

KAMEDA SEIKA Group

Integrated Report 2023

Digest Edition

KAMEDA SEIKA CO., LTD.

Message from Management

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.

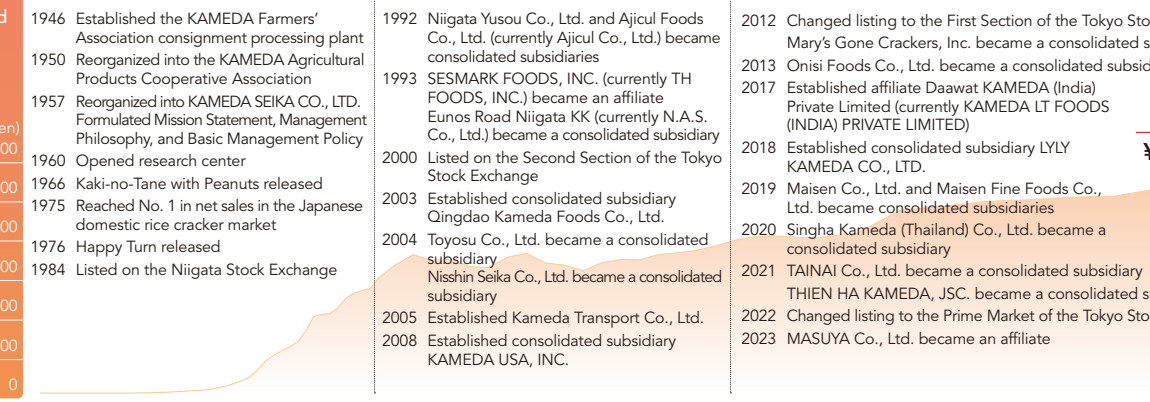


A History of Creating Value

KAMEDA SEIKA's Path	1946–1980s	1990–2000s	2010–2022	2023
	Rapid post-founding growth into Japan's leading rice cracker company, forming the foundation of the business	Aggressive overseas expansion aimed at becoming a "Global Food Company"	Transition from a rice cracker and snack manufacturer into a food company providing value through "Better For You" foods	Transition from a rice cracker and snack manufacturer into a "Rice Innovation Company," marking a new start
Business Portfolio Changes	Domestic Rice Cracker	Domestic Rice Cracker, Overseas	Domestic Rice Cracker, Overseas, Food	

History and Net Sales

1946 Established the KAMEDA Farmers' Association consignment processing plant
1950 Reorganized into the KAMEDA Agricultural Products Cooperative Association
1957 Reorganized into KAMEDA SEIKA CO., LTD. Formulated Mission Statement, Management Philosophy, and Basic Management Policy
1960 Opened research center
1966 Kaki-no-Tane with Peanuts released
1975 Reached No. 1 in net sales in the Japanese domestic rice cracker market
1976 Happy Turn released
1984 Listed on the Niigata Stock Exchange
1992 Niigata Yusou Co., Ltd. and Ajicul Foods Co., Ltd. (currently Ajicul Co., Ltd.) became consolidated subsidiaries
1993 SESMARK FOODS, INC. (currently TH FOODS, INC.) became an affiliate
Eunos Road Niigata KK (currently N.A.S. Co., Ltd.) became a consolidated subsidiary
2000 Listed on the Second Section of the Tokyo Stock Exchange
2003 Established consolidated subsidiary Qingdao Kameda Foods Co., Ltd.
2004 Toyosu Co., Ltd. became a consolidated subsidiary
Nisshin Seika Co., Ltd. became a consolidated subsidiary
2005 Established Kameda Transport Co., Ltd.
2008 Established consolidated subsidiary KAMEDA USA, INC.
2012 Changed listing to the First Section of the Tokyo Stock Exchange
Mary's Gone Crackers, Inc. became a consolidated subsidiary
2013 Onisi Foods Co., Ltd. became a consolidated subsidiary
2017 Established affiliate Daawat KAMEDA (India) Private Limited (currently KAMEDA LT FOODS (INDIA) PRIVATE LIMITED)
2018 Established consolidated subsidiary LYLY KAMEDA CO., LTD.
2019 Maisen Co., Ltd. and Maisen Fine Foods Co., Ltd. became consolidated subsidiaries
2020 Singha Kameda (Thailand) Co., Ltd. became a consolidated subsidiary
2021 TAINAI Co., Ltd. became a consolidated subsidiary
THIEN HA KAMEDA, JSC. became a consolidated subsidiary
2022 Changed listing to the Prime Market of the Tokyo Stock Exchange
2023 MASUYA Co., Ltd. became an affiliate



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.



The office of KAMEDA Agricultural Products Cooperative Association, the predecessor of KAMEDA SEIKA and origin of the Company

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.

Management Philosophy

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

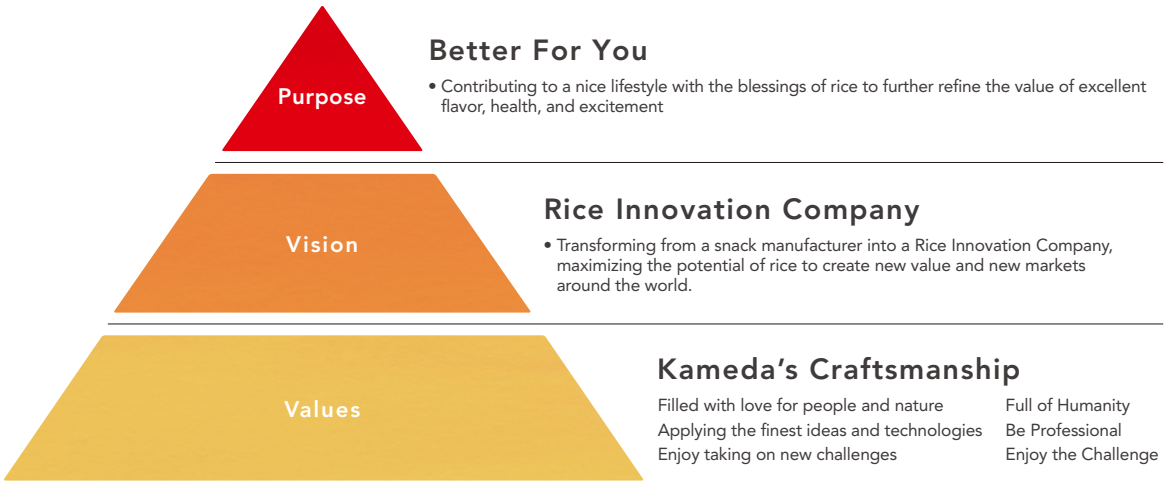
Basic Management Policy

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



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

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



Better For You

- Contributing to a nice lifestyle with the blessings of rice to further refine the value of excellent flavor, health, and excitement

Rice Innovation Company

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

Kameda's Craftsmanship

Filled with love for people and nature
Applying the finest ideas and technologies
Enjoy taking on new challenges
Full of Humanity
Be Professional
Enjoy the Challenge

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 restructured 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."

The KAMEDA SEIKA Group's 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

Provide all consumers with diverse rice cracker value



- Expand rice cracker business through domestic retail
- Department store/gift sales of rice crackers
- Local souvenirs, theme park snacks, etc.

Overseas Business

Expand primarily in countries with rice cultures

In-house national brands, partner collaborations, etc.



- North American business: Align with regional subsidiary and affiliated companies
- Asian business: Cultivate business through expansion of in-house national brands
- Cross-border: Expand import and export transactions

Food Business

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

Rice and plant-based processed foods



Functional ingredients



- Preserved foods that are both delicious and convenient
- 100% rice flour bread with high health value
- New plant-based foods made with a mix of brown rice and soy
- Rice-derived lactic acid bacteria, rice protein and rice peptide

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% or more
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	30% 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
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.

Overseas Network



U.S.A.

TH FOODS, INC.*

Formed a capital and business alliance in 1989. Manufactures and sells low-calorie, low-fat, and gluten-free rice crackers.



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.



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.

Note: Company name changed in July 2023

Vietnam

THIEN HA KAMEDA, JSC.

Established in 2013 as a joint venture. 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.

Thailand

Singha Kameda (Thailand) Co., Ltd.

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

Note: Singha Kameda Trading (Thailand) Co., Ltd., a subsidiary of Singha Kameda (Thailand) Co., Ltd., completed liquidation procedures in September 2023. 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 in 2018. Supplies OEM rice crackers to group companies of PepsiCo ANZ Holdings Pty Ltd.



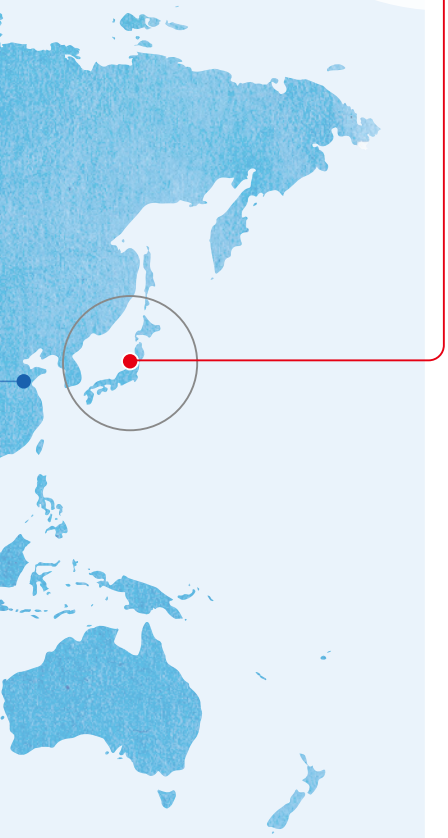
Domestic Network

● Domestic Rice Cracker Business ● Overseas Business
● Food Business ● Other

Niigata Prefecture, Japan

KAMEDA SEIKA CO., LTD.





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

TAINAI Co., Ltd.

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



Niigata

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

Provides transportation for snacks, including the Company's products, and other distribution services.





Tochigi

Nisshin Seika Co., Ltd.

Manufactures and sells rice crackers for high-end products and gifts.



Fukui

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

Conducts mail-order sales of hypoallergenic foods, 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.



Tokyo

Onisi Foods Co., Ltd.

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



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.



* Equity-method affiliate

Company Overview

The KAMEDA SEIKA Group by the Numbers (As of March 31, 2023)

Net Sales
¥94,992 million

Operating Income
¥3,564 million

EBITDA
¥9,656 million

ROE
3.0%

Operating Margin
3.8%

EBITDA Margin
10.2%

ROIC
2.9%

Share of Japan's Rice Cracker Market[1]
38.6%

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

Number of Group Companies[2]
21

Consolidated subsidiaries[2]	Equity-method affiliates
18[2]	3
10 companies in Japan, 8 companies overseas[2]	1 company in Japan, 2 companies overseas

2. As of November 30, 2023, the number of Group companies is 20, and the number of consolidated subsidiaries is 17 (of which, 7 companies overseas).

Number of Brands with Sales of ¥5 Billion or More
3

Number of Long-selling Brands Launched 50 or More Years Ago
5

Number of Patents[3]
46

Japan	Overseas
18	28

3. Scope of calculation: Number of patents held in Japan and overseas

About KAMEDA SEIKA (As of November 30, 2023)

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

Main Business

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

Plants

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 (As of March 31, 2023)

3,858 (Consolidated)
1,412 (Non-consolidated)

Sales Offices

6 branches in Japan (Sendai, Tokyo, Nagoya, Osaka, and Fukuoka) and 19 bases

Directors, Audit & Supervisory Board Members

Chairman & CEO	Lekh Raj Juneja
President & COO	Masanori Takagi
Senior Managing Director & CFO	Akira Kobayashi
Managing Director	Naoko Koizumi
Director	Michiyasu Tanaka
Outside Director	Mackenzie Clugston
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	Michiya Kondo
Full-time Audit & Supervisory Board Member	Jun Sasaki
Outside Audit & Supervisory Board Member	Kazuyoshi Aoki
Outside Audit & Supervisory Board Member	Akihiro Ito

Please see the following websites for more detailed information.

Corporate Website

www.kamedaseika.co.jp/en/

Sustainability

www.kamedaseika.co.jp/en/sustainability/

IR News

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

Product Information

www.kamedaseika.co.jp/en/product/

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