



Society

Basic Approach

The KAMEDA SEIKA Group has set forth a basic personnel policy of “increasing the sense of active participation and growth among all employees.”

We expect all employees to play an active part and to feel their growth day by day as they help create a better world together with the Company.

Enhancing the Skills of Our Human Resources

● Enhancing the Skills of Our Human Resources

The KAMEDA SEIKA Group aims to increase its corporate value as a distinctive global company by establishing the three pillars of the domestic rice cracker business, the overseas business and the food business. We believe that human resources (employees) who can resolutely take on new challenges with a high-level perspective, the ability to get things done, and resourcefulness, are indispensable for achieving this aim. We enhance resourcefulness through rank-based training tailored to growth, hone professional skills through practice and training, and elevate perspectives through selective training. We also establish programs to reinforce a spirit of challenge and assist in independent learning to support the growth of all employees.

High-level perspective

Ability to see things from a management perspective

- Ability to develop medium- to long-term management strategies and boldly take on challenges to contribute to achieving company targets
- Ability to contribute to the development of the next generation of management candidates
- Has basic knowledge of corporate management (management strategy, finance, accounting, legal affairs, etc.)

Ability to get things done

Has leadership skills and ability to produce results

- Ability to motivate an organization and a sense of responsibility and drive to see things through to the end
- Ability to boldly take risks and act with a sense of urgency
- Has the necessary capabilities as well as a wealth of knowledge, experience, expertise and achievements in one's field

Resourcefulness

Ability to be a positive influence on others and be respected and admired

- Ability to work hard for the benefit of others
- Considerate of others and ability to do what is required
- Introspective and always striving to be better
- Enjoys one's work

1. Rank-based Training

Before entering the Company, new university graduate hires engage in e-learning to acquire the basics as working adults. After entering the Company, they learn the basics of their work, including business etiquette, roles in the Company, working procedures and training at production sites. After new employees are assigned to a department, senior employees offer guidance through the Big Brother/Big Sister system, and we provide support for second- and third-year employees to look back and develop skills they will need going forward. Thereafter, we conduct training according to rank to cultivate management skills and resourcefulness others can rely on.

2. Professional Skill Improvement Training

We improve professional skills through on-the-job training, external lectures and external training, and increase the ability to get things done and improve problem solving. We also opened a technical school to cultivate the leaders who will drive KAMEDA SEIKA's manufacturing. Employees learn through classes and hands-on training on site and in the laboratory to acquire a wide range of theoretical and practical skills related to rice cracker production and manufacturing.

3. Selective Training

The KAMEDA Challenge Program is designed so that participants learn the wide-ranging knowledge and problem-solving methods necessary for management, and gain the high-level perspective, ability to get things done and resourcefulness necessary for future managers. In addition, by actively utilizing external training for more advanced knowledge and enhanced problem-solving techniques and team building capabilities, we create opportunities for participants to be inspired through exchanges with people outside the Company and in different industries, thus supporting their growth.

4. Learning Support (Self-development System)

We have established the KAMEDA Challenge Plan system to boost motivation and opportunities for growth through self-study by providing support for employee self-actualization including support for acquisition of qualifications, incentives to take the TOEIC or Nikkei Test, subsidies for correspondence courses and book purchases, and support for language courses.

5. Career Development

We offer training for employees to think about their careers and lay out their vision for the future, and in-house internships to learn about other departments for application to their own careers. We have established an in-house recruiting system and a short-term overseas dispatch (overseas trainee) system to facilitate practical career development that goes beyond training.

Message from the Officer in Charge of Diversity

We are committed to fostering an organizational culture that makes the most of diversity.

Naoko Koizumi
Managing Director



Promoting the Demonstration of Diverse Personalities and Abilities

KAMEDA SEIKA declared 2019 to be “diversity year one” of creating an environment in which its diverse human resources could demonstrate their full potential, and in doing so vitalize the Company’s development and growth. Our basic stance is to embrace diversity as we work for sustainable growth and help make the lives of our employees more prosperous and enjoyable; in effect encouraging them to demonstrate different values and approaches, as well as their diverse personalities and abilities.

We have been proactively incorporating external ideas through efforts including appointing a majority of outside directors to the Board of Directors and recruiting a high percentage of mid-career employees. However, as of 2019 the number of employees familiar with the concept of diversity was still low, so we believed that there was an urgent need to further foster a culture of diversity and raise employee awareness.

In this context, we have been working to promote understanding of diversity through initiatives including the introduction of training and study sessions, greater coordination with Group companies, and the establishment of a Diversity Promotion Task Force that recruits volunteers from each division, as well as the use of internal media to share these initiatives. As an initiative unique to KAMEDA SEIKA, we hold role model-led networking meetings in which we invite an executive or manager from another company to give a lecture. These meetings cover different themes depending on the target group of attendees, which can range from all employees to female employees, Production Division staff or other groups.

Diversity, equity and inclusion is part of KAMEDA SEIKA’s materiality. In our rapidly changing operating environment, flexible thinking and different values are essential in responding to diversifying customer lifestyles and preferences.

As a food manufacturer, it is important for us to promote diversity not only in product development, but also from the perspective of providing safe and reliable products. If we choose the safe option, or follow the crowd, we won’t be able to come up with innovative ideas and products. Even at production sites, a situation in which people refrain from speaking up – not wanting to be the only person to say something or believing they just worry too much – could lead to an industrial accident, product quality problems or some other unforeseen incident. Creating an environment in which people can see things from a variety of perspectives and angles, and speak up when they feel something is wrong, also contributes to risk management.

Creating a Culture That Makes the Most Out of People as Individuals

My goal in promoting diversity is to create an organizational culture in which all KAMEDA SEIKA Group employees can work in their own way, unafraid to express their own ideas. If employees cannot be themselves, they can neither demonstrate their full potential nor respond to changing times. Even if their individuality makes them feel like they are in the minority, I want them to be able to pick up on contemporary trends and be the kind of person needed in these times, rather than conforming to the company or organization.

Our human resources support the foundation of our business. Understanding each employee’s personality and aspirations and helping them realize their career plans will make us a tenacious and competitive organization, which in turn will result in the sustainable growth of the KAMEDA SEIKA Group.

As the officer in charge of diversity, I will demonstrate my leadership and enhance initiatives to create an environment where we make use of every aspect of diversity – not just social attributes, such as gender, but also values, core beliefs and other qualities that are not visible but are important for getting the most out of people as individuals.

Diversity, Equity and Inclusion

To carry out our Mission to contribute to the greater enrichment of society by delivering enjoyment and delight to people's lives, we are working to create an environment where diverse human resources can demonstrate their abilities.

Initiatives to Promote the Advancement of Women

We believe that the values and ideas of women are important for expanding our business domain from the rice cracker and snacks industry into the food industry, and we aim to increase our ratio of female managers and supervisors. We have received the "Eruboshi" Grade 2 certification from the Minister of Health, Labour and Welfare as a company that promotes women's participation and advancement in the workplace and the "Kurumin" certification as a company that supports child rearing.



Numerical Targets and Specific Measures

Numerical Targets

Ratio of Female Managers

30% (FY2030)

Ratio of Female Supervisors

30% (FY2030)

Specific Measures

To develop our human resources, we conduct training through interchange with women in other industries, in-house training for women to become actively involved in planning their careers, role model-led networking meetings with women from other companies and other activities. To improve the working environment, we are studying a telework system, offering work styles with limited shifts, and encouraging men to take childcare leave to support a balance between career and life events.

Initiatives for the Advancement of Foreign-National Employees

The Group is expanding its business overseas with the aim of becoming a "Global Food Company." To accelerate our business development, we have increased the number of foreign-national employees to 12 from 6 in 2015, and we are continuing to secure suitable human resources. As a global company, we also communicate proactively with local employees overseas.

Specific Measures

To develop our human resources, we send employees overseas for training (including to Japan from other countries) and conduct in-house English training, among other programs. Our Global Integration Promotion Task Force, which brings together members from each department, is promoting global joint meetings in which all overseas Group companies participate, as well as projects in which the sales, production and technology departments of overseas Group companies exchange information and engage in discussions.

Employment of People with Disabilities and Seniors

We appropriately deploy people with disabilities and senior human resources over the age of 60 to make them a vital force in our corporate growth.

Employment Rate for People with Disabilities (FY2021)

2.30%

Employment Rate for Seniors (FY2021)

Post-retirement reemployment rate **98.1%**

Work Style Reform and Support for Work-Life Balance

We are working to create an environment that harmonizes work and life so that employees can feel satisfaction and fulfillment in their work and lead healthy and prosperous lives.

Specific Measures

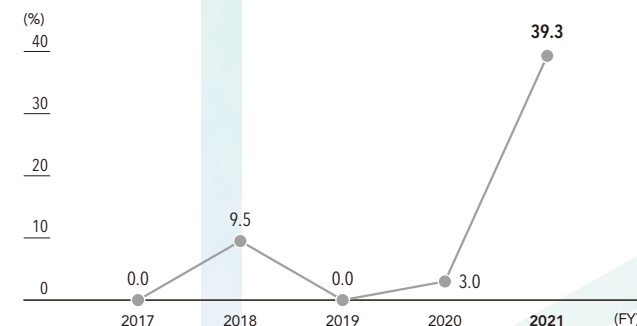
1. Happy Return System

We have introduced the Happy Return System for people returning to work after leaving, which supports diverse work styles. It gives employees who have left due to reasons including marriage, pregnancy, childbirth, childcare, nursing care, personal injury or illness, or the transfer of a spouse, the opportunity to return.

2. HaiHain Leave System

We have introduced the HaiHain Leave System to give male employees whose spouses have given birth three days of paid leave for childcare, in addition to their paid annual leave. The leave can be used to care for children, bring the spouse home from the hospital or attend medical examinations.

Ratio of Male Employees Taking Childcare Leave



Respect for Human Rights

We believe that respecting the human rights of all people involved in the Group's business activities is a social responsibility we must fulfill as a corporation, as set forth below in our Code of Conduct. In our aim to become a "Global Food Company," we will work to consider human rights throughout the supply chain based on internationally recognized standards.

Code of Conduct

4. We respect human rights and do not discriminate or engage in sexual or power harassment.

Code of Conduct Bylaws

4-1 Respect for Basic Human Rights

We respect basic human rights, and do not discriminate against anyone because of gender, age, nationality, race, ethnicity, ideas, beliefs, religion, educational background, or physical or mental disability, etc.

● Employer Guidelines for Harassment Prevention

Harassment in the workplace is a socially unacceptable act that harms the dignity of individuals, regardless of gender, and prevents workers from fully displaying their abilities. It is absolutely prohibited. It also leads to impediments to workplace discipline and operations, and is a problem with a negative impact on society.

Negative speech or behavior related to pregnancy, childbirth, childcare leave, nursing care leave or similar issues can be the cause of or context for harassment related to such matters, and speech or behavior based on perceptions of gender division of labor can be the cause of or context for sexual harassment. By reviewing our usual behavior from the standpoint of others, we work to create a sound and comfortable working environment free of harassment.

Quality and Product Safety

The Group considers it to be its mission as a food company to ensure safety at all stages from raw material procurement to consumption in order to deliver safe and reliable products to customers, and has established policies for quality and product safety. We are developing a quality assurance framework to ensure that we can deliver consistent deliciousness, and are working to further improve quality and safety.

● Quality Policy/Product Safety Policy

- ① Taking the point of view of our customers, we provide products that meet the legal and regulatory requirements for food supply chains from raw material procurement to consumption.
- ② To deliver safe and reliable products to our customers, we are developing a quality assurance framework by applying international standards such as FSSC 22000.
- ③ To be able to provide products that our customers can enjoy safely and with peace of mind, we work to improve quality in cooperation with the quality assurance departments of each Group company.
- ④ By communicating with our customers about the safety of our products and making improvements based on their feedback, we will increase customer satisfaction.

● Quality Assurance System/Measures to Ensure Traceability

We obtain documentation of raw material specifications for all products and raw materials we purchase. These documents specify the usage records of agricultural products, including the production area and any pesticides or antibiotics used, and the raw materials, additives and contaminants from the manufacturing process for processed products. In addition, we conduct our own inspection and analysis both in-house and externally. For rice used as a raw material, its place of origin is labeled on the back of the

applicable product, based on the Ministry of Agriculture, Forestry and Fisheries' Traceability System for Rice/Rice Products.

The KAMEDA SEIKA Group is working to enhance its quality assurance system, mainly through the Quality Assurance Committee, based on the KAMEDA SEIKA Group Quality Assurance Management Regulations. The committee meets at least once each quarter, in principle, to deliberate on basic quality assurance policies, raise issues for ensuring quality and safety, and to verify the effectiveness of improvement measures. To enhance the quality assurance systems at Group companies, we hold a meeting of quality assurance staff from Group companies to understand issues at other companies and consider countermeasures.

As an additional initiative to improve our food safety management system, we are working to obtain FSSC 22000 certification, the international standard for food safety management systems, at each Group plant.

● Occupational Health and Safety Initiatives

We recognize that ensuring a work environment where employees can work safely and with peace of mind is a corporate responsibility we must fulfill.

We have established health and safety committees at each of our business sites, and work for thorough implementation of our health and safety management plan by focusing on the three areas of safety, health and traffic safety.

Accident Severity Rate

FY	
2021	0.00
2020	0.04
2019	0.01
2018	0.07
2017	0.01

Supply Chain Management

To deliver safe and reliable products to customers, the KAMEDA SEIKA Group has established a Procurement Policy and a Code of Conduct to implement the Procurement Policy, and is promoting measures throughout the supply chain by collaborating with suppliers through the dissemination of the Procurement Policy.

● Procurement Policy

To realize the value of “Contribution to a healthy lifestyle through the selection, eating and enjoyment of things that are delicious and good for the body,” which we provide by being “Better For You,” we build relationships of mutual trust with our suppliers to deliver safe and reliable products and to procure raw materials and services that are friendly to the environment and to society.

● Code of Conduct to Implement the Procurement Policy

- ① We will conduct stable and continuous procurement of safe and reliable, high-quality raw materials to deliver health, deliciousness and excitement to our customers.
- ② To preserve the global environment, we will proactively work to use environmentally friendly materials, save energy and reduce greenhouse gas emissions.
- ③ We will comply with laws, regulations and rules, and conduct fair procurement in accordance with social common sense.
- ④ We will respect human rights and diversity, and promote procurement with consideration for improving working conditions, safety and health.
- ⑤ We will provide our suppliers with fair, impartial and transparent access to the market, and build long-term relationships of trust while working for mutual prosperity and continuity through good faith transactions based on contracts.
- ⑥ Together with our suppliers, we will help to realize a sustainable society by working for coexistence and harmony with local communities.

- ⑦ By conducting CSR surveys and audits of our suppliers, we will confirm the status of our efforts to ensure sustainability and strive to fulfill our mutual social responsibilities toward the realization of a sustainable society.

● Initiatives for Sustainable Procurement

Use of RSPO-certified Palm Oil

The Group joined the Roundtable on Sustainable Palm Oil (RSPO) in March 2019. KAMEDA SEIKA CO., LTD., Onisi Foods Co., Ltd. and Mary's Gone Crackers, Inc. have been using certified palm oil since FY2020. In FY2021, the ratio of certified palm oil used was 14.2%.

Use of FSC-certified Cardboard

We have switched to FSC-certified cardboard for use in all KAMEDA SEIKA products, and will also gradually do so at Group companies.

Procurement of Peanuts

For procurement of peanuts, in 2019 we opened a development center in Weihai, China, and have established a quality control system with thorough pre-shipment inspections. In addition, before the start of the COVID-19 pandemic, we checked directly with producers every two months to ensure that there was no child labor or low-wage labor, and confirmed that there were no problems.

Harmony with Local Communities

● Initiatives for Coexistence with Society

We conduct dietary education and other initiatives for coexistence with society based on our belief that revitalizing local communities through activities that make the most of our businesses and cooperation with local governments and community organizations leads to improvement of the business environment.

● Initiatives for Dietary Education

Our Kameda, Suibara and Shirone plants conduct tours for neighborhood elementary school students and we have been offering classroom lessons at elementary and junior high schools. During the COVID-19 pandemic, we conducted online plant tours using a web conferencing system.

We also visit kindergartens and nursery schools to conduct activities that convey the appeal of rice and rice crackers through quizzes and other methods.

● Initiatives for Achieving the SDGs

KAMEDA SEIKA participates in the SDGs Niigata Regional Revitalization Platform, which promotes corporate activities and regional development based on the SDGs. In addition, subsidiaries Maisen Co., Ltd. and Maisen Fine Foods Co., Ltd. have formulated the “Maisen SDGs” and are registered as Fukui SDGs Partner in Fukui Prefecture and in the Sabae SDGs Glocal Club in Sabae City.

