



## 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."

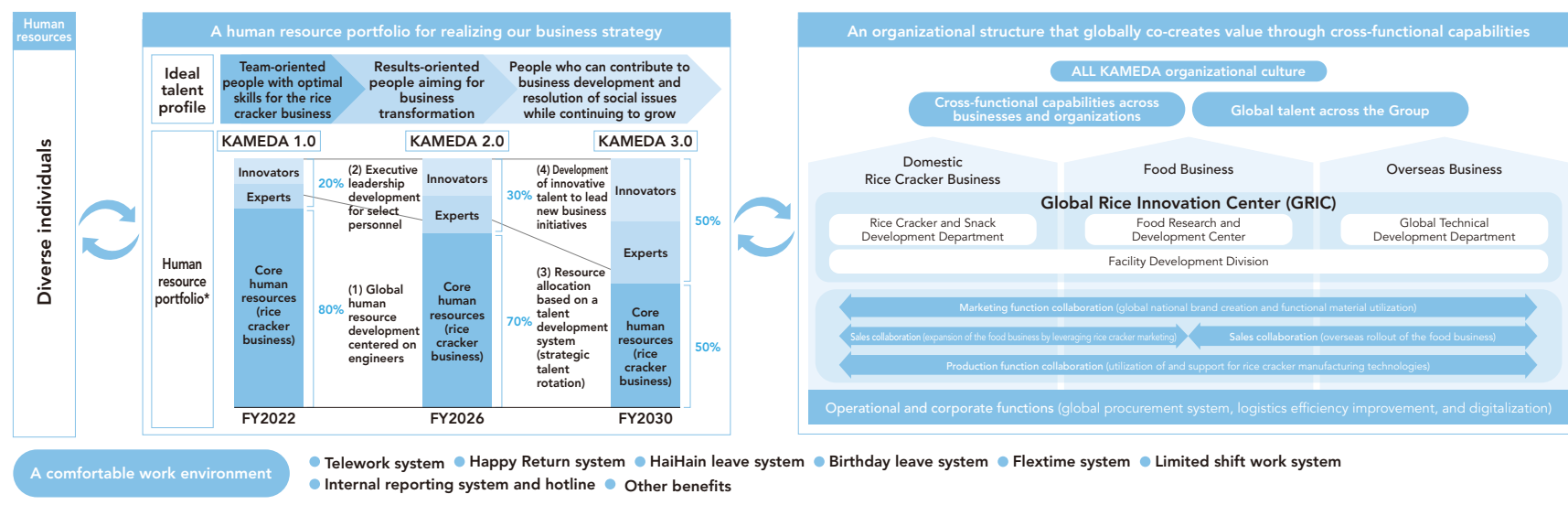
### Key Issues in Human Capital Management

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)

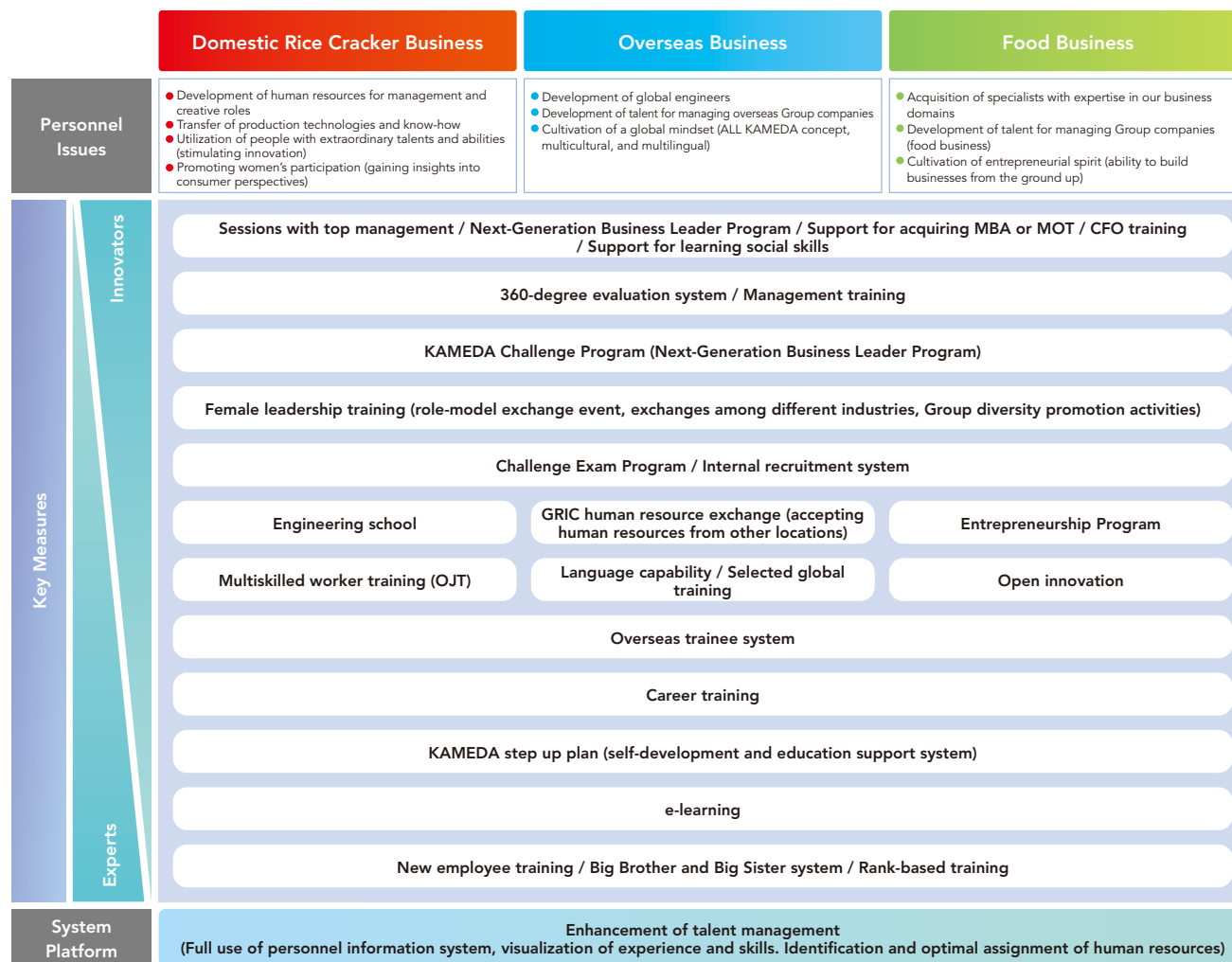
**52.2% increase**  
(compared with FY2021)

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

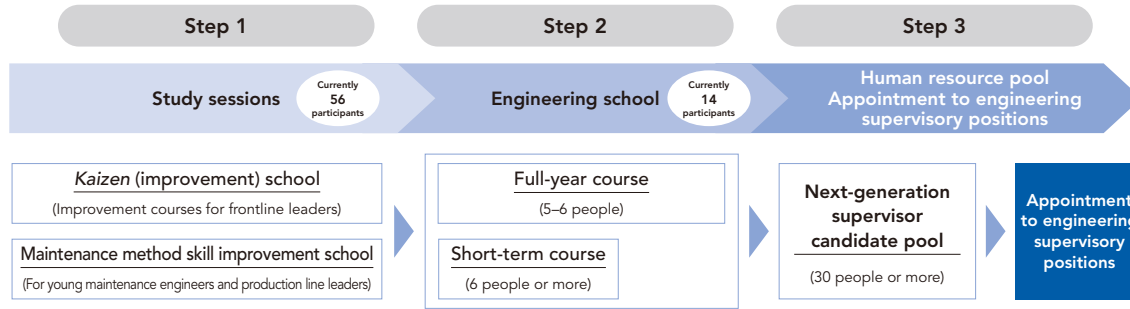
We have opened an engineering school aimed at cultivating leaders to drive manufacturing and increasing the number of human resources with highly developed expertise. The training follows a structured approach to encourage employees to develop a range of theoretical and practical skills related to rice 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"> <li>Role model exchange event</li> <li>Exchanges among women from different industries</li> </ul>	
	Non-Japanese employees	— 27 employees	<ul style="list-style-type: none"> <li>Strengthening recruitment of new graduates and mid-career hires</li> <li>Acceptance of overseas student internships (Overseas Business Department)</li> </ul>	
	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"> <li>Creation of a skill map</li> </ul>
	Employment of people with disabilities	3.0% 2.6%	<ul style="list-style-type: none"> <li>Began accepting trainees from special needs schools</li> </ul>	
Work Style	Work-life balance	Ratio of male employees taking childcare leave: 80% 62.1%	<ul style="list-style-type: none"> <li>Seminars encouraging childcare leave (for managers)</li> <li>HaiHain Forum</li> </ul>	
	Gender wage gap	<ul style="list-style-type: none"> <li>Regular employment: 85%</li> <li>Non-regular employment: 75%</li> <li>Overall: 80%</li> </ul>	<ul style="list-style-type: none"> <li>Regular employment: 71.8%</li> <li>Non-regular employment: 53.9%</li> <li>Overall: 67.2%</li> </ul>	<ul style="list-style-type: none"> <li>Promotion from partner employee* to regular employee</li> <li>Promotion from part-time employee to partner employee</li> <li>* The partner employee system enables employees to transition from part-time employment in manufacturing roles.</li> </ul>
	Work style reform	—	—	<ul style="list-style-type: none"> <li>Introduction of each system</li> </ul>
Culture	Creation of organizational culture	—	—	<ul style="list-style-type: none"> <li>Cross-cultural exchange (Halloween and Christmas parties)</li> <li>English conversation classes (headquarters and Tokyo Office)</li> <li>Lunch events for foreign national employees</li> </ul>

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"> <li>Role model exchange events based on role type (sales: area leader to branch manager; production: group leader to plant manager)</li> <li>Development of section leader role through introduction of a mentor system (creation of a pathway to division manager and executive officer roles)</li> </ul>

### 2. Diverse work styles

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

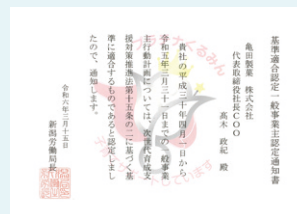
### 3. Diverse culture

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"> <li>Set targets and implement measures for DE&amp;I in each department (realization of DE&amp;I suitable for each department)</li> <li>Encouraging interdepartmental exchanges through in-house internships (employees become acquainted with one another and develop their careers)</li> </ul>

## 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.

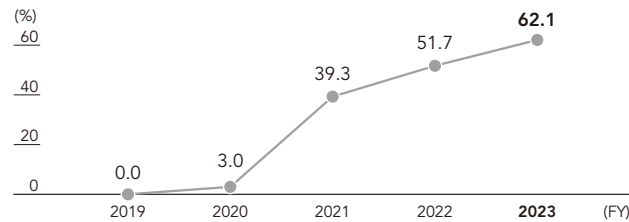
**Limited Shift Work System**

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.

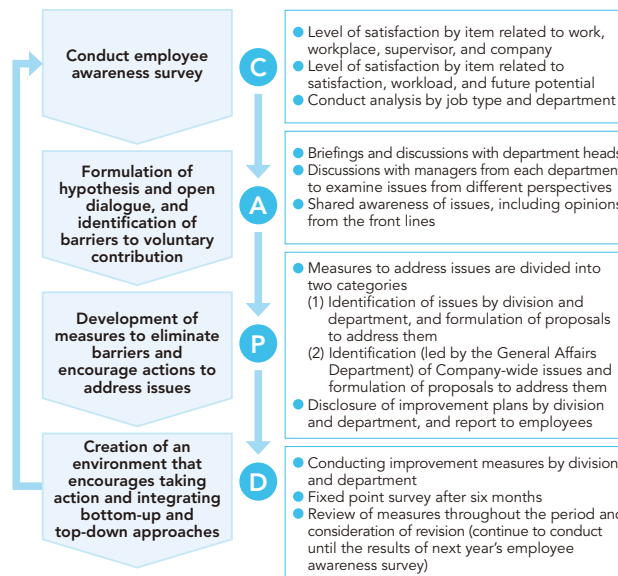


● **Employee Awareness Survey**

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)

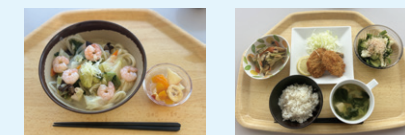
In FY2023, we achieved a 100% participation rate in regular health checkups through the use of a unified management system for regular health checkup reservations, which we introduced in FY2022. We will work to maintain a 100% participation rate, and achieve a 100% reexamination participation rate to 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

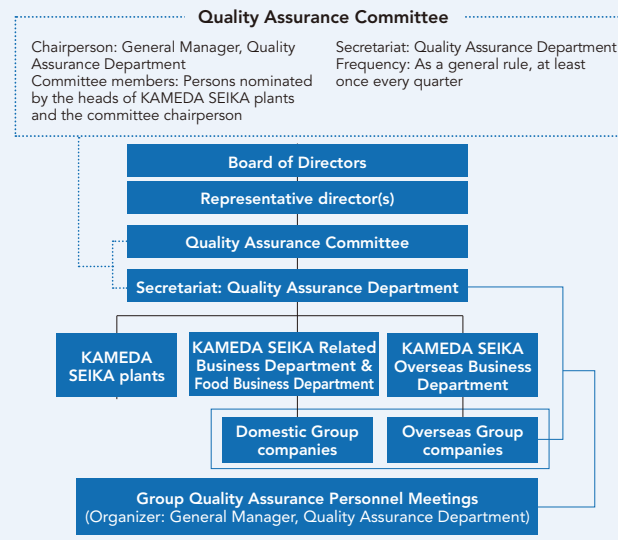
- ① Taking the point of view of our customers, we provide products that meet the legal and regulatory requirements for food supply chains from raw material procurement to consumption.
- ② To deliver safe and reliable products to our customers, we are developing a quality assurance framework based on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

