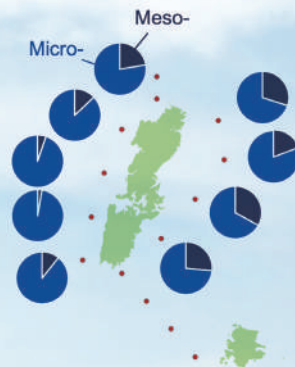
## The current state of plastic pollution in seas

By ARINA TSUKADA

Lectures and workshops on marine debris are also held regularly for the general public.



A comparison of microplastic deposits around Tsushima, Nagasaki Prefecture, based on ocean current simulations.



Oceanographic surveys involving the sampling of seawater and silt from the seabed are designed to show how marine plastic waste moves and where it accumulates.

### ● Summary

海洋プラスチックゴミを取り巻く世界の現状。

現在、海中に存在するプラスチックは1億5千万トン、2050年以降には魚の重量を超えるという予測も出ている。東京大学と日本財団による共同研究「FSI海洋プラスチック研究」を進める、東京大学の道田豊氏、木下晴之氏に話を聞いた。「国内だけでも10年で10倍単位の海洋プラスチック汚染が進行していることが調査で判明し

ました。また海洋生物の体内に化学物質が蓄積したり、人間も有害物質を溜め込んでしまったりする可能性は大きいとあります」と豊田氏は語る。

市民参加型の海洋データ調査プラットフォームOMNIを推進する木下氏は次のように語る。「研究者たちの収集や調査だけでは到底追いつきませんので、市民

の方たちとデータを収集する仕組みを構築しています。最近では逗子市とも連携し、地元の子どもたちと砂浜からマイクロプラスチックを調査するプログラムを展開するなど、各地域固有の声やアイデアを市民の方々から集めていくことも重要です。今後はいっそうの自治体との連携や市民参加による社会普及を目指していきます」。



日本語全文はこちら



The city of Mutsu in Aomori Prefecture is located on the northernmost part of Honshu. Surrounded by the sea on all sides, it is blessed with rich marine resources such as scallops.

COURTESY: MUTSU CITY



Feature OCEAN

## TREE PLANNING

# Fishermen's Forest links land and sea resources

By ARINA TSUKADA



Members of fisheries cooperatives and forestry associations, along with local children, participate in tree-planting in the mountains.

COURTESY: MUTSU CITY

Minerals from lush mountain forests find their way into rivers and then flow into the sea. In recent years, a group of fishermen in the Aomori city of Mutsu have been trying to sustain this healthy cycle linking land and sea resources by planting trees in their neighboring mountains. They call their project Fishermen's Forest.

Mutsu, in the northernmost part of Honshu, has been known for its sea cucumbers and abundant fisheries since the Edo Period (1603–1868). These days, scallop farming is also popular. It was about 20 years ago that a group of local fishermen began a program of tree-planting in the area. Central to that group was Shigeru Nihonyanagi, of the Mutsu City Wakinozawa Agricultural Promotion Corp.

"Scallops feed on phytoplankton, and the minerals supplied to the sea are the main determinant in how good they taste once harvested. Around 80% of the area of Mutsu is forested, and as the leaves fall to the ground and rot they are returned to the soil. Rainwater and snowmelt seep into the ground and then the

water finds its way back into the sea via rivers. Rich in organic substances and minerals, this water is ultimately the source food for the scallops," Nihonyanagi explained.

In order to produce nutrient-rich humus that provides minerals for scallops, broad-leaved forests are preferable to coniferous forests. However, during the period of Japan's high economic growth from the late 1950s to the 1970s, a large number of *sugi* (cryptomeria) trees, which are easy to use as building material, were planted all over Japan. The coniferous *sugi* trees grow rapidly, but this makes it hard for other plants to thrive alongside them. Since that time, the seawater has lacked minerals and, with expanded scallop farming also contributing to the problem, scallops became smaller in size. The tree-planting work began in response to this problem.

"It takes a long time to create a forest. The tree-planting that started about 20 years ago was temporarily abandoned, but with seawater temperatures rising recently due to global warming, we are seeing a big impact on the scallops," Ni-

honyanagi said. "So it became clear that long-term planning to ensure the supply of minerals from the upper reaches of the mountains was essential, and we restarted the tree-planting in 2018."

In recent years, there has also been a movement to make compost using the small shellfish that stick to fishing nets when pulling up scallops from the sea, and then use that compost as fertilizer when planting the forests.

"Once something has been landed in the boats, we're prohibited from returning it to the sea again. But it wasn't easy to dispose of that residue, with the cost of incineration being significant," Nihonyanagi said. "We succeeded in composting the residue by mixing it with livestock manure, and now even farmers are using it."

In this way, a system for helping the circulation of resources between the mountains and the sea has been created. So how does Nihonyanagi, who has been involved in this work for many years, intend to pass it on to the next generation?

"The trees are all planted at one time every year, and the program is run by the

local fishery cooperative and also forestry association, and local children get involved too. The chairman of the fishery cooperative was working on this for 20 years," he said. "But now the head of the young fishermen's group within the cooperative is participating too, and so the knowledge is being passed on to the next generation. We humans need to keep doing whatever we can to maintain these rich natural resources."

The method of aquaculture used in Mutsu is to grow scallops in underwater nets and haul them up once they have grown.



COURTESY: MUTSU CITY

### ● Summary

漁師たちが自ら山に植樹する青森県むつ市「漁師の森」。

山の豊富な森林から生まれる栄養源は、川から海へと流れていく。そうした海と山の資源循環を持続させるべく、水産業に関わる漁師たちが自ら山に植樹をする「漁師の森」が、本州最北部、ホタテ養殖が盛んな青森県むつ市で続けられている。20年前から活動を続けてきた、むつ市協野沢農業振興公社の二本柳茂氏に話を聞いた。

「森の木々から葉が落ちて腐葉土となり、降雨や雪解け水によって地中に染み出した天然の水が川から海へと流れていく。この有機物やミネラルを豊富に含んだ水が、ホタテを美味しくする飼料源となるんです」

一時は途絶えた植樹活動だが、昨今の温暖化によって養殖ホタテにも影響が出始め、2018年から再スタート。

また近年は、海中のホタテを陸揚げするときネットに付着してしまう小さな貝などを堆肥化し、植樹林の肥料として再活用する動きもある。

「植樹活動の主催は地元の漁業協組合や森林組合、そして近所の子供たちが参加しています。世代を継承して、人間たちでできることを続けていきたいですね」



日本語全文はこちらから





thejapantimes

## Destination Restaurants 2022

AUTHENTIC JAPAN SELECTION

# Italian restaurant innovates in suburban Tokyo

By TAEKO TERA0

A confit of *ayu* fish. In place of the conventional confit technique of cooking in oil at low temperatures, Masakazu Taira cooks in a vacuum at high temperatures, thereby preventing the fish from falling apart. This is served with a foam of Noilly Prat vermouth and apple juice.



PHOTOS: KOUTAROU WASHIZAKI

### MASAKAZU TAIRA

Born in 1979 in the Kokuryo district of Tokyo. After apprenticing at a famous Italian restaurant in Tokyo, he went to Italy, where he improved his skills at Michelin-starred restaurants, including Tenda Rossa, Sadler and Piazza Duomo. He opened Don Bravo in 2012. He opened Crazy Pizza in Kokuryo in 2020, followed by Crazy Pizza Kagurazaka in 2022. Every day, he struggles with how we can have fine dining even in the suburbs, far from sources of local production.



Tokyo (Italian)

## Don Bravo

3-6-43 Kokuryocho, Chofu-shi, Tokyo  
Tel: 042-482-7378  
<https://www.donbravo.net>

“My restaurant lacks the ‘sacredness’ demonstrated by other regional chefs winning awards in the Destination Restaurants 2022 competition, those who collaborate with local producers or use cuisine to preserve the regional history they’ve inherited,” said chef Masakazu Taira, owner of the Tokyo restaurant Don Bravo. “But I am always thinking about what I can do within that context.”

His restaurant is neither in a rural area abundant with nature and nearby producers, nor in a tourist destination. It is located in a residential area in Tokyo’s suburbs, the Kokuryo district of the city of Chofu, a place people do not usually visit in search of gastronomic delights. He therefore started from a menu featuring pizza and other items that would be familiar to the area’s residents.

Despite that, Taira learned his skills at some of Italy’s most prestigious restaurants. Using superior ingredients and techniques, he cooks every pizza with the utmost care, winning over the hearts and minds of his guests. As his restaurant began filling up more frequently, he gradually added fancier fare to his menu and raised his prices. The restaurant gradually attracted a more gourmet fan base, and the cuisine it offered changed to suit.

Today he offers pasta and pizza lunch specials starting at ¥1,595 (\$11.60) and an ¥11,000 prix fixe menu in the evening. In early summer, he starts with a cold corn soup. The second dish is raw oysters with Sicilian lemon oil. There is nothing surprising in these combinations of ingredients; indeed, they are the height of orthodoxy. So I asked Taira about what he aims at with the food he makes.

He replied: “Serving a dish that peo-

ple have never seen before might result in a brief surge of popularity, but it wouldn’t last long. That being the case, I want to serve dishes that everyone knows but develop new ways of cooking them to deliver higher quality.”

For example, he does not follow the Neapolitan style of making pizza, which is characterized by a soft and fluffy dough; instead he lets a dough that includes whole-wheat flour rise in the refrigerator for two to three days before baking it in a wood-fired oven at 450 degrees Celsius for just a minute and a half. The result is a dough that when baked is clearly savory, crispy and sharply delicious, a flavor that is unique to the Don Bravo group of restaurants.

Cold pasta is normally boiled until soft and then cooled in ice water, but Taira just mixes in the sauce and cools the whole thing, pot and all. The cold pasta with clams he makes with this technique is a perfect union of clam broth with noodles, a flavor so rich in umami it isn’t lost even when topped with plenty of coriander, dill and other strongly aromatic herbs.

Complementing the various hidden innovations in Taira’s orthodox menu are clearly more experimental dishes, such as confit of *ayu* sweetfish served with Shine Muscats and edamame. To further enhance his cuisine, he also provides alcohol pairings that incorporate wines from around the world with Japanese sake and *shochu*, as well as nonalcoholic pairings such as Chablis-inspired blended teas with lemon peel and other ingredients.

Opening a high-end restaurant in a residential district is one adventure, and including pizza as part of what is supposed to be a high-end meal is another, but many foodies today are starting to embrace such a bold attitude.

### Summary

ガストロノミー不毛の地で奮闘するイタリアン。

「僕の店は他のシェフのように、地元生産者と協力したり、先人から受け継いだ郷土の歴史を料理で表現するような「尊さ」には欠けています。でも、そのなかで何が出来るかを常に考えています」オーナーシェフ、平雅一が率いる『ドンブラボー』は東京近郊の住宅街、調布市国領という、およそガストロノミーとは縁遠い場所にある。そこで、ピザを出すなど地元の人に馴染むようメニューを工夫した。「誰もが知る料理を、新しく開発した方法でおいしく作りたいんです」例えば、冷製パスタなら、通常は茹でてから、氷水で引き締めるところを、ソースを絡めてから鍋ごと冷やす。この技法で作る蛤のパスタは旨味が驚くほど濃い。前後にマスカットを添えた鮎のコンフィのようなガストロノミーな一品を配することでインパクトを出す。郊外の住宅街でガストロノミーをやるのも冒険なら、ガストロノミーを謳うコースでピザを出すのも冒険。そんな攻めの姿勢が多くの食通に支持され始めている。



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### Destination Restaurant 2022 PARTNERS

TASAKI



Sponsored by ANA

### DESTINATION HOTELS

#### SORANO HOTEL

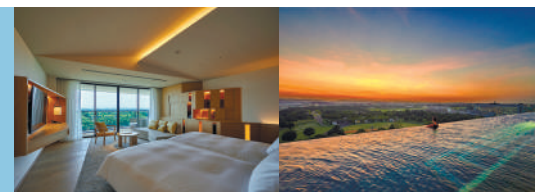
TOKYO



The Sorano Hotel, which opened in Tachikawa, Tokyo, in June 2020, is based on the concept of “well-being.” The hotel’s top 11 floors feature a spacious 60-meter-long infinity pool using water from a dedicated hot spring. The rich greenery of the vast Showa Kinen Park spreads out below, and Mount Fuji is visible on clear days. The ho-

tel also features two types of dog-friendly rooms with private balconies where you can spend time with your dog.

If you’ll be staying in Tokyo, please consider the Sorano Hotel, a hotel that is environmentally friendly and dedicated to improving your mental and physical health.



<https://soranohotel.com/en/>  
W1, 3-1 Midori-cho, Tachikawa-shi, Tokyo  
Tel:042-540-7777



COURTESY: TOKYO ICHIBAN FOODS



The company is able to provide *tora fugu* at a reasonable price by managing every step of the process from fish farming through to processing, distribution and sales.

## Tokyo Ichiban Foods cultivates *fugu* and tuna

By TAEKO TERAOKA

According to the Fisheries Agency, stocks of *tora fugu* (the Japanese puffer or tiger puffer) have fallen significantly in the Sea of Japan, the East China Sea, the Ariake Sea and the Seto Inland Sea, from 1,000 tons in 2002 to just 534 in 2019. In addition, that symbol of high-class sushi, Pacific bluefin tuna, which was long classified as an endangered species by the International Union for Conservation of Nature but was upgraded to “near threatened” last September, remains at risk.

To address these kinds of problems, companies around the world are experimenting with fish farming. One of them is Tokyo Ichiban Foods Co. Ltd. (listed on the Tokyo Stock Exchange’s Prime Section), which operates fish restaurants from seafood pubs and sushi restaurants to the *fugu* specialty chain Torafugu-tei. By covering all aspects of the business, including production, processing, distribution and sales, the company can provide the best quality produce at low prices while at the same time working to solve environmental problems as they pertain to seafood.

Kazuko Iwanari, director of marketing at the company, explained: “If your only concern was to generate profit, then you could easily just buy your *fugu* and tuna from wholesalers. But as a company that is serious about its sustainable development goals,

we have been working on a plan to secure sustainable aquaculture in Furue Bay in the city of Hirado since 2014. The work is done in cooperation with Nagasaki Prefecture, Hirado and the local Nakano Fisheries Cooperative. We are raising *tora fugu*, as well as our own brands Kiwami Ichiban Tuna, Kiwami Buri and Kiwami Saba. And we’re trying to improve the ocean environment as we do it.”

Back in 2003, a *tora fugu* farmer in Nagasaki Prefecture was discovered to be illegally using formaldehyde, a known carcinogen, to kill parasites on the fish. As a result, a certification system for aquaculture companies was developed. This system now sets standards for fry, feed, medication and other aquaculture materials. Tokyo Ichiban Foods has of course been certified.

“As a result of that historic issue, Nagasaki Prefecture has been very careful about aquaculture,” Iwanari said. “When I first visited Hirado, the beauty of the sea and the conscientious attitude of the people in the fishing industry convinced us to form a partnership here. Hirado is a wonderful place: There is the ocean, there are forested mountains to catch the minerals in the salt air, and there is the circulation of nutrients flowing back through the rivers to the sea.”

“Also, by raising fish here, we are able to build networks of lo-

cals who are serious about the environment, so we can gather together pertinent information. And through that network, we are now working on related projects like transplanting eelgrass in the sandy areas at the entrance to the sea. In the future, we would like to contribute to the ‘blue carbon ecosystem’ by reviving carbon-absorbing seaweed beds.

“We are trying to improve the water quality by conducting responsible oyster farming, too. Over the last 10 years it has been a process of trial and error, but if you don’t develop the marine environment in a way that nature accepts, you just can’t expect to succeed with aquaculture. We have been experimenting with using seabed improvers, releasing catfish that eat organic substances in the seabed, and even using underwater drones to monitor our progress. In collaboration with Skretting Co. Ltd. [Fukuoka Prefecture], we are also developing a

plant-derived feed for Pacific bluefin tuna that will not adversely impact the marine environment. Having fewer fish being eaten means we can protect populations of small fish too.”

The company has set up processing factories in Hirado and Tokyo that are certified for HACCP (hazard analysis and critical control points), and it exports the seafood products processed there to its antenna shop Wokuni in New York City. During the COVID-19 lockdowns, the store continued to disseminate Japanese food culture to New Yorkers by switching to sushi deliveries. Japanese cuisine, which was registered on UNESCO’s Intangible Cultural Heritage list in 2013, is synonymous with healthiness. And in order to make sure it remains healthy in the true sense of the word, it is essential that we develop sustainable aquaculture systems to restore our marine environments.



At its New York City restaurant Wokuni, the company serves seafood dishes and also introduces Japanese food culture through fresh fish sales and tuna cutting demonstrations.

COURTESY: TOKYO ICHIBAN FOODS

### ● Summary

サステナブルな養殖に取り組む「東京一番フーズ」

海洋資源枯渇の問題解決として各国の企業が魚の養殖に取り組んでいる。「とらふぐ亭」をはじめとする魚料理店やNYでレストラン「WOKUNI」を運営する株式会社東京一番フーズ（東証プライム上場）もそんな企業のひとつ。同社マーケティング担当取締役の岩成和子氏が語る。「2014年より長崎県平戸市古江湾で、とらふぐなどを育

てながら、海環境改善を模索しています」

長崎県では2003年にとらふぐ養殖業者によるホルモンの不正使用が問題となり、それがきっかけとなり適正養殖業者認定制度が誕生。同社もその認定を受けている。「砂地にアマモを移植し、海藻類を蘇らせることでブルーカーボン生態系にも寄与したいと考えています。また、海底改

良剤の散布やプランクトンを食べてくれるナマコの放流などで水質改善を図っています。10年間で様々な失敗もありましたが、結局、自然のルールに添ったやり方で海環境を整えないと、いい養殖はできません。

和食文化を真の意味でヘルシーに保つには、海環境を回復するサステナブルな養殖スタイルが求められている。



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VOL. 1: Kao Corp.



## Mission: Sustainability

By OSAMU INOUE / Renew

### Kao's Strong Point

- 1 Aims to be carbon neutral by 2040 and carbon negative by 2050
- 2 Aims to reduce the amount of plastic packaging waste to net-zero by 2040 and be net negative by 2050
- 3 Made CDP's A List in all three areas of climate change, forest and water security for the second consecutive year in 2021
- 4 Became the only company in Asia to be a World's Most Ethical Companies honoree for a 16th straight year in 2022



ILLUSTRATION: SHO FUJITA

# Kao committed to goal of net-zero waste by 2040

**K**ao Corp., a major Japanese maker of consumer products, on June 29 quietly announced a new strategy that will have a strong impact: commitments to reduce its plastic packaging waste to net-zero by 2040 and then make it net negative by 2050.

Many companies have pledged to achieve carbon neutrality, reducing emissions of greenhouse gases from their business operations to net-zero. But a company announcing a commitment to reduce its waste to net-zero is rarely heard of. In fact, Kao is the first company to do so in Japan.

### Triple A on CDP list

In May last year, Kao announced a commitment to achieving net-zero carbon emissions by 2040 and being carbon negative — with its reductions exceeding emissions — by 2050. At that point, there were few companies in Japan to set the target year of 2040, a decade ahead of the target date set by the Paris Agreement and the Japanese government.

Kao's target for emissions reduction includes Scope 3, or indirect emissions from activities by the suppliers and users of a company's products, in addition to Scope 1 and

Scope 2, which include emissions related to fuel and electricity used in production. Kao made clear its commitment to achieve net-zero emissions for its supply chains and product life cycles as a whole.

Currently, only a handful of Japanese listed companies are committed to achieving net-zero for emissions including Scope 3. Kao is the only one among Japan's major consumer products companies, whose goods are used in large quantities in homes. About a year after announcing the industry-leading net-zero commitment, the company began a fresh initiative to tackle the issue of plastic waste.

Kao, which continues to lead the industry by undertaking challenging initiatives, is no doubt a leader in sustainability as well as in environmental, social and governance-oriented (ESG) corporate management.

CDP, formerly the Carbon Disclosure Project, is an international non-profit organization that evaluates climate change measures taken by companies. It annually releases "A Lists" of companies to which a high evaluation is awarded in the three areas of climate change, forests and water security. In 2021, only 14 out of 12,000 companies worldwide achieved triple As, included in the A List in all three areas. Kao was among them, achieving triple As for the second consecutive year.

Kao was also named a 2022 World's Most Ethical Companies honoree for the 16th straight year and was selected for inclusion in the 2022 Bloomberg Gender-Equality Index for the fourth consecutive year. These honors were in recognition of Kao's commitment to progressive targets, efforts to form effective internal structures to work toward them and its successful track record.

In 2009, Kao announced an "environmental statement" in which it

pledged to place environmental conservation at the center of its management. In that same year, in which it took a major turn to environmentally oriented management, Kao introduced Attack Neo, a laundry detergent with a low environmental impact, requiring only one rinse cycle. The product became a hit.

In 2018, when the term "ESG" had yet to gain currency, the company reformed its internal structure for promoting its sustainability strategy. An ESG managing committee in which executives participated and an ESG promotion meeting, a committee composed of division heads, were set up and ESG was positioned as the core of the company's management.

This past April, Kao launched ESG steering committees. The company set four priority themes — decarbonization, plastic packaging, human rights and DEI (diversity, equity and inclusion), and chemical stewardship — to further reinforce governance and effectiveness. Let us first look at the decarbonization theme.

### Decarbonization and tech

"We came to the realization as early as 2009 that we won't be able to solve the problem of global warming unless we get wide-ranging suppliers and customers on board," Manabu Shibata, Kao's director for ESG global action management said about the net-zero commitment, the centerpiece of the company's decarbonization strategy. "It was a natural for us to include Scope 3 in our pursuit for net-zero CO2 emissions."

Kao's work to reduce Scope 1 and 2 emissions has progressed steadily. Their combined total had dropped 15% by 2020 and 20% by 2021 compared to 2017, thanks to efforts to shift to renewable energy sources at its operational facilities. However, reducing Scope 3 emissions is not an

easy task — for Kao or any company.

Scopes 1 and 2 represent 7% of Kao's greenhouse gas emissions. Most of the company's emissions are Scope 3, in which "raw material procurement" and "product use" represent 38.5% and 38.5%, respectively. Kao aims to reduce Scope 3 emissions by 22% compared to 2017 through reductions across entire product life cycles, including the stages of raw material procurement, manufacturing, transportation, product usage and disposal of used products. But the total reduction has not been large, falling just 4% by 2020 and staying there in 2021.

Does Kao, in the end, plan to achieve its target through using the carbon offset system, buying credits for reductions achieved by others to offset its emissions?

"The public would not allow us to do that," said Junko Otani, vice president, ESG Global Strategy, Kao's ESG division Director Shibata said: "Kao is a company marked by its technology. If we did all we could and still weren't able to achieve it, we might use offset credits, but our staff are trying their best to address the situation through development of technologies such as recycling of carbon and carbon fixation."

There are credits of bad quality that are changing hands. Some, for example, do not actually reflect successful initiatives to stop deforestation. And there are companies that purchase such credits and claim to have contributed to reducing greenhouse gas emissions. Kao says it wants to do all it can to avoid using carbon offsets, and such an attitude is worth trusting.

### Net-zero plastic 'possible'

As regards the issue of plastic packaging, a key theme that rivals decarbonization in importance, Kao has contributed to reducing the use of

Junko Otani (right), vice president of ESG Global Strategy, Kao's ESG division, and Manabu Shibata (left), division director



PHOTO: TSUTOMU SUYAMA



plastics by promoting refill and replacement products and increasing the degree of concentration of liquid products. For example, the company began selling refill products with highly concentrated liquid content in large-size film-based packaging at prices lower than bottled versions. This successfully encouraged consumers to develop the habit of refilling their used product bottles at home.

Compared to a scenario in which refill and replacement products are still sold in plastic bottles and liquid products are not concentrated, Kao estimates it has reduced its plastic use by 139,800 tons, or 78.4%.

In 2020, Kao introduced in the United States the MyKirei brand of products sold in what it calls “air-in film bottles,” or inflated film bottles. They proved popular, especially in online sales channels. These bottles gain their rigidity “like a rubber swimming ring,” allowing them to stand upright. The products have nearly halved the amount of plastic used in packaging compared to existing products.

In the same year, Kao announced it would eliminate eye-catching plastic stickers attached to product packages, an in-store sales promotion ploy used in Japan. It ended the production of all products with such stickers by the end of 2021. This resulted in a reduction of about 60 tons in the amount of plastic used.

The stickers had been used as a key tool to attract buyers’ attention for many years. The decision to eliminate them is proof that Kao prioritizes environmental measures ahead of sales or profits. The amount of reduction may be small, but the story is sufficient to convince the public about Kao’s seriousness.

Still, Kao used 104,000 tons of fossil fuel-derived plastics in 2021. The film-based packaging the company uses is made of plastic, and the company has not been able to completely eliminate the use of plastics due to sanitary considerations. Neither can it achieve perfect recycling of plastics by collecting all the waste packaging of the products it has sold.

The situation has led Kao to adopt the new strategy mentioned at the beginning, in which it aims to achieve net-zero plastic by collecting and recycling plastic waste in an amount equivalent to what it uses.

Kao has said it will step up efforts for innovation in the reduction and recycling of waste to achieve the goal of net-zero plastic waste by

2040 and take it further to net negative by 2050. It is already working on trial projects, including the sale of products in volume at retail shops and the collection of packaging, and it has high hopes for innovative new materials.

Newtlac 5000, which Kao introduced in December 2020, is an asphalt modifier that improves the durability of asphalt pavement. It is made from discarded plastic drink bottles, with fatty acid and an additive mixed in. Asphalt pavement whose composition is about 1% Newtlac 5000 has roughly five times the durability of conventional pavement, according to the company.

“When self-driving vehicles become widely used, roads will become more prone to ruts as wheels on such vehicles trace exactly the same lines,” Shibata said. “We believe Newtlac 5000 will contribute to directly reducing greenhouse gases by reducing road maintenance work, in addition to its potential to help us achieve net-zero plastic waste.”

### The ‘Kao Way’

Kao has a remarkable track record and has won a great reputation, but the head of its ESG division is still not satisfied.

“If what we really looked at is the initial successes that we have today, which are great ... we’ve done a lot to make those things happen as an organization,” said David Muenz, who heads Kao’s ESG division.

“But I guess if I really searched my soul, search my heart, I don’t have a lot of satisfaction with where we are, probably because I see the distance we have to go yet — the tough journey that exists before us — and so I kind of remain hungry or driven to not accept where we are,” added Muenz, who serves as the director and managing executive officer.

“The journey in front of us is still long, still tough. We have a lot of work to do,” he added.

Those comments indicate the degree of Kao’s seriousness in its commitment to sustainability.

Indeed, Kao’s journey will be tough. But why does it choose to set high hurdles? What makes the company so serious about sustainability? “Because it’s in our corporate philosophy,” Otani said. “We gave it the name ‘Kao Way’ in 2004, but the spirit of the founder expressed in the corporate philosophy has been passed down through generations of executives and employees.”

“Being seriously committed to sus-

tainability is something that comes natural to Kao employees,” she said.

The company describes the Kao Way in detail, using such phrases as “We work ... to create a Kirei life — a cleaner, more beautiful, and healthier life for all people and the planet” and “integrity as the only choice” and “We do what is right, not what is easy.” These derive from the words of Kao founder Tomiro Nagase.

Muenz said the Kao Way impressed him very much.

“Kao’s corporate philosophy and its management’s leadership go together well, and that made me so serious in my role,” he said.

These are all good answers to interview questions. But the most convincing thing he said was about the company’s “big opportunity” as a consumer products maker. (See side box.)

### Causing lifestyle shifts

Decarbonization and plastic waste reduction will not be achieved for society as a whole unless we can change the behavior of consumers, who use and discard large amounts of products. A consumer products company is in a position to frequently reach out to consumers.

If Kao succeeds in changing the lifestyles of people through its efforts in research and development and innovation, making our society significantly more sustainable, the company will as a result be able to gain the fruits of creating new markets. For Kao, sustainability is not something it talks about to make itself look good. It is a real issue on which its survival depends.

Kao knows it is not easy to change people’s lifestyles. Yet it knows it can change consumer behavior, even though it may take a long time.

Kao, whose primary business since its foundation in 1887 has been soap products, introduced the Biore U body wash in 1984, which made liquid body wash products sold in plastic bottles common in Japan. The company subsequently encouraged consumers to shift from bottled products to refills, which they accepted.

“Instead of trying to force consumers, we think it is important to gently nudge them to change lifestyles so they can make a smooth shift,” Otani said.

Ten years from now, hard plastic bottles may be gone from store shelves, a thing of the past. Kao, at least, anticipates the possibility of this coming true.

Kao’s corporate philosophy, the “Kao Way,” specifies a mission of “providing care and enrichment for the life of all people and the planet” and a value of “integrity as the only choice,” so working toward the sustainability of the Earth was only natural for the company.

The company’s leaders, from its founder on, instilled these fundamental principles and ideals into its people, and so that spirit and culture lives in them. After joining Kao in midcareer, I became even more enamored with it based on what I saw and found in terms of the living spirit, the living culture that exists in the company.

We have been very fortunate to have lots of strong leaders at Kao. When I talk to other people who are leading the sustainability groups in other companies, I always tell them, “My job is so much easier because our leaders have shaped the character of the leadership, whether Chair Michitaka Sawada or CEO Yoshihiro Hasebe.”

So I think our philosophy and leadership are truly important elements of why Kao is able to do

### Why Kao plunges into a tough journey to purity

David J. Muenz  
Kao Corp. director, managing executive officer



these things, plunge into a tough journey.

And we consider our actions to be not just related to the sustainability of the world, but also the sustainability of our company.

What can we do? What opportunity do we have to change the way people impact the environment — waste and so forth?

Certainly, the household and the beauty care goods and so forth tend to be at the forefront of consideration for the environment. The pressure is one aspect. But perhaps another is the opportunity.

We are in almost every room of every home, so we have a big opportunity to touch people’s lives. By structuring our products in certain ways, we can make a tremendous difference in the footprint of the people who use them.

Sure, these things are not easy. But, I think, by having aggressive challenges like this, we really catalyze and energize the spirit of innovation. The aggressive goals we consider push us to be innovative and to be the leader of the future. And so we consider that, deeply, to be a motivating factor.



Above: In one effort to reduce unnecessary plastic use, Kao eliminated the stickers attached to its products. Right: MyKirei brand products in “air-in film bottles.”

### ● Summary

2040年炭素／ごみゼロへ  
花王の本気度と原動力

今年6月29日、花王はインパクトがあるサステナビリティの新戦略を公表した。自社起因で排出される「プラスチック包装容器」のごみを2040年までに実質ゼロにするという「ごみゼロ」宣言である。

温室効果ガスを実質ゼロにする「カーボンニュートラル（カーボンゼロ）」と同じ発想をごみにも適用する取

り組みは世界的にも珍しい。花王は昨年、日本の上場企業としては初めて、「Scope3まで含めたカーボンゼロを2040年までに達成する」と宣言している。

花王は、国際非営利団体のCDPが選ぶ「気候変動」「フォレスト」「水セキュリティ」3部門のAリストに、2年連続で選出されている。同社がサステナビリティ／

ESG経営のリーダーであることは疑いようもない。

道のりは険しい。それでも、ハードな目標を自らに課すのはなぜか。なぜ、花王はここまでサステナビリティに対して本気になれるのか。背景には企業理念と経営者の姿勢、そして、消費者のライフスタイルに大きな影響を与え得る消費財メーカーとしての覚悟があった。



日本語全文はこちらから

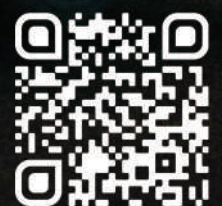




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