



Society

Human Capital Management

Key Issues in Human Capital Management

The KAMEDA SEIKA Group aims to develop human resources who enjoy taking on challenges and creating value by leveraging the best ideas and technology while prioritizing people, nature, and society. In order to achieve our ideal organizational structure, we have identified three key issues: developing human resources who support the business foundation; diversity, equity and inclusion; and managing employees' physical and mental health.

By implementing various measures, setting KPIs, and conducting operations based on the PDCA cycle, we will increase the value of our human capital, realize our new Vision of becoming a "Rice Innovation Company," and improve our corporate value.

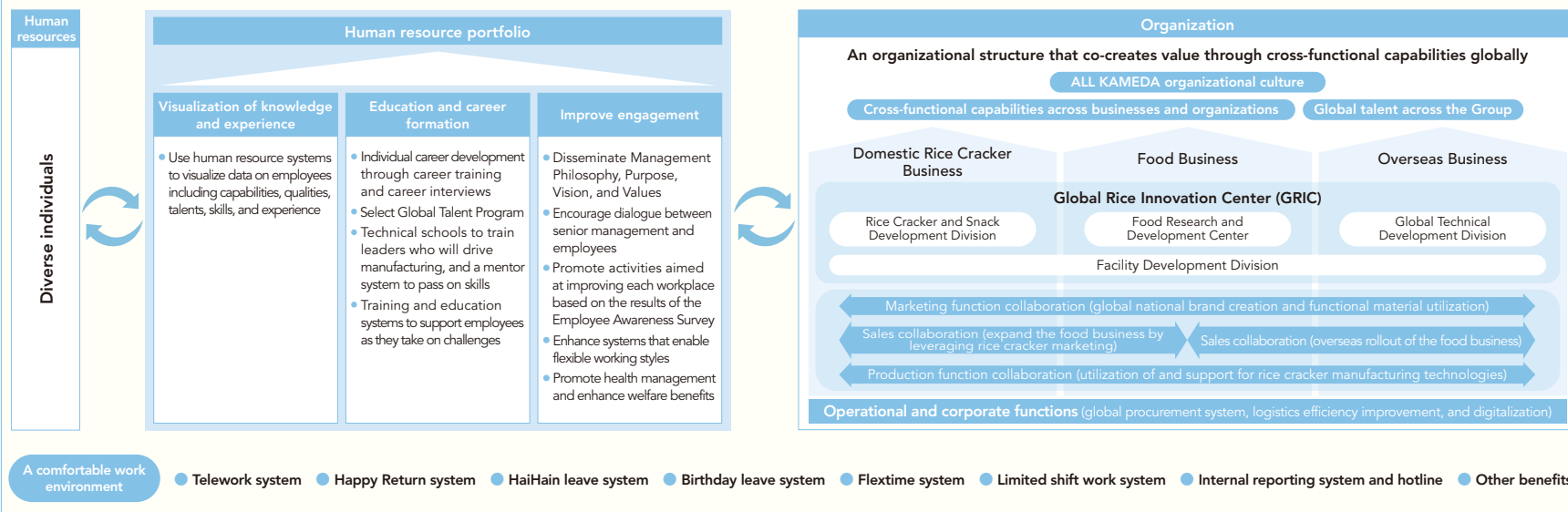
Key Issues in Human Capital Management

Developing human resources who support the business foundation

Diversity, equity and inclusion

Managing employees' physical and mental health

Human Resource Strategy



KAMEDA SEIKA Group Human Resources

People who enjoy taking on challenges and creating value by leveraging the best ideas and technology while prioritizing people, nature, and society

Becoming a "Rice Innovation Company"

Transform from a snack manufacturer into a Rice Innovation Company, maximizing the potential of rice to create new value and new markets around the world.

Developing Human Resources Who Support the Business Foundation

Investment in Human Resource Development

Basic Human Resource Policy

Increase the sense of active participation and growth among all employees.

KAMEDA SEIKA has established five major employee training systems in accordance with its basic human resource policy. We develop people and management skills through rank-based training tailored to the growth of employees. In addition, a professional skill improvement system enhances expertise through practice and training, such as training leaders who will drive KAMEDA SEIKA's future manufacturing activities. With goals that include developing young leaders, training for selected employees refines the perspective of employees and their ability to take the initiative. Furthermore, we have an educational support system that encourages a willingness to take on challenges and independent learning, and a career development support system that helps employees achieve their desired goals.

Results

Annual Investment in Education per Employee (FY2022)

27.8% increase compared with FY2021

● Employee Training Systems

1. Rank-based Training

Before entering the Company, new university graduate hires engage in e-learning to acquire the basics as a businessperson. After entering the Company, they learn the basics of their work, including business etiquette, roles in the Company and working procedures, and undergo training at production sites. After new employees are assigned to a department, senior employees offer guidance through the Big Brother/Big Sister system. We also 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 in order to cultivate management skills and resourcefulness others can rely on.

2. Professional Skill Improvement Training

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

3. Training for Selected Employees

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 take the initiative and resourcefulness necessary to become future managers. In addition, by actively utilizing external training to attain more advanced knowledge and enhanced problem-solving techniques and team building capabilities, we create opportunities for participants to be inspired through exchanges with professionals outside the Company and in different industries, thus supporting their growth.

4. Learning Support (Educational Support System)

We have established the KAMEDA Step Up 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 in 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.

Respect for Human Rights

We believe that respecting the human rights of all people involved in business activities is a social responsibility we must fulfill as a corporation.

The Group has established the KAMEDA SEIKA Group Code of Conduct, along with the KAMEDA SEIKA CO., LTD. Code of Conduct and Bylaws as a set of internal regulations. We are instilling the idea of respecting human rights as expressed in these codes among our employees.

Furthermore, in supply chain management, we have established a Procurement Policy and a Code of Conduct for implementing the Procurement Policy, and are working to inculcate the idea of respecting human rights. (Details on page 40)

KAMEDA SEIKA Group Code of Conduct

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

KAMEDA SEIKA CO., LTD. Code of Conduct and Bylaws

4. Respect for Human Rights and Prohibition of Discrimination and Harassment

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, ideology, beliefs, religion, educational background, or physical or mental disability, etc.

4-2. Prohibition of Harassment

We respect the individuality of others, take care to ensure that our words and behavior do not cause discomfort or fear, and do not engage in sexual harassment or power harassment.

4-3. Privacy Protection

We do not disclose the personal information of employees that we have learned at work or through work without their consent, neither inside nor outside the Company.

4-4. Healthy Labor-Management Relations

We respect the rights of workers and strive to maintain healthy labor relations.

4-5. Ensuring Good Workplace Morale

We do not engage in acts that run contrary to public order and morals, or that disrupt the good morals, environment, and order of the workplace.

Diversity, Equity and Inclusion

In order to realize our new vision of becoming a “Rice Innovation Company,” we are creating an environment where diverse human resources can demonstrate their abilities.

Naoko Koizumi

Managing Director, in charge of Group Companies and Diversity



Status of Measures (KAMEDA SEIKA CO., LTD.)

| Indicators | FY2021 Results | FY2022 Results | FY2026 Target | FY2030 Target |
|--|----------------|----------------|---------------|---------------|
| Ratio of Female Managers | 13.1% | 15.6% | 20% | 30% |
| Ratio of Female Supervisors | 14.2% | 13.4% | 20% | 30% |
| Ratio of Male Employees Taking Childcare Leave | 39.3% | 51.7% | 60% | 80% |
| Gender Wage Gap | 67.0% | 68.1% | 75% | 80% |
| Employment Rate for Seniors* | 98.1% | 96.2% | 100%* | 100%* |
| Employment Rate for People with Disabilities | 2.3% | 2.4% | 2.7% | 3.0% |

* Target of 100% re-employment rate for those who wish to continue working after retirement

Initiatives to Promote the Advancement of Women

As a food manufacturer, we believe that the values and ideas of women are important in realizing our goals, and we aim to increase the percentage of women in managerial and supervisory positions. In addition, in March 2023 we received the 3-star Eruboshi Certification (Grade 3) as a company that promotes women’s participation and advancement in the workplace. We have also received Kurumin certification as a company that supports child rearing.



Female managers at role model exchange event



Promoting the active participation of women!



Kurumin

Results

Ratio of Female Managers (FY2022)

15.6%

Ratio of Female Supervisors (FY2022)

13.4%

Initiatives for the Advancement of Non-Japanese Employees

To accelerate business development overseas and diversity, equity and inclusion initiatives, we have increased the number of non-Japanese employees to 18 as of March 31, 2023 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

Kameda Global Joint Meetings

We regularly hold remote meetings with our overseas locations called Kameda Global Joint Meetings with the primary purpose of further enhancing the sense of unity among Group companies operating overseas.



Kameda Global Joint Meeting

Technical Trainees from Overseas

In June 2022, the first group of 12 technical trainees from Vietnam arrived at the Suibara Plant and began practical training on the production line. In July 2023, the second group of 17 technical trainees arrived from Vietnam.



Technical trainees from overseas listening to an explanation at the Suibara Plant

Diversity, Equity and Inclusion (DE&I) Lecture

In February 2023, as part of a role model exchange event, Outside Director Mackenzie Clugston presented a lecture on DE&I for inside directors, executive officers, and managers.



DE&I lecture by Outside Director Mackenzie Clugston

● **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.

Results

Employment Rate for People with Disabilities (FY2022)

2.4%

Employment Rate for Seniors over the Age of 60 (FY2022)

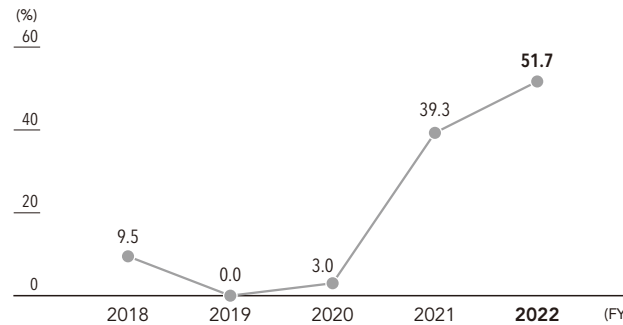
96.2%

Employment Rate for People Who Wish to Work After Retiring
100%

● **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.

Ratio of Male Employees Taking Childcare Leave



Specific Measures

1. Happy Return System (Reinstatement Registration System for Employees Who Left the Company)

This system is 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 workplace transfer of his/her spouse, the opportunity to return.

2. HaiHain Leave System

This system gives male employees whose spouses have given birth three days of special 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.

3. Limited Shift Work System

This system allows employees who are unable to work within the three-shift system due to childcare, nursing care, personal injury or illness to choose a work style with limited shifts. In the case of childcare, the system is available to employees providing childcare up to the end of the third year of elementary school.

4. Encouraging Childcare Leave

We have created and posted publicity posters to encourage employees to take childcare leave, with the aim of creating an environment by 2030 in which 80% of men take childcare leave and all women can take childcare leave.



Managing Employees' Physical and Mental Health

● **Aiming to Create an Organizational Culture in Which Employees Can Make the Most of Their Individual Strengths**

In order to promote KAMEDA SEIKA's unique human resources strategy, we must create an organizational culture in which all employees of the KAMEDA SEIKA Group can work actively and express their ideas without hesitation. We believe that valuing each employee's individuality will help in maximizing performance, and will also enable us to respond to contemporary change. Human resources underpin the foundation of our business.

By understanding each employee's individuality and aspirations and helping them achieve their individual career plans, we will become a strong and competitive organization. This will ultimately lead to sustainable growth for the KAMEDA SEIKA Group.

KAMEDA SEIKA launched a new management structure in June 2022. In conjunction with the launch, we held Top Caravan 2022, a meeting for dialogue among all KAMEDA SEIKA employees and executives as well as employees of subsidiaries in Japan and overseas. We also distributed a video message from senior management to encourage all employees working in the KAMEDA SEIKA Group, and have undertaken initiatives to change the mindset of our employees. Furthermore, with the announcement of the new medium-term business plan in August 2023, the CEO, COO, and other internal directors and executive officers have been working to communicate the new plan through direct dialogue with employees. Responsibility for promoting this initiative at KAMEDA SEIKA and consolidated subsidiaries in Japan and overseas is shared among the officers.

In addition, we conducted an Employee Awareness Survey. Based on the results, we launched a project to foster job satisfaction and fulfillment among employees and improve engagement. We formerly conducted an Employee Awareness Survey once every three years. We now conduct it every year, and are working to improve engagement by turning the PDCA cycle into a continuous system for activities that increase organizational vitality.



A Company-wide presentation about the new medium-term business plan

Specific Measures

1. KAMEDA Award Festival (Award Ceremony Held Annually)

Based on award regulations, we hold the KAMEDA Award Festival once per year with the aim of promoting and rewarding employees' social and organizational contribution activities and improving employee and customer satisfaction.



2. Volunteer Cleanup of KAMEDA SEIKA (Niigata Head Office) Premises and Surrounding Areas

In order to create a safe and comfortable workplace, the Niigata head office regularly conducts volunteer cleanup activities before work. Many employees participate from early in the morning, exchanging greetings and cleaning the premises and surrounding areas in an effort to create a comfortable workplace.



3. Activities of the Association to Revitalize KAMEDA SEIKA (Genki Project)

The Association to Revitalize KAMEDA SEIKA (Genki Project), launched in FY2017, is a Company-wide project centered on young employees that participate voluntarily. It is a forum for learning how to realize the future and achieve the ideal KAMEDA SEIKA. The project promotes food education activities and product development through teamwork that transcends organization- and position-related boundaries.



Food education activities by the Association to Revitalize KAMEDA SEIKA (FY2022)

4. Implementation of Smart Meal Lunch Program at the Employee Cafeteria

The employee cafeteria at KAMEDA SEIKA's Niigata head office provides a nutritionally balanced Smart Meal Lunch* every day as one of our initiatives to promote the health of our employees.

* The Smart Meal Lunch menu meets criteria based on the Ministry of Health, Labour and Welfare's Guidelines for Meals Provided for the Purpose of Lifestyle Disease Prevention and Other Health Promotion.



5. Birthday Leave System

We have introduced the birthday leave system with the aim of creating a comfortable work environment and helping employees achieve a good work-life balance. This system allows employees to take one day of special leave in their birthday month. The usage rate in FY2022 was 74.8%.

6. Distribution of Guidebook about Welfare Benefits

We have created a guidebook called the KAMEDA SEIKA Life Support Guidebook, which summarizes support systems for balancing work and life. It is distributed to all our employees. Some of the systems and benefits that are available from joining KAMEDA SEIKA until retirement are summarized in an easy-to-understand manner.



7. The "San" Campaign

Since April 2015, in order to improve customer satisfaction and achieve our goals, KAMEDA SEIKA has implemented a campaign for all employees to address one another using the honorific "san" regardless of whether they are superiors or subordinates. Our aim is to create a work environment that empowers honest discussions. This campaign is also a way of promoting healthy and good communication.

Occupational Health and Safety Initiatives

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. The focus is on the three areas of safety, health and traffic safety.

Accident Severity Rate*

| FY | Accident Severity Rate |
|------|------------------------|
| 2018 | 0.07 |
| 2019 | 0.01 |
| 2020 | 0.04 |
| 2021 | 0.00 |
| 2022 | 0.07 |

* KAMEDA SEIKA CO., LTD.

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 based on the application of international standards such as FSSC 22000 certification.
- 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.

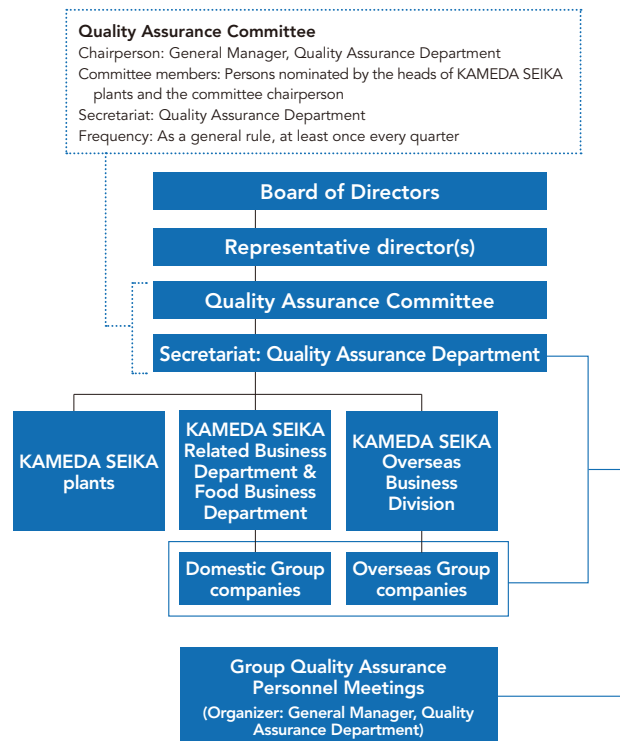
● Quality Assurance System/Measures to Ensure Traceability

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. The Quality Assurance Committee met four times in FY2022. To enhance the quality assurance systems at Group companies, we hold a meeting of quality assurance staff from Group companies to gain understanding of issues at other companies and consider countermeasures.

As an additional initiative to improve our food safety management system, we are working to meet and maintain international standards such as FSSC 22000 certification at each Group plant.

Quality Assurance System



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 for implementing the Procurement Policy, and is promoting measures throughout the supply chain by collaborating with suppliers through the dissemination of the Procurement Policy.

● Procurement Policy

As a “Better For You” company that contributes to a nice lifestyle with the blessings of rice to further refine the value of excellent flavor, health, and excitement, 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 for Implementing the Procurement Policy

- ① We will conduct stable and continuous procurement of safe and reliable, high-quality raw materials to deliver excellent flavor, health, 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 business opportunities, 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 the 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

KAMEDA SEIKA and its consolidated subsidiaries 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 FY2022, the ratio of certified palm oil used by KAMEDA SEIKA and its consolidated subsidiaries was 13.5%.

Use of FSC-certified Cardboard

We have switched to FSC-certified cardboard for use in the packaging of all KAMEDA SEIKA products. We 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, we check directly with producers every two months to ensure that no child labor or low-wage labor is being utilized, and confirm that there are no other related problems.

Harmony with the 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.

● **Expansion of Local Employment**

We are working to increase the number of employees at overseas locations. In particular, we are increasing our workforce at Singha Kameda (Thailand) Co., Ltd. in Thailand and THIEN HA KAMEDA, JSC. in Vietnam due to the upward trend in production.

● **Cooperating with Local Agriculture**

Located in Tainai City, Niigata Prefecture, TAINAI Co., Ltd. is working to expand sales of rice flour bread made from rice grown only in Niigata Prefecture. Additionally, Maisen Co., Ltd. in Sabae City, Fukui Prefecture, sells rice produced in Fukui Prefecture.

● **Initiatives for Dietary Education**

Our Kameda, Suibara and Shirone plants conduct tours for local elementary school students, and we have been offering classroom lessons at elementary and junior high schools.

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 both are registered as a Fukui SDGs Partner (sponsored by Fukui Prefecture) and in the Sabae SDGs Glocal Club (sponsored by Sabae City).



Our regional revitalization platform
SDGs Niigata



Fukui SDGs Partner

Initiatives for Contributing to a Nice Lifestyle through "Better For You" Food

Received the JSH Salt Reduction Promotion 10 Year Award

At the 10th Clinical Hypertension Forum sponsored by the Japanese Society of Hypertension (JSH) held in Sapporo, Hokkaido in June 2022, KAMEDA SEIKA received the JSH Salt Reduction Promotion 10 Year Award for reduced salt Kaki-no-Tane.



Received the Wellness Food Award 2022

Maisen Fine Foods Co., Ltd.'s "Soybean and Brown Rice Veggie Mince" and "Veggie Fillet with Soybeans and Brown Rice" won bronze awards in the Sustainable & Food Tech Category of the Wellness Food Awards 2022.



Display of products that received recognition at the event

Launch of Plant-based Green Chicken, Steamed Chicken Made from 100% Plant-based Ingredients¹

Maisen Fine Foods Co., Ltd. launched Japan's first² steamed chicken made from 100% plant-based ingredients in October 2023.

- 1. Excluding salt and additives
- 2. In-house data (as of September 2023)



Plant-based Green Chicken (pepper and herbs)