

KAMEDA SEIKA Group

Integrated Report

2024

Digest Edition

KAMEDA SEIKA CO., LTD.

Message from Management

The KAMEDA SEIKA Group has attractive products and brands that delight its consumers, as well as strengths in the areas of technologies and expertise that enable it to continue to create these products.

As we transition from traditional business development centered on the domestic rice cracker business, we will leverage Kameda's Craftsmanship as a tool for maximizing the potential of rice. We will create new value and new markets around the world as we work to become a "Rice Innovation Company."

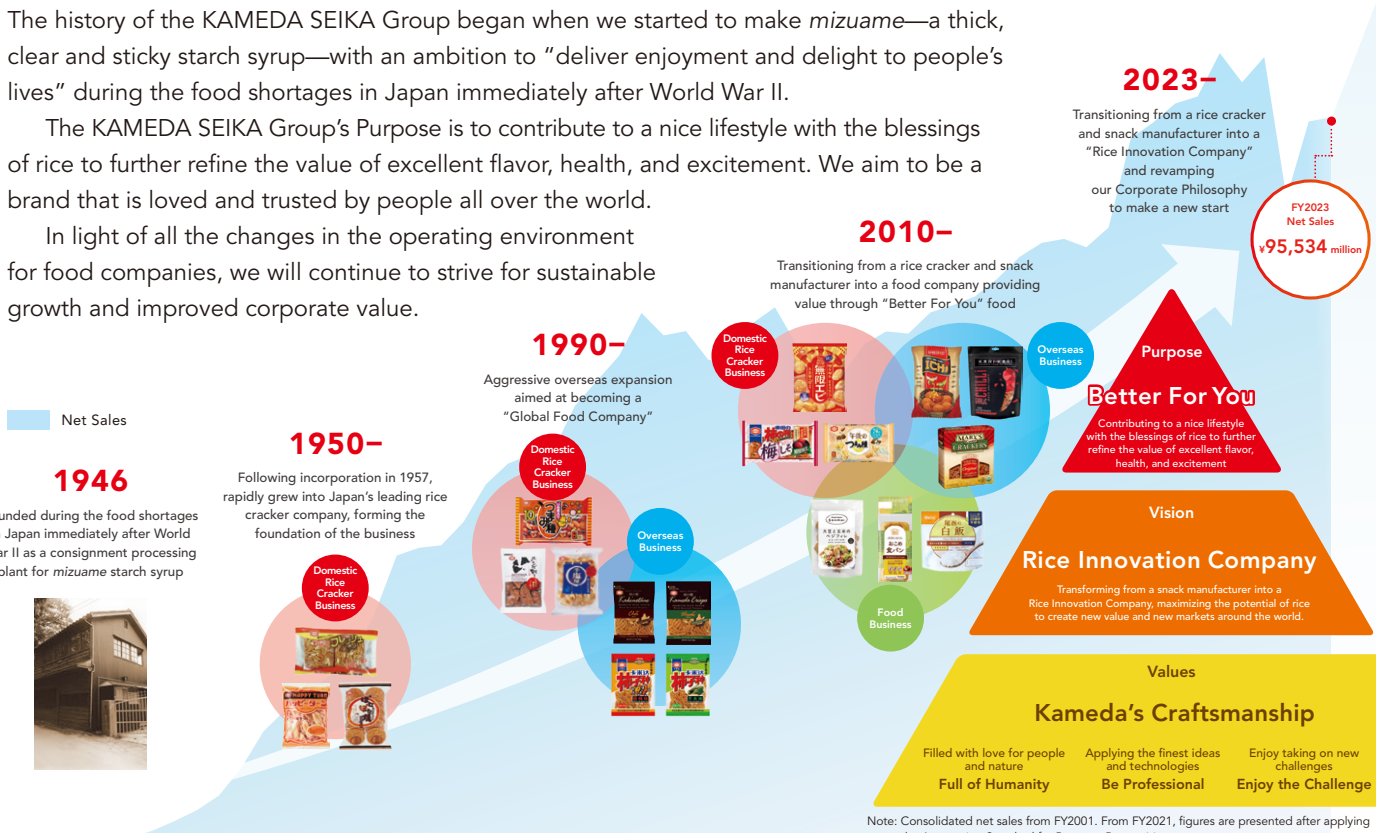


A History of Creating Value

The history of the KAMEDA SEIKA Group began when we started to make *mizuame*—a thick, clear and sticky starch syrup—with an ambition to "deliver enjoyment and delight to people's lives" during the food shortages in Japan immediately after World War II.

The KAMEDA SEIKA Group's Purpose is to contribute to a nice lifestyle with the blessings of rice to further refine the value of excellent flavor, health, and excitement. We aim to be a brand that is loved and trusted by people all over the world.

In light of all the changes in the operating environment for food companies, we will continue to strive for sustainable growth and improved corporate value.



Note: Consolidated net sales from FY2001. From FY2021, figures are presented after applying the Accounting Standard for Revenue Recognition.

Founding Philosophy

During the food shortages in Japan immediately after World War II, our founder felt that **"Men can find pleasure in drinking, but there is no enjoyment for women and children. I want to give them something that can bring enjoyment and delight to their lives."** This became our founding philosophy, and KAMEDA SEIKA was born. With no prior experience, he began making *mizuame*—a thick, clear and sticky starch syrup.



Direct sales store circa 1950
Founded in 1946 as a consignment processing plant for *mizuame* starch syrup, the Company reorganized into the KAMEDA Agricultural Products Cooperative Association before incorporating in 1957.

Mission Statement

製菓展道立己 *(Seika-Tendo-Rikki)*

As a manufacturer and seller of rice crackers and snacks, we will explore the path to find our identity by seeking to grow through refining management and operations widely, including manufacturing technology, product development, and market development. Our identity refers to the Company itself and each individual employee making up the Company. We will work together to improve our social and economic standing.



Manufacturing process circa 1965
Following incorporation in 1957, KAMEDA SEIKA grew rapidly by establishing a pioneering mass-production system for rice crackers.

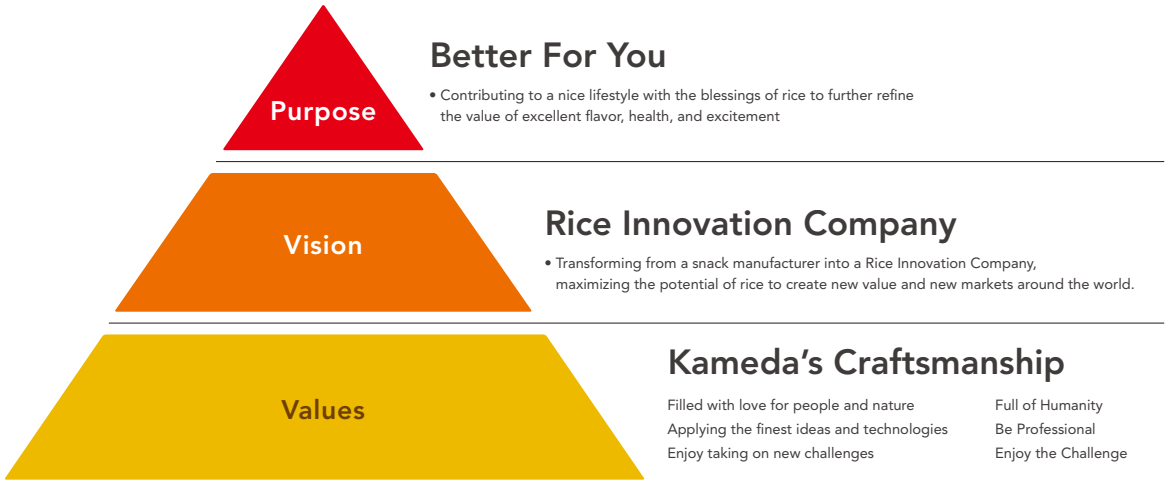
Management Philosophy

- Respond to the needs of all those involved with the Company
- Ensure the Company flourishes forever

Basic Management Policy

- Manage the Company democratically
- Refrain from using the Company for personal gain
- Be dedicated to planned management

The KAMEDA SEIKA Group's Purpose, Vision, and Values



The KAMEDA SEIKA Group aims to achieve sustainable growth by leveraging its core competencies centered on rice and further refining its value through change and innovation to transform its business structure into one that pursues unique value. We have remained committed to our Founding Philosophy, Mission Statement, Management Philosophy, and Basic Management Policy since our founding. In 2023 we made the decision to evolve these constant values in order to address contemporary change. We have defined our Purpose, Vision, and Values and revamped the Corporate Philosophy of the KAMEDA SEIKA Group.

All officers and employees are united in working to contribute to a sustainable society by becoming a "Rice Innovation Company."

Business Portfolio

"Rice Innovation Company"

Rice R&D capabilities | **Rice processing and production technologies** | **Procurement and sales network**

Domestic Rice Cracker Business

Exhaustive operations using broad-ranging distribution network that provides the value of rice crackers to all consumers



- Rice cracker development through domestic retailers
- Department stores and rice cracker gift sets
- Regional souvenirs, theme parks, etc.

Overseas Business

Expand primarily in countries with rice cultures and utilize own national brands and alliances with partners



- U.S. business: Expansion of the "Better For You" market
- Asia business: Development through expansion of the Company's national brands
- Cross-border: Expand import and export transactions

Food Business

Provide food products and functional materials with a high level of added value by leveraging the processability and functionality of rice

Rice and plant-based processed foods | Functional ingredients



- Preserved foods that provide both delicious taste and simplicity
- 100% rice flour bread with excellent health value
- New plant-based foods made from a mix of brown rice and soy beans
- Rice-based lactic acid bacteria, rice protein, and rice peptides

Promotion of Sustainability Management

Contribute to a sustainable society across the entire value chain through change and innovation. Mitigate risks and seize opportunities through strategy execution and evolve into a "Rice Innovation Company."

Materiality (Material Issues) and Main KPIs

Contribute to a nice lifestyle through "Better For You" food

Joy, enrichment, health, taste, excitement, safety and security, food culture, and food diversity

(FY2030 Target)	
Expansion of the Mirai Beika product lineup	
Reduction of sodium in products	15% reduction (compared with FY2021)
Expansion of overseas share of the food business	30%
Increase allergen-free, Halal and Kosher products	

Environmentally friendly manufacturing

Reduction of environmental impact, conservation of environmental resources, and reduction of plastic use

(FY2030 Target)	
Reduce greenhouse gas emissions	40% reduction (compared with FY2017)
Reduce water consumption	10% reduction (compared with FY2017)
Reduce plastic usage	30% reduction (compared with FY2017)

Sustainable procurement

Respect for human rights, stable procurement, and response to food insecurity

(FY2030 Target)	
Development of a diversified procurement system for major raw materials	
Expansion of plant-based food	
RSPO-certified palm oil usage ratio	100%

Human capital management

Health management, DE&I, and human resource development

(FY2030 Target)	
Improved self-care and employee wellbeing	
Ratio of female managers and supervisors	30%
Investment in human resource development	80% increase (compared with FY2021)

Governance befitting KAMEDA SEIKA

Enhance corporate governance
Implement thorough risk management

Enhance corporate value through appropriate operation of the Board of Directors	
Risk map-based visualization and countermeasure implementation	
Reinforce information security systems	

Harmony with the community

Expand local hiring, collaborate with local agriculture groups, and engage in dietary education

(FY2030 Target)	
Expand number of employees at overseas sites	2,500 employees
Increase production of rice flour bread made from rice grown only in Niigata Prefecture	1.200 tons
Promote communication through food	

Note: The material issues above are organized into six categories and 19 specific issues.

Company Data (As of November 30, 2024)

Overseas Network

China

Qingdao Kameda Foods Co., Ltd.

Established in 2003. Manufactures rice crackers for the Japanese market and manufactures and sells rice crackers for the Chinese domestic market.



U.S.A.

TH FOODS, INC.*

Formed a capital and business alliance in 1989. Manufactures and sells Usuyaki-type (thin) gluten-free rice crackers using the Company's rice cracker production technologies.



Vietnam

THIEN HA KAMEDA, JSC.

Established in 2013 as a joint venture. Became a consolidated subsidiary in 2021. Manufactures and sells ICHI fried rice crackers for Vietnam and neighboring countries.



U.S.A.

Mary's Gone Crackers, Inc.

Became a consolidated subsidiary in 2012. Manufactures and sells organic, gluten-free, vegan, and other high-value-added crackers.



India

KAMEDA LT FOODS (INDIA) PRIVATE LIMITED*

Established as a joint venture in 2017. Manufactures and sells Kari-Kari, a version of KAMEDA Kaki-no-Tane for the Indian market.



Thailand

Singha Kameda (Thailand) Co., Ltd.

Became a consolidated subsidiary in 2020. Manufactures and sells rice crackers and serves as a base for global cross-border transactions encompassing Australia, North America and Japan.



Note: THAI KAMEDA CO., LTD., which became a consolidated subsidiary in 2009, is proceeding with liquidation procedures.

U.S.A.

KAMEDA USA, INC.

Established in 2008. Acts as a sales company for cross-border transactions to North America.

Cambodia

LYLY KAMEDA CO., LTD.

Established as a joint venture. Became a consolidated subsidiary in 2018. Supplies OEM rice crackers to group companies of PepsiCo ANZ Holdings Pty Ltd.



Domestic Network

- Domestic Rice Cracker Business
- Overseas Business
- Food Business
- Other

Niigata Prefecture, Japan

KAMEDA SEIKA CO., LTD.


KAMEDA SEIKA headquarters

Niigata

TAINAI Co., Ltd.

Manufactures and sells 28-allergen-free rice flour bread, brown-rice bread and other products.



Niigata

Ajicul Co., Ltd.

Manufactures and sells rice crackers for various channels including souvenir shops and theme parks, and for use in novelty products.



Niigata

Niigata Yusou Co., Ltd.
Kameda Transport Co., Ltd.
N.A.S. Co., Ltd.



These companies provide distribution-related services centered on the core business of joint delivery of snacks, including the Company's products.

Fukui

Maisen Co., Ltd.
Maisen Fine Foods Co., Ltd.

Conducts mail-order sales of brown rice and other products, and manufactures and sells plant-based foods.



Osaka

Toyosu Co., Ltd.

Established in 1902. Develops brands for department stores, including Kakitane Kitchen and Arare Toyosu.



Tochigi

Nisshin Seika Co., Ltd.

Manufactures and sells rice cracker products and gifts for high-end supermarkets.



Mie

MASUYA Co., Ltd.*

Formed a capital and business alliance agreement in 2022. Became an equity-method affiliate in 2023.

Markets long-selling brands with a history of over 50 years, including Onigiri Senbei.



Tokyo

Onisi Foods Co., Ltd.

Manufactures and sells long-life preserved foods including Alpha Rice, bread and rice cookies.



* Equity-method affiliate

Company Overview

The KAMEDA SEIKA Group by the Numbers

Scope: KAMEDA SEIKA and its consolidated subsidiaries (As of March 31, 2024)

Financial

Net Sales

¥95,534 million

Operating Income

¥4,467 million

Operating Margin

4.7%

EBITDA

¥10,650 million

EBITDA Margin

11.1%

ROE

3.3%

ROIC

3.4%

Non-Financial

Share of Japan's Rice Cracker Market*

32.9%

* Calculated using data from INTAGE Inc.'s SRI+ (Nationwide Retail Store Panel Survey).

Number of Group Companies

20

Consolidated subsidiaries	Equity-method affiliates
17	3
10 companies in Japan, 7 companies overseas	1 company in Japan, 2 companies overseas

Number of Long-Selling Brands Launched 50 or More Years Ago

5

Number of Brands with Sales of ¥5 Billion or More



3

Scope: KAMEDA SEIKA non-consolidated

Number of Patents

49

Japan	20
Overseas	29

Number of Trademarks

983

Japan	834
Overseas	149

About KAMEDA SEIKA (As of March 31, 2024)

Company Name	KAMEDA SEIKA CO., LTD.
Date of Foundation	September 1946
Date of Establishment	August 1957
Capital	¥1,946 million

Main Business (Consolidated)

Manufacture and sale of snacks and food products including rice crackers, long-life preserved foods, plant-based lactic acid bacteria, rice flour bread and plant-based foods

Plants (Non-consolidated)

Kameda Plant (Konan-ku, Niigata-shi, Niigata Prefecture)
Suibara Plant (Agano-shi, Niigata Prefecture)
Shirone Plant (Minami-ku, Niigata-shi, Niigata Prefecture)

Number of Employees

4,040 (Consolidated)
1,404 (Non-consolidated)

Sales Office (Non-consolidated)

6 branches in Japan (Sendai, Tokyo, Nagoya, Osaka, and Fukuoka) and 18 bases

Note: The number of bases decreased from 19 to 18 as of April 1, 2024

Directors and Audit & Supervisory Board Members

Chairman & CEO	Lekh Raj Juneja
President & COO	Masanori Takagi
Senior Managing Director & CFO	Akira Kobayashi
Managing Director	Naoko Koizumi
Outside Director	Minesaburo Miyake
Outside Director	Yoshio Ito
Outside Director	Takayuki Kanai
Outside Director	Toshimasa Iue
Outside Director	Katsuo Shoyama
Full-time Audit & Supervisory Board Member	Jun Sasaki
Full-time Audit & Supervisory Board Member	Mari Tanabe
Outside Audit & Supervisory Board Member	Kazuyoshi Aoki
Outside Audit & Supervisory Board Member	Akihiro Ito

Please see the following website for more detailed information.

Integrated Report



https://www.kamedaseika.co.jp/en/ir/library/integrated-report/

Corporate Website



https://www.kamedaseika.co.jp/en/

IR News



https://www.kamedaseika.co.jp/en/ir/

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