Quality Misconduct Recurrence Prevention Initiatives

Monitoring Behavioral Change Through Employee Surveys

Guided by the Kanadevia Values, “Strive boldly to achieve success,” “Communicate with sincerity,” and “Learn broadly, think deeply,” we monitor behavioral change through internal surveys from five perspectives to assess the effectiveness of recurrence prevention measures. Sample questions and recent responses are shown below.

<Sample Survey Questions>

1. Management Commitment

I believe that our management team makes the right decisions for the company

Management clearly communicates its quality-related policies

2. “Sincere Dialogue” and “Bold Challenges” Within the Company

I am conscious of improving productivity in my daily work and put it into practice

My workplace provides an environment where employees can freely express their opinions without fear of retaliation

3. “Sincere Dialogue” with Customers

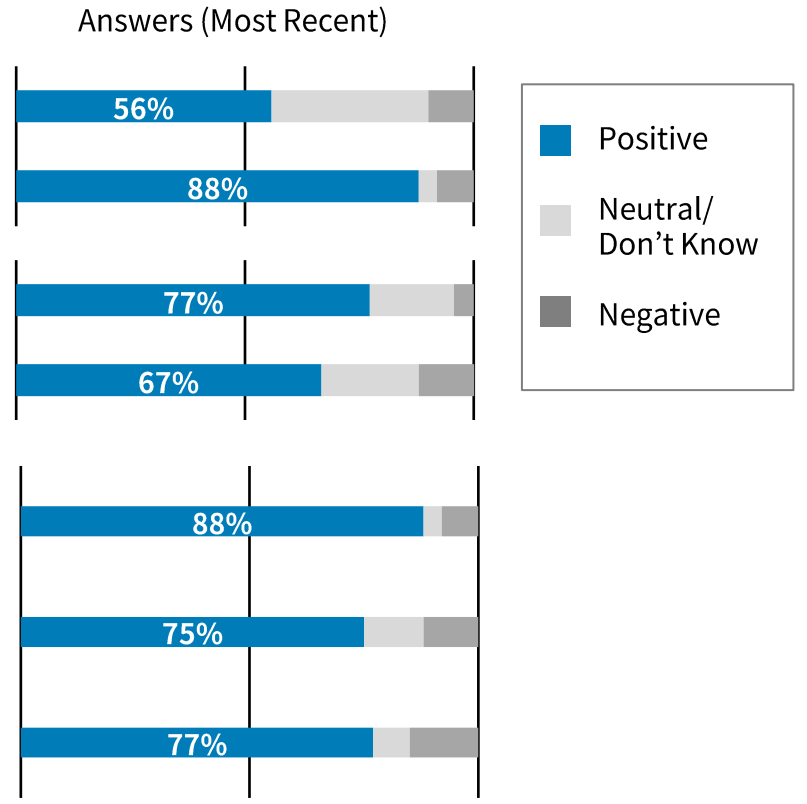
I actively communicate with business partners and relevant departments

4. Think Deeply (Root Cause Analysis and Corrective Actions)

When implementing quality improvements, I support my explanations with objective data

5. Learn Broadly (Organizational Learning)

During the past year, I have shared mistakes and lessons learned within the company and promoted improvement initiatives



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Key Recurrence Prevention Measures and FY2026 Implementation Plan

Action	FY2026			
	1Q	2Q	3Q	4Q
1. Leadership Commitment	• CEO's new fiscal year message	• Quality Policy Communication Meeting (Town Hall Meetings)	• CEO's mid-year message • New employee induction ceremony message	• CEO's year-end message
2. Organizational Culture and Awareness	• Town hall meetings • Career growth seminar	• Town Hall Meeting • Career interview training • Establishment of disciplinary rules for managers	• Town Hall Meeting • Compliance e-Learning • Compliance seminar	• Town Hall Meeting • Compliance training for group companies
3. Improvement of Business Processes	• Clarification of the Three Lines Model • Prevention of falsification through digital tools	Operation and continuous improvement →		
4. Initiatives to Prevent Quality Misconduct	• Review of quality compliance committee rules • Quality assurance regulations	• 5th Quality Compliance Committee • 1st Quality Committee • Quality Misconduct Prevention Day Event	• 2nd Quality Committee	• 6th Quality Compliance Committee • 3rd Quality Committee • Recurrence prevention update meeting
5. Strengthening Quality Assurance Functions	• Revision and rollout of a tier-based quality training curriculum	• Establishment of group quality policy • Launch of QMS Office • Quality training for sales staff	• Quality compliance training	• Quality awareness survey
6. Strengthening Board Oversight	• Report on recurrence prevention progress	• Report on recurrence prevention progress • Compliance committee report	• Report on recurrence prevention progress	• Report on recurrence prevention progress

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