











Materiality (Material Issues) Initiatives and Progress

The KAMEDA SEIKA Group recognizes that sustainability is a key management issue from the perspective of improving corporate value over the medium to long term. In 2022, we organized the results of a materiality assessment into six categories and 19 specific issues.

In 2023, the Sustainability Promotion Task Force set targets and KPIs for each category. We will continue to implement various initiatives with the aim of increasing corporate value over the medium to long term.

Category	Category Leader	Important Social/ Environmental Issue to Be Addressed by the Group	Reasons for Selection	Executive in Charge	Measures	Results			Targets	
						(Reference) FY2022 Results	FY2023 Results	FY2023 Progress of Initiatives	FY2026 Targets	FY2030 Targets
 <p>Contribute to a nice lifestyle through "Better For You" food</p>	General Manager, Food Business Division	Providing safe and reliable food	We believe that providing safe and reliable food is one of the most important responsibilities of a food manufacturer.	General Manager, Quality Assurance Department	Obtain and retain third-party certification (FSSC 22000, JFS, AIB, etc.) Note: KAMEDA SEIKA Group	Acquisition rate among KAMEDA SEIKA Group companies: 100%	Acquisition rate among KAMEDA SEIKA Group companies: 100%	<ul style="list-style-type: none"> Continued support for Group companies to retain third-party certification Support for maintaining FSSC 22000 certification Support for maintaining JFS-B standard ISO 9001 certification 	Maintain 100% acquisition rate among KAMEDA SEIKA Group companies	Maintain 100% acquisition rate among KAMEDA SEIKA Group companies
		Providing food that offers enjoyment, delight, health, deliciousness and excitement	The KAMEDA SEIKA Group's founding philosophy was based on the ambition to deliver enjoyment and delight to people's lives through food. We believe that providing food that also offers health, deliciousness and excitement is related to the Group's reason for existence ("Better For You").	General Manager, Marketing Department	Expanding the Mirai Beika lineup (high added value, new value, and health value) Note: KAMEDA SEIKA	Composition ratio of rice crackers and snacks: 1.4% Note: We are adjusting the composition ratio of rice crackers and snacks by revising the products in the Mirai Beika lineup.	Composition ratio of rice crackers and snacks: 2.3%	<ul style="list-style-type: none"> Launched new value-added products based on the uniqueness of rice and rice cracker manufacturing methods Strengthened sales through a renewal that redefined the core value of existing products 	Composition ratio of rice crackers and snacks: 3.5%	Composition ratio of rice crackers and snacks: 5.0%
		Developing a rice-based food culture	As a Group whose business originates from rice, we believe that contributing to the development of not just rice crackers but a rice-based food culture will enhance our presence and create corporate value.	General Manager, Food Business Division	Expand overseas share in the food business	Overseas share: 1.0%	Overseas share: 1.0%	<ul style="list-style-type: none"> Implemented initiatives for plant-based lactic acid bacteria with Kerry Group plc (Headquarters: Ireland) Implemented initiatives to expand sales of plant-based lactic acid bacteria in Asia Overseas exports of plant-based foods Expanded overseas sales of long-life preserved foods 	Overseas share: 8%	Overseas share: 30%
		Addressing diverse food-related values	We believe that by addressing issues such as allergies, religious dietary considerations and the world's diverse food cultures, we can achieve our goal of creating "barrier-free" foods that anyone can eat with peace of mind.	General Manager, Food Business Division	Enhance Halal and Kosher lineup in the food business	Obtained Halal certification for select food business products	Obtained Halal certification for select food business products	<ul style="list-style-type: none"> Obtained Halal and Kosher certification for plant-based lactic acid bacteria K-1 for Kerry Group plc Obtained Halal certification for a new plant-based foods factory Expanded products with Halal certification for long-life preserved foods 	<ul style="list-style-type: none"> Obtain Halal and Kosher certification for export plant-based lactic acid bacteria 	<ul style="list-style-type: none"> Obtain Halal certification for rice flour bread Obtain Halal certification for TAINAI products
 <p>Environmentally friendly manufacturing</p>	General Manager, Production Division	Reducing environmental impact of business activities	We recognize that minimizing the impact of our business activities on the global environment and contributing to the creation of a decarbonized and circular economy are important issues that we should prioritize.	General Manager, Production Division General Manager, SCM Department	Reduce total greenhouse gas emissions (Scope 1 and 2) Note: KAMEDA SEIKA and Ajicul	5.8% reduction compared with FY2017	30.3% reduction compared with FY2017	<ul style="list-style-type: none"> Introduced clean energy at the Suibara Plant Replaced production equipment components with energy-saving components Continued energy-saving activities at all plants Promoted visualization of energy usage 	20% reduction compared with FY2017	40% reduction compared with FY2017
		Conserving environmental resources	We believe that conservation activities such as efficiently using water and other environmental resources and preventing air pollution are essential for sustainable business activities.	General Manager, Production Division	Reduce water use Note: KAMEDA SEIKA and domestic consolidated subsidiaries	1.7% increase compared with FY2017	7.7% reduction compared with FY2017	<ul style="list-style-type: none"> Reduced the number of production line changes that require cleaning by reducing SKUs Replaced production equipment components with water-saving components Conducted water-saving measures at production sites Maintained condition of pipes 	6% reduction compared with FY2017	10% reduction compared with FY2017

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 Environmentally friendly manufacturing	General Manager, Production Division	Reducing food loss	As a company that handles food, and while remembering to appreciate nature's blessings, we recognize the importance of minimizing waste of raw materials and food in the supply chain from both business and environmental perspectives.	General Manager, Production Division General Manager, Rice Cracker and Snack Development Department	Initiatives to extend shelf life Note: KAMEDA SEIKA	Implemented initiatives to extend shelf life of products	Extended the shelf life of three SKUs among key brands	<ul style="list-style-type: none"> Reevaluated feasibility of extending shelf life of existing mainstay products Began extending shelf life of products, starting with key brands 	Increase number of products with extended shelf life	Increase number of products with extended shelf life
		Adapting to a society with less plastic waste	As a manufacturer of consumer goods, we recognize that reducing the amount of plastic we use is a key issue that should be addressed as a priority.	General Manager, Marketing Department General Manager, Rice Cracker and Snack Development Department	Reduce plastic use and promote environmentally responsible packaging Note: KAMEDA SEIKA and domestic consolidated subsidiaries	3.9% increase compared with FY2017	7.8% increase compared with FY2017	<ul style="list-style-type: none"> Usage increased due to higher production volume Reduced packaging size for key brands Developed products that do not require individual packaging 	15% reduction compared with FY2017	30% reduction compared with FY2017
 Sustainable procurement	General Manager, Purchasing Department	Respecting human rights at suppliers	We believe that respecting the human rights of all people involved in the Group's business activities is a social responsibility we must fulfill.	General Manager, Purchasing Department	RSPO-certified palm oil ratio Note: KAMEDA SEIKA and consolidated subsidiaries	13.5%	8.9%	<ul style="list-style-type: none"> The number of products using non-certified palm oil increased, and the ratio of products using certified palm oil fell 4.6 points compared with FY2022. 	30%	100%
		Achieving and enhancing stable procurement	As the emergence of geopolitical risks, climate change and other factors increase procurement risks, we recognize our mission as a manufacturer to control risks and deliver safe, reliable products to our customers.	General Manager, Purchasing Department	Formulate multi-source procurement scenarios for major raw materials Note: KAMEDA SEIKA	Explored suppliers and alternative raw materials	Verified suppliers and alternative raw materials	<ul style="list-style-type: none"> Shared information on and examined progress of diversifying procurement methods with the Risk Management Committee Verified alternative raw materials and examined response 	Determine procurement sources and alternative raw materials and verify production feasibility	Determine and begin using alternative suppliers and raw materials
		Addressing future food shortages	We believe that addressing changes in crop yields and the global shortage of protein-rich foods caused by climate change, demographic shifts and other factors is essential for sustainable business activities.	General Manager, Food Business Division	Address the protein crisis and expand plant-based food lineup	Plant-based food sales: ¥50 million	Plant-based food sales: ¥80 million	<ul style="list-style-type: none"> Launched 100% plant-based steamed chicken Expanded sales of dry plant-based food products Started operation of a new plant-based food factory 	Plant-based food sales: ¥1.56 billion	Plant-based food sales: ¥1.8 billion
 Human capital management	General Manager, General Affairs Department	Managing employees' physical and mental health	We believe that by ensuring that our employees are healthy both physically and mentally, we can maximize the potential of every employee, which will lead to improvement in our corporate value over the medium to long term.	General Manager, General Affairs Department	Enhance self-care and mental health training for managers Establish an internal reporting system and hotline Note: KAMEDA SEIKA	<ul style="list-style-type: none"> Employees undergoing regular health checkup: 99.2% Further promoted the internal reporting system and hotline Occupational health and safety Continued to promote workplace monitoring by health and safety committees Severity rate: 0.07 	<ul style="list-style-type: none"> Employees undergoing regular health checkup: 100.0% Further promoted the internal reporting system and hotline Occupational health and safety Continued to promote workplace monitoring by health and safety committees Severity rate: 0.15 	<ul style="list-style-type: none"> Provided guidance on use of unified management system for regular health checkup reservations and aimed for 100% reexamination participation rate Strengthened the mental health care system by further promoting the internal reporting system and hotline Conducted employee awareness survey and addressed issues Continued to promote workplace monitoring by health and safety committees and conducted a safety awareness survey Continued to implement corrective activities to address long working hours 	<ul style="list-style-type: none"> Employees undergoing regular health checkup: 100.0% Further promote the internal reporting system and hotline Continue to promote workplace monitoring by health and safety committees 	<ul style="list-style-type: none"> Employees undergoing regular health checkup: 100.0% Further promote the internal reporting system and hotline Continue to promote workplace monitoring by health and safety committees
		Diversity, equity and inclusion	We believe that mutual understanding and fair evaluation of different values, ways of thinking and diverse personalities will enable all employees to demonstrate their abilities and create a robust, competitive organization.	General Manager, General Affairs Department	Increase ratio of female managers and supervisors Note: KAMEDA SEIKA	Female managers: 15.6% Female supervisors: 13.4%	Female managers: 13.8% Female supervisors: 13.8%	<ul style="list-style-type: none"> Dispatched five people for training and exchanges among women from different industries Held role model exchange meetings Dispatched three people for cross-industry exchange in Niigata Prefecture 	Female managers: 20% Female supervisors: 20%	Female managers: 30% Female supervisors: 30%

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						(Reference) FY2022 Results	FY2023 Results	FY2023 Progress of Initiatives	FY2026 Targets	FY2030 Targets
 <p>Human capital management</p>	General Manager, General Affairs Department	Developing human resources who support the business foundation	We recognize that mechanisms and systems for developing the human resources we require are indispensable for strengthening our business foundation, and that maintaining them is an important management issue.	General Manager, General Affairs Department	Invest in human resource development Note: KAMEDA SEIKA	Increased 27.8% compared with FY2021	Increased 52.2% compared with FY2021	<ul style="list-style-type: none"> Introduced Company-wide e-learning system Continued to operate technical school Introduced technical school short courses (1- or 2-week period) Kaizen (improvement) school Maintenance school Continued English language education for engineers Beginner program Intermediate program Continued technical training program Self-development and education support program 	67.5% increase compared with FY2021  Page 35 Average annual investment in education per employee	80.0% increase compared with FY2021  Page 35 Average annual investment in education per employee
 <p>Governance befitting KAMEDA SEIKA</p>	General Manager, Corporate Planning Department	Strengthening corporate governance	We believe that establishing and strengthening an effective corporate governance system is essential for achieving our ideal form of corporate management—sustainable development of the business and enhancement of corporate value.	General Manager, Corporate Planning Department	Improve corporate value through appropriate management of the Board of Directors Continue regular evaluation by a third-party organization Note: KAMEDA SEIKA	Identified issues and determined direction based on the third-party evaluation conducted in FY2021	Conducted evaluation by third-party organization and responded to issues identified	<ul style="list-style-type: none"> Conducted effectiveness evaluation survey by third-party organization in October 2023 At Board of Directors meeting held in December 2023, discussed effectiveness evaluation survey results and analysis by third-party organization, and examined the strengths and issues of the Board of Directors and measures for improvement 	Evaluation by third-party organization, identification of issues and ongoing improvement activities	Evaluation by third-party organization, identification of issues and ongoing improvement activities
		Conducting thorough risk management	To stabilize management, we recognize that it is necessary to identify risks that may have a critical impact on management, determine priorities and take countermeasures.	General Manager, Corporate Planning Department	Visualize and implement countermeasures using risk maps Note: KAMEDA SEIKA and consolidated subsidiaries	<ul style="list-style-type: none"> Updated risk map Risk Management Committee met four times Held two crisis management seminars 	<ul style="list-style-type: none"> Updated risk map Risk Management Committee met four times Held two crisis management seminars 	<ul style="list-style-type: none"> Risk Management Committee reviewed the Group's risk map Promoted projects to address raw material supply risks Reviewed system for checking on safety of employees in event of a natural disaster Shared and discussed countermeasures for product supply risks arising from logistics problems Established Crisis Response Headquarters for earthquakes and products 	Visualize risks through risk mapping and implement action plan and review based on internal regulations and manuals	Visualize risks through risk mapping and implement action plan and review based on internal regulations and manuals
		Strengthening information security systems Note: KAMEDA SEIKA and consolidated subsidiaries	Zero occurrences of serious incidents in operations	Zero occurrences of serious incidents in operations	<ul style="list-style-type: none"> Revised security-related regulations Strengthened security countermeasures including external evaluations and employee education Strengthened infrastructure 	Zero occurrences of serious incidents in operations	Zero occurrences of serious incidents in operations			
 <p>Harmony with the community</p>	General Manager, Corporate Planning Department	Increasing local employment	As a company that originated in Niigata Prefecture and is expanding globally, we believe that mutual development with local communities will strengthen trust and create a virtuous cycle.	General Manager, Overseas Business Department	Add employees at overseas locations Note: Overseas consolidated subsidiaries	1,336 employees North America: 127 employees Asia: 1,209 employees	1,498 employees North America: 119 employees Asia: 1,379 employees	<ul style="list-style-type: none"> Added employees because of increased production at Southeast Asia locations 	2,000 employees	2,500 employees
		Cooperating with local agriculture	We believe that by cooperating closely with those involved in local agriculture, we will contribute to the development of the agricultural industry, improve supply chain management and reduce procurement risks.	General Manager, Food Business Division	Increased sales of rice flour bread products made from rice grown 100% in Niigata Prefecture	Amount of rice used from Niigata Prefecture: 210 tons	Amount of rice used from Niigata Prefecture: 223 tons	<ul style="list-style-type: none"> Expanded sales of products made from rice grown 100% in Niigata Prefecture by increasing recognition of the all-rice flour bread brand 	Amount of rice used from Niigata Prefecture: 800 tons	Amount of rice used from Niigata Prefecture: 1,200 tons
		Proposing fun, delicious and health-related dietary education	We believe that proposing fun, delicious and health-related dietary education will help to improve our corporate value in various ways, including by establishing a food culture and making inroads among future consumers, as well as cultivating a sense of familiarity through a deeper understanding of the KAMEDA SEIKA Group.	General Manager, Corporate Planning Department	Promoting communication through food On-site classes and factory tours for local elementary school students Note: KAMEDA SEIKA and consolidated subsidiaries	<ul style="list-style-type: none"> Promoted food education (Conducted on-site classes) 	<ul style="list-style-type: none"> Promoted food education (Conducted on-site classes, factory observation tours, etc.) 	<ul style="list-style-type: none"> Conducted on-site classes covering topics such as manufacturing and food education for kindergartens, elementary schools, and after-school childcare centers Conducted factory tours for local elementary school students and other students Held disaster preparedness lessons Conducted food education activities with suppliers 	Continuation of initiatives	Continuation of initiatives



Environment

Environmental Policy and Management

● KAMEDA SEIKA Group Environmental Policy

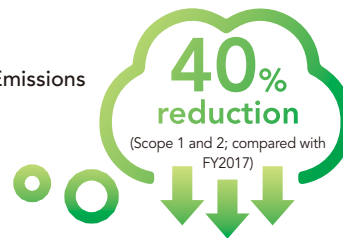
- ① Our mission is to deliver health, deliciousness and excitement to our customers.
- ② As a corporate citizen, we contribute to and exist in harmony with communities through ecological activities.


● Environmental Management System

The KAMEDA SEIKA Group conducts environmental management in accordance with its Environmental Policy, mainly through the Sustainability Promotion Task Force and the EMS Secretariat. In addition, since December 2002 the Group has obtained ISO 14001 certification of its environmental management systems at the headquarters and Global Rice Innovation Center (Facility Development Department) of KAMEDA SEIKA CO., LTD., the Kameda Plant, the Suibara Plant and the Shirone Plant. The Environmental Committee of each certified location meets on a monthly basis, and the EMS Secretariat hosts a monthly EMS Meeting attended by representatives of each location to formulate environmental targets and manage progress.

Response to Climate Change

Total Greenhouse Gas Emissions
(FY2030 Target)



KAMEDA SEIKA has set a goal of reducing greenhouse gas emissions by 40% by FY2030 compared with FY2017. We are working to curb emissions in the manufacturing process as well as during transportation, including through the promotion of a modal shift. In addition, we are designing measures to calculate and reduce emissions throughout our supply chain.  See pages 28 and 58 for details.

Disclosure Based on the TCFD Framework

● Endorsement of TCFD Recommendations

Since launching the medium-term business plan that began in FY2018, the KAMEDA SEIKA Group has had the goal of strengthening initiatives toward sustainability and is working to achieve sustainable growth and enhance corporate value.

As a company that uses agricultural products as its main raw materials, we believe that responding appropriately to climate change is a task of the utmost priority, because it is likely to have a serious impact on our supply chain. In November 2021, the Company announced its endorsement of the TCFD recommendations and joined the TCFD Consortium, a forum for discussion among supporting companies and financial institutions.



Initiatives for TCFD Recommendations

<https://contents.xj-storage.jp/xcontents/AS01309/fe24a744/a5ff/4683/8a16/70ee3afecb07/20220621172928555s.pdf>

● Governance

The Sustainability Promotion Task Force, which is headed by the Chairman & CEO, engages in sustainability-related initiatives including those related to climate change. It also sets policies and detailed targets for the resolution of various issues related to sustainability, devises systems and specific execution methods for their implementation, and monitors the progress of measures, among other activities. Details of the task force's activities are submitted regularly for discussion or reported to the Board of Directors so that it can fulfill its role of overseeing the status of responses to key issues.

In FY2023, the Sustainability Promotion Task Force reported the following to the Board of Directors and Management Meeting.

- (1) November 2023 Board of Directors Meeting
Decision and report on sustainability-related initiatives including those related to climate change
 - Reported on results of FY2022 initiatives to address our material issues, including climate change, and on FY2023 initiatives and progress toward targets
 - Resolution on the revision of the Basic Policy on Sustainability after revamping the KAMEDA SEIKA Group's Corporate Philosophy under the medium- to long-term growth strategy announced in August 2023

- (2) March 2024 Management Meeting
At the meeting, we reported that the environmental targets under the environmental management system were to be integrated with the separately established Basic Policy on Sustainability and the environment-related KPIs (based on material issues). The environmental targets will also be updated to align with the Basic Policy on Sustainability. The policy will serve as the guiding principle, and we will work to ensure that it is clearly communicated and understood by employees on the front lines.

● Strategy (Scenario Analysis)

We have considered two world views of the future, a 4°C scenario and a 2°C scenario, covering the Group's entire value chain including procurement, production, and supply of products and services. We have examined the impact of climate change on the Group up to 2030, and identified risks and opportunities under each world view.


The key impacts on the Group under each scenario are presented in the table on the right. We are working to reduce greenhouse gas emissions and energy consumption, reduce plastic usage by switching to ECO-packaging, and promote businesses that contribute to solving social issues, such as long-life preserved food, plant-based foods, rice flour bread free from the 28 allergens subject to labeling under Japanese law, and plant-based lactic acid bacteria. Furthermore, with regard to rice, which is the Group's main raw material, forecast parameters for yields and price disclosed by external institutions indicate that increased atmospheric CO₂ is expected to contribute to rice growth, while higher temperatures will increase yields and reduce the market prices through the expansion of production areas. On the other hand, an increase in paddy water temperature is expected to have a detrimental impact on rice quality. We are therefore promoting R&D to ensure that we can continue to provide delicious rice crackers to customers, despite lower quality rice. We are working to manage these risks as follows.

● Risk Management

The management of climate change-related risks is integrated into the Company-wide risk management system, and is led by the Risk Management Committee. In principle, the committee meets at least once each quarter, and reports to the Board of Directors on the content of its deliberations and the progress of discussions as part of its efforts to control and manage overall risk management.

Raw material procurement risks, including those related to climate change, are positioned as high risk on the risk map created by the Risk Management Committee. Measures such as diversifying suppliers and securing multi-year contracts for raw materials tied to specific varieties or production regions have been shared within the Risk Management Committee. In addition, the Sustainability Promotion Task Force has designated sustainable procurement as a material issue, and is working to strengthen stable procurement. In FY2023, for high priority risks, we focused on procurement risks from deterioration in quality or poor harvests of rice, our main ingredient, due to high temperatures in summer, and presented reports to the Rice Cracker Business Meeting and the Management Meeting. They promptly discussed countermeasures and reached

an agreement on measures. We are also promoting R&D to address global procurement of raw materials.

 See pages 29 and 56 for details.

Key Impacts on the Group under Each Scenario

Classification	Risk	Impact on Business	Degree of Impact	
			4°C	2°C
Transitional Risks	Introduction of carbon pricing	Operating and raw material costs will increase with the introduction of carbon taxes and emissions rights trading	Low	High
	Increase in electricity prices	Electricity costs will rise with the shift to renewable energy generation	Low	Medium
	Increase in packaging costs	Cost of petroleum-based plastic packaging materials will increase due to higher fossil fuel prices and the enforcement of plastic use regulations	Medium	Medium
	Changes in customer preferences	Increased consumer awareness, including ethical consumption, will affect the demand for conventional products	Medium	High
Physical Risks	More extreme weather events	Physical losses and costs to respond will be incurred due to direct damage and disruption of logistics networks caused by typhoons and torrential rains	High	High
	Rising temperatures and changing weather patterns	Procurement quantity and related costs will be impacted, as well as a decline in the quality of the Group's main raw materials such as rice and peanuts	High	Medium

Specific Measures

Reducing CO₂ Emissions and Energy Consumption

Measures to reduce CO₂ emissions have included the conversion of core machinery at all three Company plants in Niigata Prefecture from fuel oil A and liquefied petroleum (LP) gas to city gas. In August 2022, carbon-free Yorisou 100% renewable energy generated by hydroelectric power and supplied by Tohoku Electric Power Co., Ltd. was introduced at the Kameda Plant, and then at the Suibara Plant in August 2023.

We will also work to reduce energy consumption in rice cracker manufacturing processes, including by reducing energy



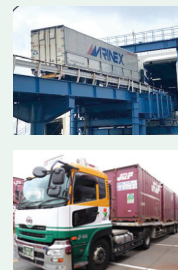
Yorisou renewable energy certificate of contract

loss associated with production changeover, switching to energy-efficient production equipment, visualizing energy usage, and implementing energy-saving activities.

Promotion of Modal Shift

We have been promoting a shift from truck to railway freight transport, which has lower CO₂ emissions, and are certified as an Eco-Rail Mark company.

In FY2023, despite a decrease in shipments to regions with high levels of railway freight transport, our modal shift rate was 29.6% due to the start of ferry-based maritime transport to Kyushu and Hokkaido. Furthermore, consolidated subsidiary Niigata Yusou Co., Ltd. is certified as an Eco-Rail Mark supporting company.



Use of Carrying Bags Made from LIMEX at Kakitane Kitchen

At Kakitane Kitchen, a specialty store selling Kaki-no-Tane operated by consolidated subsidiary Toyosu Co., Ltd., we are using carrying bags made from a new material called LIMEX, which is primarily composed of limestone. This helps to reduce the use of plastic derived from petroleum as well as greenhouse gas emissions.



Initiatives to Contribute to Establishing a Circular Economy

For the Group to conduct its business activities in a sustainable manner, it is essential to contribute to establishing a circular economy that effectively uses limited resources and thus reduces its environmental impact. We will contribute to establishing a circular economy by curbing the amount of waste generated in our business activities and by working to use resources efficiently.

Use of Sake Rice


Rice is one of nature's blessings, and one measure we employ to use it without waste is to utilize the rice flour left over from polishing rice for sake as a raw material in KAMEDA Kaki-no-Tane.

Reducing Plastic Use

Awareness is growing worldwide about issues caused by single-use plastics, including the increase in marine plastic waste and the impact on the environment from greenhouse gases generated during plastic incineration.

As a manufacturer of consumer goods, the Group recognizes that reducing the amount of plastic it uses is a key issue that should be addressed as a priority. We have set targets for FY2030 that include switching to ECO-packages for all KAMEDA SEIKA products to reduce the amount of plastic that KAMEDA SEIKA and consolidated subsidiaries in Japan use by 30% compared with FY2017.

In fiscal 2023, we worked to reduce packaging sizes for our key brands and develop products that do not rely on individual packaging, as we made significant progress in adopting ECO-packaging. Nevertheless, the amount of plastic used increased by 7.8% compared with FY2017 due to an increase in production volume.

We will continue our efforts to reduce plastic usage through measures such as reducing the amount of packaging used in existing products and continuing to develop products that do not rely on individual packaging.  See pages 29 and 58 for details.

Amount of Plastic Used
(FY2030 Target)



Food Waste and Final Landfill Waste

The Group works to reduce food loss in its manufacturing processes. We participate in eco-feed activities, in which non-sellable rice crackers are recycled as livestock feed, and donate products to food banks. Another way we are working to reduce food loss is by selling rice crackers that are broken, misshaped, or near to their expiration date at discounted prices at factory outlets. To promote the reuse of by-products generated during the rice cracker manufacturing process, we launched the upcycling project "Re Kameda" in May 2024. The first initiative was the creation of "rice business cards" using paper made from rice that had become inedible. The business cards have been distributed to the Company's officers and employees.



KAMEDA SEIKA factory outlet
(Konan-ku, Niigata-shi)


First Initiative of Upcycling Project: Rice Business Cards



Water Use

Water is an essential resource for growing rice, the Group's primary raw material, and also plays an extremely important role in the manufacture of our products. When conducting business activities, the Group recognizes the importance of properly understanding the impact of climate change and other factors on water resources and the need to consider efficient water use.

In FY2023, water use in the Company and its domestic consolidated subsidiaries decreased 7.7% compared with FY2017, mainly due to a decrease in the number of production line changes that require cleaning as we reduced SKUs,* efforts to save water during cleaning, switching to water-saving components at production sites, and maintenance of aging water pipes.

 See pages 28 and 58 for details.

* Stock keeping units

Specific Measures

As part of our efforts to reduce plastic use, we have promoted a shift to ECO-packaging. Improving our packaging technologies has enabled us to eliminate plastic trays and slim down packaging. However, while we have generally shifted to ECO-packaging, there are some products that are difficult to package without trays. For these products as well, we are working to reduce plastic use by making the trays thinner and investing in equipment to eliminate use of trays.

Example of Initiatives

● Reducing the Thickness of Trays

Products such as KAMEDA Salad Usuyaki (80 grams) and KAMEDA Ebi Usuyaki (70 grams) have three packs with

trays for convenient single-servings. Rather than eliminating the trays, we reduced the thickness of the trays by 10% and began sales in May 2024. This change is expected to reduce our annual plastic usage by approximately 18 tons.



● Eliminating the Use of Trays

The KAMEDA Kaki-no-Tane 12 Pack (360 grams) previously had a tray for stable packaging. However, we made investments in equipment to eliminate the trays, and in September 2024 we relaunched the product without trays. In this way, we plan to reduce plastic usage by approximately 22 tons per year.





Human Capital Management

Key Issues in Human Capital Management

In its initiatives to prioritize people, nature, and society, the KAMEDA SEIKA Group aims to develop human resources who enjoy taking on challenges and creating value by leveraging the best ideas and technology.

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. We have established various measures and set KPIs and are working through the PDCA cycle, while also executing human resource strategies aligned with our medium- to long-term growth strategy. Through these initiatives, we will create a talented workforce, which will lead to the realization of our Vision of becoming a "Rice Innovation Company."

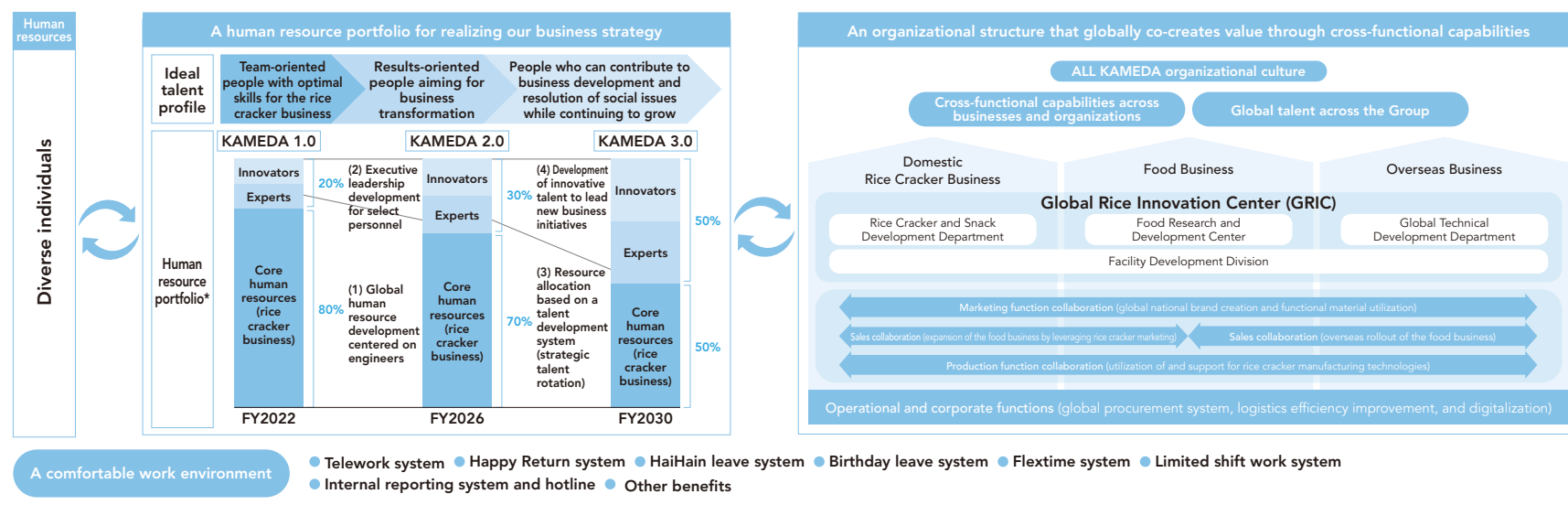
Key Issues in Human Capital Management

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

In its initiatives to prioritize people, nature, and society, the KAMEDA SEIKA Group seeks people who enjoy taking on challenges and creating value by leveraging the best ideas and technology.

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.

* The Group's ideal talent for its human resource portfolio are as follows:

- Innovators: People who will lead new businesses and business transformation - Experts: People who have advanced skills and specializations

- Core human resources (rice cracker business): People who use the knowledge and skills that they have developed to deliver results

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/support systems in accordance with its basic human resource policy. These are rank-based training, which is tailored to the growth of employees; job function-based training, which aims to increase professional knowledge and experience in each division, such as manufacturing; selective training, which is designed to develop future managers; a self-development and educational support system to support the cultivation of a willingness to take on challenges and an awareness of self-development; and a career development support system to help people create a vision for their own future.

In order to implement a human resource strategy aligned with our growth strategy for KAMEDA 3.0, we will promote the following initiatives. We will also utilize the Company's training/support systems to achieve effective human resource development.

Human Resource Initiatives

- English language training and selective training for engineers
- Intake and technical training of overseas staff at GRIC
- Employment of a multinational, multitasked workforce and skills development
- Development and acquisition of human resources with highly developed expertise, and expansion of job-based employment
- Entrepreneurship* education and open innovation

* In-house entrepreneurs

Results

Average Annual Investment in Education per Employee (FY2023)

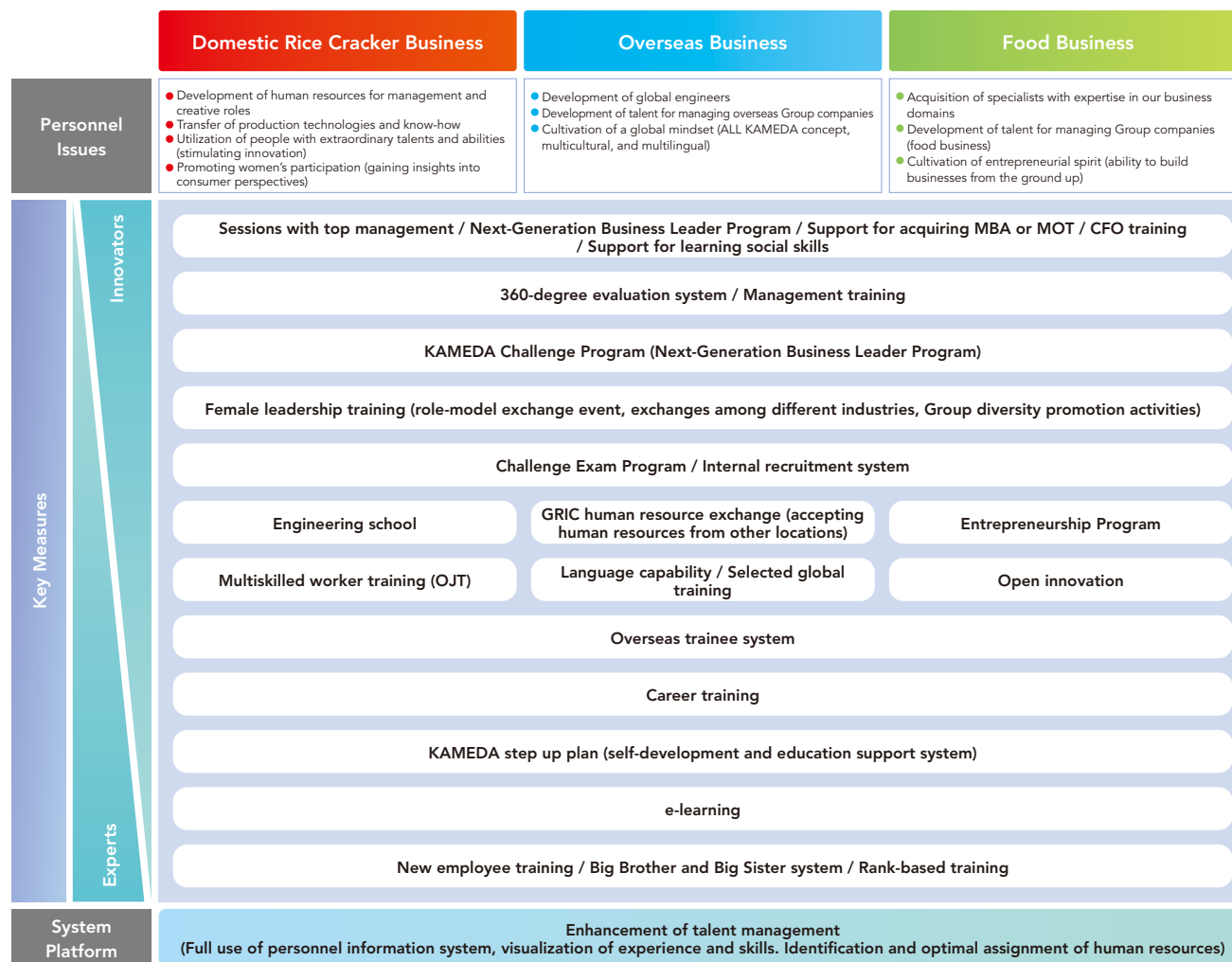
52.2% increase
(compared with FY2021)

In FY2023, we launched the human resource development program shown on the right. The average annual investment in education per employee increased as a result. We therefore decided to revise the target for FY2026 from a 19.6% increase to a 67.5% increase (compared with FY2021), and the target for FY2030 from a 30% increase to an 80% increase.

See pages 30 and 58 for details.

Human Resource Development Program by Business

Achieving KAMEDA 3.0 will require us to focus on developing human resources who can compete globally. After identifying personnel issues in each business, we will create and implement human resource development programs to resolve those issues. We are also working to optimize our human resource portfolio by visualizing experience and skills through the use of a personnel information system.



Developing Human Resources Who Support the Business Foundation

Specific Measures

Engineer Training

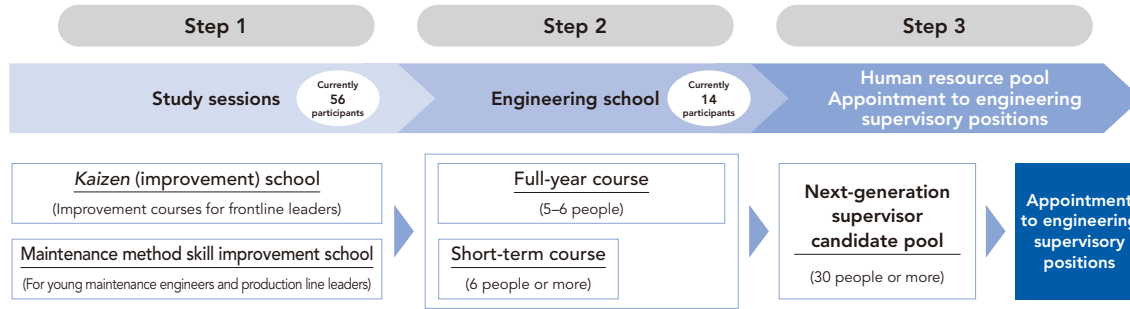
We have opened an engineering school aimed at cultivating leaders to drive manufacturing and increasing the number of human resources with highly developed expertise. The training follows a structured approach to encourage employees to develop a range of theoretical and practical skills related to rice cracker production and manufacturing.

We are also working to develop global engineers through measures including English conversation training and multicultural programs, as well as overseas training.



Entrance ceremony at the engineering school

Structured Approach to Technician Development



Development of Next-Generation Management Team

We conduct the KAMEDA Challenge Program to develop our future management team. Through the program, participants develop a high-level perspective and the ability to get things done, as well as gain a wide range of knowledge and learn the problem-solving methods necessary for management.

In July 2023, 20 participants who had received training on topics such as self-awareness, management strategy, financial strategy, and DX and corporate transformation between October 2022 and July 2023 presented the results of the “future creation project” to management.



Giving a presentation



Judging the presentations

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.

See page 40 for details.

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



Naoko Koizumi
Managing Director,
in Charge of Group
Companies and Diversity

The essence of diversity, equity and inclusion at KAMEDA SEIKA lies in our Purpose, Vision, and Values, with a core focus on people. Each individual hones their unique strengths and diligently refines them. For our Group as well, focusing on our core strength—rice—and continually enhancing it is what enables us to become a truly unique presence in the world.

To realize our Vision of becoming a “Rice

Innovation Company,” we will transform the values of the Company through the promotion of diversity, creating an organizational culture where individual employees can leverage their strengths and shine in their own way.

Status of Measures in FY2023 (KAMEDA SEIKA CO., LTD.)

Category	Target (FY2030)	Progress	Activities	
Human Resources	Female managers Female supervisors	30% Managers: 13.8% Supervisors: 13.8%	<ul style="list-style-type: none"> Role model exchange event Exchanges among women from different industries 	
	Non-Japanese employees	— 27 employees	<ul style="list-style-type: none"> Strengthening recruitment of new graduates and mid-career hires Acceptance of overseas student internships (Overseas Business Department) 	
	Employment rate for seniors	100% employment rate for those who wish to continue working after retirement	100%* employment rate for those who wish to continue working after retirement	<ul style="list-style-type: none"> Creation of a skill map
	Employment of people with disabilities	3.0% 2.6%	<ul style="list-style-type: none"> Began accepting trainees from special needs schools 	
Work Style	Work-life balance	Ratio of male employees taking childcare leave: 80% 62.1%	<ul style="list-style-type: none"> Seminars encouraging childcare leave (for managers) HaiHain Forum 	
	Gender wage gap	<ul style="list-style-type: none"> Regular employment: 85% Non-regular employment: 75% Overall: 80% <ul style="list-style-type: none"> Regular employment: 71.8% Non-regular employment: 53.9% Overall: 67.2% 	<ul style="list-style-type: none"> Promotion from partner employee* to regular employee Promotion from part-time employee to partner employee * The partner employee system enables employees to transition from part-time employment in manufacturing roles. 	
	Work style reform	—	<ul style="list-style-type: none"> Introduction of each system 	
Culture	Creation of organizational culture	—	<ul style="list-style-type: none"> Cross-cultural exchange (Halloween and Christmas parties) English conversation classes (headquarters and Tokyo Office) Lunch events for foreign national employees 	

Note: In FY2023, the employment rate for seniors over the age of 60 was 95.7% and the employment rate for people who wish to work after retiring was 100%.

Priority Issues and Measures in FY2024 (KAMEDA SEIKA CO., LTD.)

1. Diverse human resources

Issue	Career building for women in sales and production
Measures	<ul style="list-style-type: none"> Role model exchange events based on role type (sales: area leader to branch manager; production: group leader to plant manager) Development of section leader role through introduction of a mentor system (creation of a pathway to division manager and executive officer roles)

2. Diverse work styles

Issue	Enhanced support for balancing childcare with work
Measures	<ul style="list-style-type: none"> Discussion on extending the period of shortened working hours for childcare Discussion on increasing the number of days available for telework

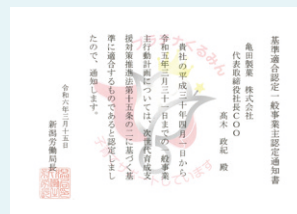
3. Diverse culture

Issue	Individual employees take ownership of diversity, equity and inclusion (DE&I) and work to eliminate interdepartmental barriers
Measures	<ul style="list-style-type: none"> Set targets and implement measures for DE&I in each department (realization of DE&I suitable for each department) Encouraging interdepartmental exchanges through in-house internships (employees become acquainted with one another and develop their careers)

Specific Measures

Platinum Kurumin Certification

In March 2024, the Company acquired Platinum Kurumin certification. After receiving Kurumin Certification as a company that supports childcare in 2018, we have continued to promote initiatives such as encouraging male employees to take childcare leave. We are also creating a more flexible work environment, including the introduction of a telework system. In FY2023, we held seminars for managers about childcare leave and established the HaiHain Forum where employees can freely discuss their concerns and issues related to balancing childcare and work.



3-Star Eruboshi Certification

In March 2023, we received 3-star Eruboshi Certification (Grade 3) as a company with outstanding initiatives to promote women's participation and advancement in the workplace.



We are working to foster a change in the awareness of female employees through ongoing initiatives such as training and exchanges with women from different industries and role model exchange events where women in leadership positions in other companies share their experiences. In FY2023, we held role model exchange events with two food manufacturing companies and dispatched five people for training and exchanges with women from different industries.

Overseas Student Internships

In August 2023, we held our first overseas student internship event, with the aim of utilizing the experience to promote recruitment and diversity going forward. Under the theme of addressing business challenges facing the KAMEDA SEIKA Group, we asked interns to propose ways of leveraging diversity and provide suggestions for new products suited to local markets, drawing on their perspective as young people living overseas.



Global Integration Promotion Task Force

The Company launched the Global Integration Promotion Task Force in July 2020. The task force is working to generate synergies within the Group by raising global awareness among individual employees and strengthening communication, as well as promoting DE&I. In FY2023, the task force held various intercultural events. It also provides information about overseas Group companies through the Company's internal newsletter and supports contributions from employees of foreign nationalities to the newsletter. In addition, the task force shares English translations of relevant overseas articles of the internal newsletter to overseas Group companies.



Halloween party

Diversity, Equity and Inclusion

● **Employment of People with Disabilities and Seniors**

We appropriately employ 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 (FY2023)	Employment Rate for Seniors over the Age of 60 (FY2023)	Employment Rate for People Who Wish to Work after Retiring (FY2023)
2.6%	95.7%	100%

Specific Measures*

Happy Return System

This system is for people returning to work after leaving the Company, 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 be reemployed.

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.

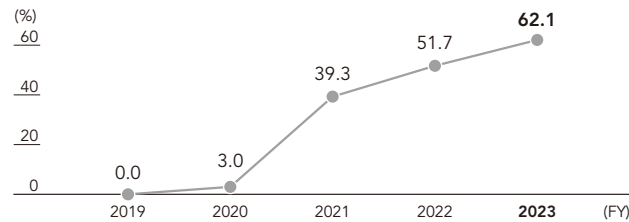
Limited Shift Work System

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

● **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



case of childcare, the system is available to employees providing childcare up to the end of the third year of elementary school.

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 FY2023 was 81.7%.

Flextime System

We have introduced a flextime system that is available to most of our employees, aimed at supporting flexible working styles. The system allows each employee to decide their starting and finishing times within a time frame specified by the labor-management agreement.

Telework System

We introduced a telework system that is available to most of our employees in April 2023, with the goal of allowing individual employees to work flexibly and to increase their productivity.

Managing Employees' Physical and Mental Health

An essential part of promoting a human resources strategy that reflects our unique values at KAMEDA SEIKA's is the creation of an organizational culture that encourages all Group employees to work as their authentic selves and to express their ideas freely. We believe that by ensuring that our employees are healthy both physically and mentally, we can maximize the potential of every employee, which will lead to an improvement in employee engagement and our corporate value over the medium to long term. The Group is committed to health management and works to foster an environment where management and employees work together to deliver the value of rice—produced by healthy and happy employees—to people all over the world.

Region-Specific Work System

In April 2024, we introduced a system that exempts regular employees (excluding managers, etc.) who wish to limit their work location due to reasons such as marriage, childcare, or nursing care from being transferred to a different location that requires relocation. The period for the region-specific work system is set at two years per request, with a maximum of three requests permitted.

Spouse Transfer Leave System

To support employees in balancing work with their family commitments, in April 2024 we introduced a system that gives KAMEDA SEIKA employees the opportunity to take leave in order to accompany a spouse who also works at the Company on an overseas posting. The period of leave is, in principle, from the day of the spouse's assignment until two weeks after the day of return, with a maximum period of leave of five years.

● **Promotion of the Medium- to Long-Term Growth Strategy and Purpose, Vision, and Values**

Following the announcement of our medium- to long-term growth strategy in August 2023, we held briefings for all employees, led by the CEO, COO, and other internal directors, to promote our revamped Corporate Philosophy and medium- to long-term growth strategy. Furthermore, we formulated the slogan, "NICE! RICE! Your hope is our seed," and launched the NICE! RICE! initiative. Executive officers took responsibility for explaining the slogan through direct dialogue with employees. In addition, we worked to instill the revamped Corporate Philosophy through the use of communication tools and the KAMEDA Award Festival by revising the reward rules to align with the philosophy.

Specific Measures

Video Message on the Group intranet

A message from the CEO was posted on the Group's intranet.



Public release of the KAMEDA SEIKA Group Statement Video

We released the NICE! RICE! statement video on our website.



NICE! RICE! Posters

We displayed posters in our plants and offices to promote awareness of the concept of "Rice Innovation."



KAMEDA Award Festival 2024

KAMEDA Award Festival 2024 was held in February 2024 after the revision of the reward rules as part of efforts to promote the revamped Corporate Philosophy. In keeping with our new Vision and Values, we added several new awards: Rice Innovation Award, Full of Humanity Award, Be Professional Award, and Enjoy the Challenge Award, among others.

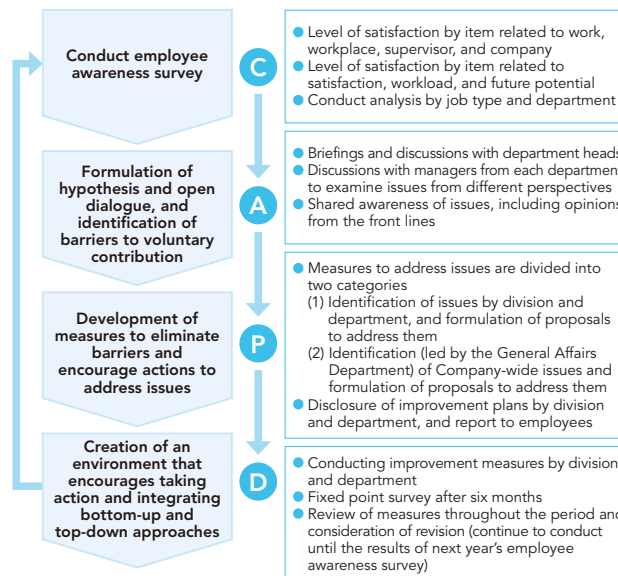


● **Employee Awareness Survey**

The Company conducted an employee awareness survey in FY2023 (as it did in FY2022). The survey was designed to assess employees' feelings toward the Company, their work attitude, and their perception of the workplace and duties. Our goal is to ensure employees can work with a sense of fulfillment and growth.

Overall Trend in the FY2023 Employee Awareness Survey

Overall satisfaction level	No significant change from the score in FY2022
Positive change	Increase in sense of job fulfillment and adaptation, as well as satisfaction with the workplace, in particular, the sense of trust in team cohesion
Issues to address	Evaluations of company loyalty and the growth potential of markets decreased slightly, reflecting uncertainty about the future
Addressing the issues identified	In September 2022, we launched the Engagement Project. Our policy is to put employees at the center of everything we do. As such, we value feedback from the front lines and are working to create workplaces and an organizational culture that offer job satisfaction. Based on the results of the FY2023 employee awareness survey, members of the Engagement Project implemented initiatives to improve workplaces in coordination with members of each division, recognizing that issues differ depending on job type. We will promote improvement measures utilizing a PDCA cycle, and introduce the activities of each division through the internal newsletter to visualize the progress of these efforts.



● **Health Management**

As part of our employee benefits, we offer financial assistance for health checkups and influenza vaccinations, and provide an employee cafeteria where employees can have proper meals (or pay meal subsidies). To further promote good health, we launched the Health Management Project in December 2023. In October 2024, the COO shared the Health Management Declaration with employees, communicating our commitment to addressing health-related issues.



We aim to ensure our employees are healthy both physically and mentally, so that we can maximize the potential of every employee. With this goal in mind, we will address the following three issues.

- (1) Early discovery and treatment of disease
- (2) Reduction in labor accidents (falls)
- (3) Reduction in the number of cases of mental health issues

● Information about the Company's health management initiatives is available on its website. <https://www.kamedaseika.co.jp/sustainability/health/> (Japanese only)

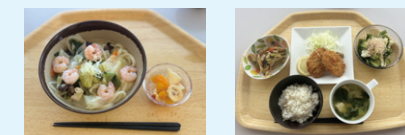
In FY2023, we achieved a 100% participation rate in regular health checkups through the use of a unified management system for regular health checkup reservations, which we introduced in FY2022. We will work to maintain a 100% participation rate, and achieve a 100% reexamination participation rate to promote early discovery and treatment of disease, while also addressing the other issues mentioned above.

Specific Measures

Smart Meal Lunch Program at the Employee Cafeteria

The employee cafeteria at KAMEDA SEIKA's Niigata headquarters 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.



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.

See the following pages for details on risk management related to raw materials: 29, 32, and 56.

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 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 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 shared 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 FY2023, the ratio of certified palm oil used by KAMEDA SEIKA and its consolidated subsidiaries was 8.9%

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 Communities

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 in Southeast Asia to address 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

The Group conducts tours for local elementary school students. We also visit kindergartens and student clubs as well as elementary, junior high and high schools to conduct activities that convey the

appeal of rice and rice crackers through quizzes and other methods. Onisi Foods Co., Ltd. also works to promote the importance of disaster preparedness.

● 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).



Specific Measures

Disaster Preparedness Education with Onisi Foods

Consolidated subsidiary Onisi Foods promotes activities to help children learn about and experience the importance of disaster preparedness through education about emergency food. To bolster children's survival skills, the company supports hands-on learning experiences about disasters and promotes understanding of regional disaster preparedness.



KAMEDA SEIKA Thanks Day

In May 2024, we held KAMEDA SEIKA Thanks Day at the Denka Big Swan Stadium in Niigata City. The Company's new employees offered free samples of Happy Turn rice crackers, greeted visitors at the stadium, and cleaned up after the soccer game. We have supported the professional soccer club, Albirex Niigata, as a uniform sponsor since 1996.



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

Provision of Safe and Reliable Food

The KAMEDA SEIKA 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.

Information about the Company's quality initiatives is available on its website. <https://www.kamedaseika.co.jp/en/quality/>

Quality Policy/Product Safety Policy

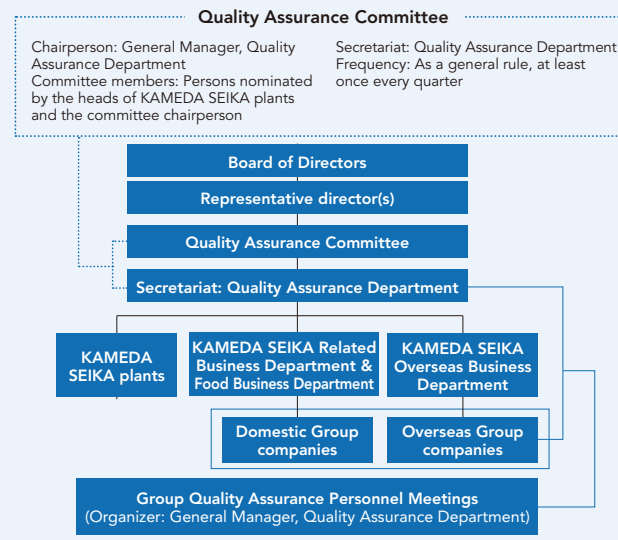
- ① Taking the point of view of our customers, we provide products that meet the legal and regulatory requirements for food supply chains from raw material procurement to consumption.
- ② To deliver safe and reliable products to our customers, we are developing a quality assurance framework based on 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

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 FY2023. 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



Providing Food That Offers Enjoyment, Delight, Health, Deliciousness, and Excitement

In order to contribute to a nice lifestyle through "Better For You" food (one of our material issues), the Company is working to reduce the amount of salt equivalent in the products it sells.

In FY2023, we worked on reducing salt in renewed products, achieving a 5.2% reduction (compared with FY2021) in the amount of salt equivalent in rice crackers and snacks sold by KAMEDA SEIKA.

Since FY2021, we have participated in the Strategic Initiative for a Healthy and Sustainable Food Environment of the Ministry of Health, Labor and Welfare. In line with this initiative, we have been setting salt equivalent reduction targets for products and engaging in various measures.

Reduced salt products



Reduced Salt KAMEDA Kaki-no-Tane 6 Pack (164 grams)



Reduced Salt Happy Turn (83 grams)



Provision of the Company's reduced salt products in the Japan Air Lines lounge



Executive Officer Koichi Iida spoke at the FY2023 General Meeting of the Strategic Initiative for a Healthy and Sustainable Food Environment

Quality and Product Safety Examples

KAMEDA Kaki-no-Tane Manufacturing Process

We are working to improve product quality and safety at every step of the manufacturing process.

