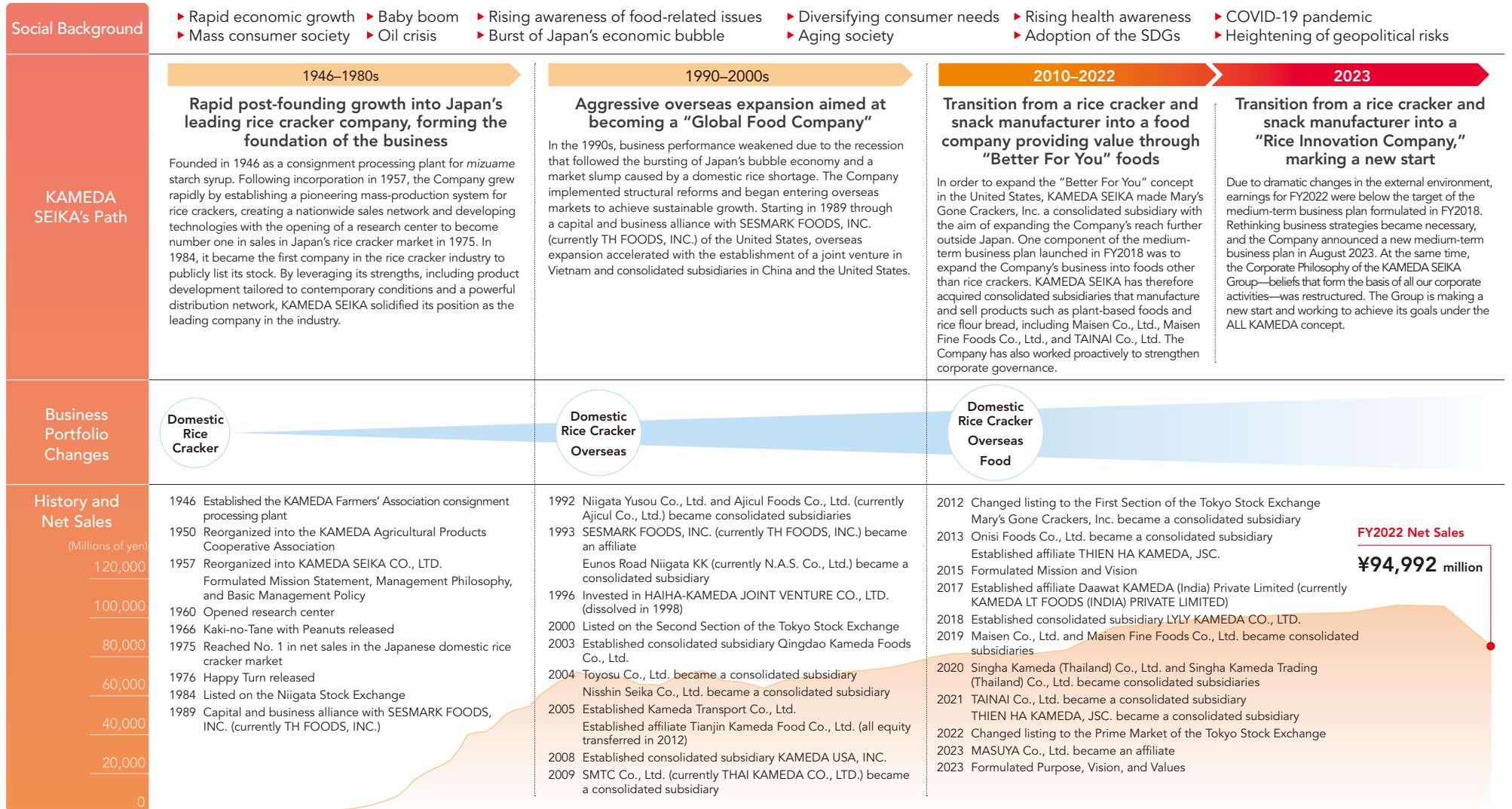


Value Creation Story

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.



The KAMEDA SEIKA Group by the Numbers

(As of March 31, 2023)

The KAMEDA SEIKA Group continues to take on the challenge of becoming a “Better For You” food company that contributes to a nice lifestyle with the blessings of rice to further refine the value of excellent flavor, health, and excitement.



Net Sales

¥94,992
million



Operating Income

¥3,564 million

Operating Margin

3.8%



EBITDA

¥9,656 million

EBITDA Margin

10.2%



ROE

3.0%

ROIC

2.9%



Net Sales by Category &
Composition of Net Sales

Domestic
Rice Cracker
Business

¥67,703 million
71.3%

Overseas
Business

¥13,751 million
14.5%

Food
Business

¥7,065 million
7.4%

Other*

¥6,471 million
6.8%

* Freight transportation and other operations

Operating Income by Category &
Operating Margin

¥3,449 million
5.1%

¥(589) million
(4.3)%

¥374 million
5.3%

¥330 million
5.1%



Share of Japan's
Rice Cracker Market¹

38.6%



Number of Employees

3,858

Non-consolidated

1,412



Number of Group Companies²

21

Consolidated
subsidiaries²

18²

Equity-method
affiliates

3

10 companies in
Japan, 8 companies
overseas²

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 Patents³

46

Japan

18

Overseas

28

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

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

Value Creation Process

Business Environment

- Changes in global demographics
- Worsening global environmental issues and increase in natural disasters
- Rising awareness of safety, reliability, and health
- Diversification of food
- Heightening of geopolitical risks
- Possibility of food shortages due to population increase

Vision

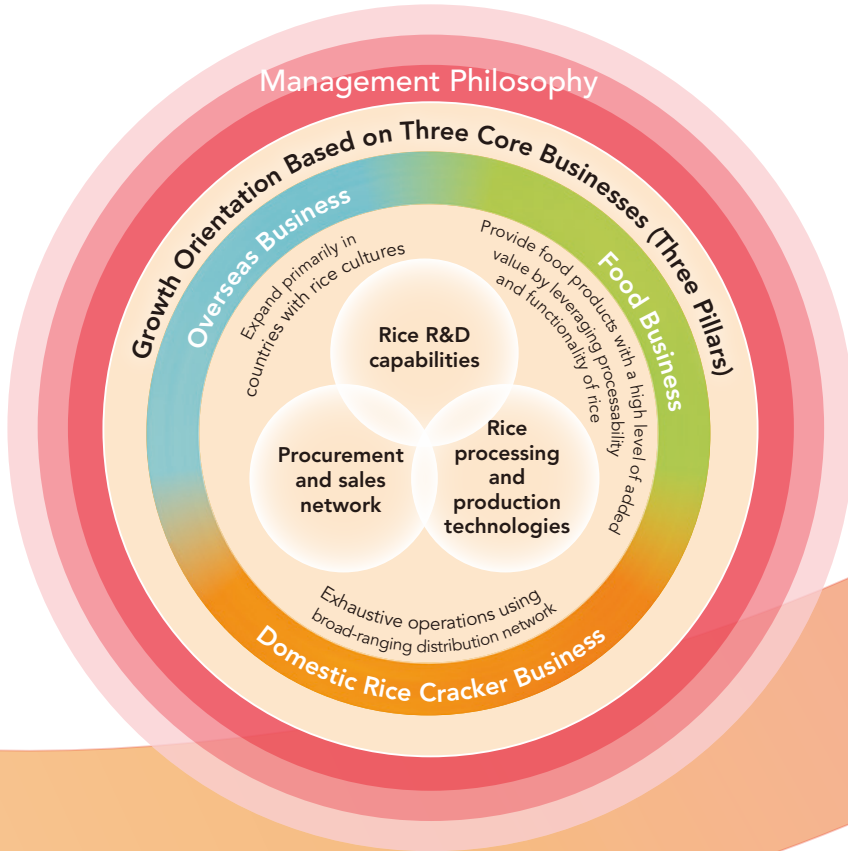
Rice Innovation Company

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

Input

<p>Financial Capital</p> <p>Financial standing and ability to generate stable cash flow (Equity ratio: 58.3%)</p>	<p>Human Capital</p> <p>Diverse human resources (Number of employees: 3,858 (consolidated); Ratio of female managers: 15.6%)</p> <p>Quality control system for safe and reliable products</p> <p>Free and open corporate culture</p>
<p>Manufacturing Capital</p> <p>Domestic and overseas manufacturing bases (9 companies in Japan, 7 overseas)</p> <p>In-house logistics functions (2 companies in Japan)</p>	<p>Social and Relationship Capital</p> <p>Long-selling brands</p> <p>Relationships of trust with customers</p> <p>Partnerships with suppliers and business partners</p> <p>Industry-academia government collaboration</p> <p>Relationships with local communities</p>
<p>Intellectual Capital</p> <p>Knowledge and know-how relating to rice crackers and rice</p> <p>Product development and production/processing technologies</p> <p>Patents related to functional materials</p>	<p>Natural Capital</p> <p>Raw materials from nature's blessings (rice, peanuts, etc.)</p> <p>Energy and water resources</p>

Note: As of March 31, 2023



Output

- Rice crackers, a traditional Japanese food
- Product lineup for all ages
- Hypoallergenic products
- Gluten-free and organic products
- Long-life preserved foods
- 28-allergen-free rice flour bread/brown rice bread
- Plant-based foods (Meat analogues)
- Rice-derived plant origin lactic acid bacteria
- ECO-packages

Outcomes

- Harmony with local communities
- Provision of safe and reliable food
- Creation of "barrier-free" foods
- Contribution to enriched, healthy lives
- Development of a rice-based food culture
- Reduction of environmental impact from manufacturing
- Contribution to a circular economy
- Active participation of diverse human resources

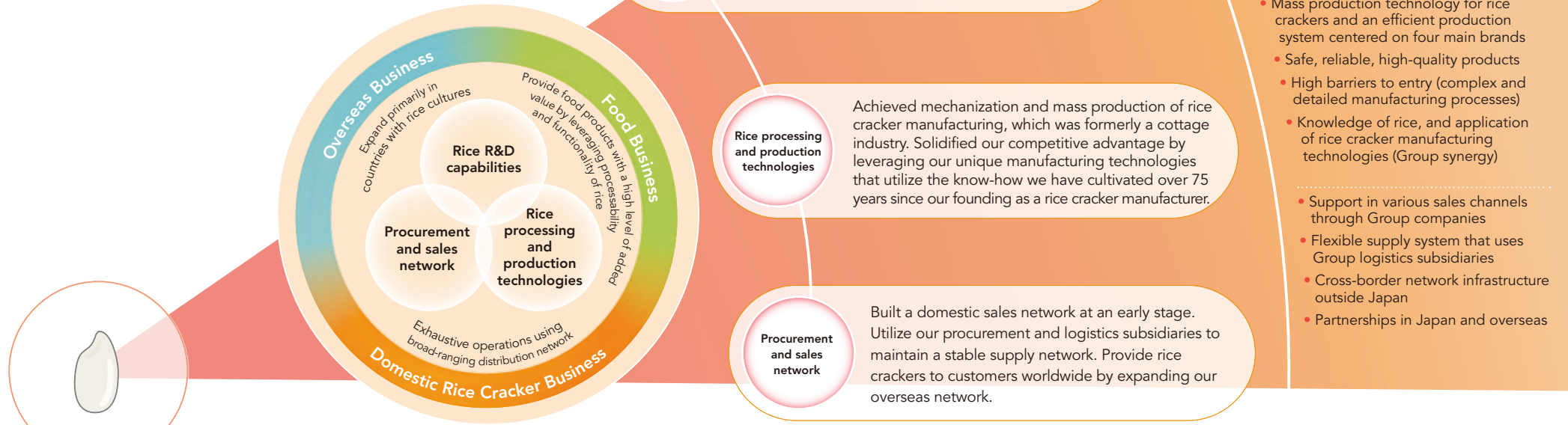
Materiality (Material Issues)

Contribute to a nice lifestyle through "Better for You" foods	Environmentally friendly manufacturing	Sustainable procurement	Human capital management	Governance befitting KAMEDA SEIKA	Harmony with the community
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The Core of Our Value Creation Activities Is the Potential of Rice

We bring out the full potential of rice by using KAMEDA SEIKA's rice R&D capabilities, rice processing and production technologies, and procurement and sales network to provide products to customers around the world. We will create new value and markets to expand the potential of rice.

KAMEDA SEIKA Expands the Potential of Rice



- Rice and rice cracker research, knowledge and know-how
- Development of products originating from rice (low-protein cooked rice, plant origin lactic acid bacteria, Alpha Rice, rice flour bread and brown rice bread)
- Rice processing technology (seasoning, texture, blending, homogenization, etc.)
- Ability to create products suited to the changing times
- Mass production technology for rice crackers and an efficient production system centered on four main brands
- Safe, reliable, high-quality products
- High barriers to entry (complex and detailed manufacturing processes)
- Knowledge of rice, and application of rice cracker manufacturing technologies (Group synergy)
- Support in various sales channels through Group companies
- Flexible supply system that uses Group logistics subsidiaries
- Cross-border network infrastructure outside Japan
- Partnerships in Japan and overseas

The Advantages of Rice



Powerful energy source

Rice is comprised of approximately 80% carbohydrates and has a digestion-absorption rate of 98%, making it an extremely effective source of energy. One bowl* of rice can power 234 kcal of exercise, or in other words, a 120 minute walk or 40 minute run.

White rice also contains a good balance of protein, dietary fiber, zinc, minerals, and B vitamins.

* The measurement of "one bowl" is equivalent to 150 g of cooked rice, and nutrition values are calculated based on an adult weighing 50 kg.



High-quality protein source

Of the 20 amino acids (the building blocks of proteins) found in the human body, 9 are deemed essential amino acids as we cannot produce them ourselves, so we must get them from food or other sources. Amino acid scores are a way of ranking a source's balance of essential amino acids. Wheat has a score of 56, while rice has a score of 93. Adding a dish made from soybeans in addition to a bowl of rice is an easy way to reach the full 100 point amino acid score.



Gluten-free choice

As a gluten-free grain, rice is also attracting a lot of attention outside Japan. Gluten is a protein that makes up 80% of the structure of wheat, and is a substance that triggers wheat allergies. Gluten-free products were initially created as a dietary alternative in North America and Europe where wheat is a major staple, but these products have now gained popularity as part of a healthy diet.

Message from the Chairman & CEO



Becoming a “Rice

Lekh Raj Juneja
Chairman & CEO

Restructuring Our Corporate Philosophy as a Foundation for Medium- to Long-Term Growth

I joined the management team of KAMEDA SEIKA three years ago. From inside the Company, I realized that the KAMEDA SEIKA Group has even greater potential than I imagined.

For example, it has appealing brands that delight customers, the technologies and expertise needed to produce them, and above all, the people who can create them. These qualities have been built up since the Company's founding through the efforts of previous management teams and employees—people who have helped develop our strong corporate culture—to whom I express my gratitude and respect.

More than a year has passed since we transitioned to our new management structure, with me as the CEO. During this time, we have been developing our business framework with the aim of ensuring medium- to long-term growth. We have now organized those concepts as our new medium-term business plan, which we announced both internally and externally. Moving forward under this plan, while giving my thanks and respect to our predecessors, we aim to achieve further growth and increase our corporate value.

Since my appointment as CEO, I have adhered to three maxims: "value people," "instigate change and innovation," and "generate earnings." Although we were early to begin global expansion, the business environment has changed, and continues to change rapidly. Even if we were to convert our

achievements to date into value, that value would not be enough to sustain us if we were to simply continue along established paths.

Leveraging our competencies centered on rice, we aim to adopt a business structure focused on creating unique value in order to increase consumers' "willingness to pay." Under the new medium-term business plan, we want to reiterate the Company's strengths and core aspects to employees. As such, we have clearly stated our Purpose, Vision, and Values as our Corporate Philosophy, and presented our value creation process as part of a change and innovation system diagram, all of which has been incorporated into our business framework.

The Company's strengths are its ability to maximize the potential of rice, which is the starting point for the Company's business. Our Purpose—"Contributing to a nice lifestyle with the blessings of rice to further refine the value of excellent flavor, health, and excitement"—is based on our relationship with customers and embodied in the phrase "Better For You."

Innovation Company”

→ The KAMEDA SEIKA Group's Purpose

Better For You

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

→ The KAMEDA SEIKA Group's Vision

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.

Our Vision is becoming a “Rice Innovation Company,” and we will work to maximize the potential of rice, transforming it into customer value and creating new markets, which will lead to sustainable growth.

The Company has led technological innovation since being the first to industrialize rice cracker production. Since then, we have continued to maximize the potential of rice with a series of innovations, including the utilization of plant origin lactic acid bacteria and the development of rice flour bread. We will work every day to pursue this potential going forward.

Our Values, namely, “Filled with love for people and nature,” “Applying the finest ideas and technologies,” and “Enjoy taking on new challenges” underpin this value creation, and they are a part of each employee of the KAMEDA SEIKA Group. We aim to pass these values on to the next generation as “Kameda’s Craftsmanship.”

We will also pass down KAMEDA SEIKA’s heritage (Founding Philosophy, Mission Statement, Management Philosophy and Basic Management Policy). In addressing the challenging competitive environment that we face, we will be empowered by our renewed Purpose, Vision, and Values, which are aligned to changes in the social environment.

KAMEDA SEIKA’s Potential and Business Model Evolution

I have talked about our Corporate Philosophy, and now I would like to discuss our business model. The Company has honed its mass production technology for rice crackers, and created products that provide customers with deliciousness and excitement since its founding. The strong product brands we have built and the technologies and expertise we have accumulated within the Company have enabled us to establish a strong business foundation.

Under the previous medium-term business plan, we aimed to use this foundation as a platform to expand our business domains and regions, specifically the domestic rice cracker business, overseas business, and food business. Positioning our business model centered on the domestic rice cracker business as KAMEDA 1.0, expansion of our business domains and regions could be considered KAMEDA 2.0. In recent years, we have expanded into Cambodia and India, to complement existing operations in the United States, China, Thailand, and Vietnam. In addition, we have expanded our business domains with entry into the fields of plant-based foods and rice flour bread in Japan. We have also promoted our strategy of leveraging external capabilities in the form of collaboration with leading partners overseas and M&A. As a manufacturing company, however, our fundamental business model, which entails expanding business while focusing on capital investment, has remained unchanged.

Looking ahead, we can see limits to our ability to meet both the financial and human resource demands necessary to expand our business domains globally while also allocating funds to fixed assets such as plants and equipment. Under the new medium-term business plan and as part of KAMEDA 3.0, our key themes are transforming to an asset-light approach and shifting

→ The KAMEDA SEIKA Group’s Values

Kameda’s Craftsmanship

Filled with love for people and nature

Applying the finest ideas and technologies

Enjoy taking on new challenges

Full of Humanity

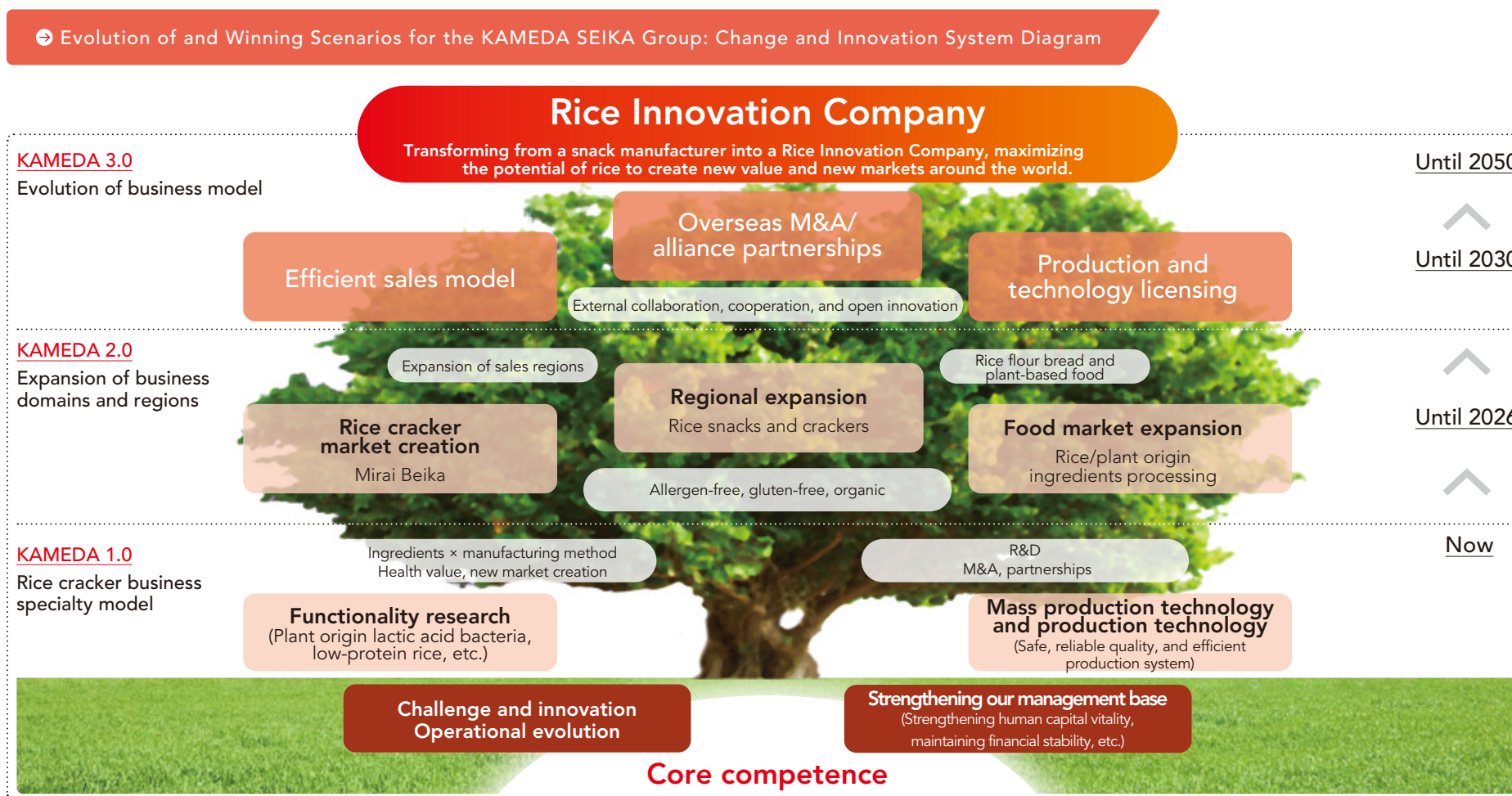
Be Professional

Enjoy the Challenge

from investments in fixed assets to investments in intangible assets. We are therefore looking at further strengthening partnerships and licensing. To create a business model that enables us to make smaller initial investments and achieve a high profit margin, we will focus on a few key measures—the trunk of the tree in the diagram. This will involve creating and accumulating even more intangible assets in the form of strong brands, technologies, and expertise.

The goals of KAMEDA 3.0 will not be easy to achieve, but we have already started taking on that challenge. Our plant origin lactic acid bacteria, K-1, has been scientifically proven to improve both digestive and skin health. It can be used in a variety of foods, beverages, and supplements, and has drawn the attention of Irish company Kerry Group plc, an international leader in the food, beverage, and pharmaceutical markets. Kerry Group's interest in K-1 among a number of lactic acid bacteria

strains is due to the fact that it is derived from rice, making it plant based. It is also a heat-sterilized organism, meaning that it can easily be used in any food. In November 2022, Kerry Group concluded a license agreement with KAMEDA SEIKA for exclusive sales and distribution rights for K-1 for use in nutritional supplements and pet foods in the United States, Europe, and other areas. This is just one example of how we aim to evolve our business model and become a "Rice Innovation Company."



Achieving Excellence through Our Business Framework and Unique Value Creation Model

I will now talk about our business framework, the essence of which translates our change and innovation system diagram into concrete details. Starting in FY2023, we will rapidly enact structural reforms in our domestic rice cracker business and at Mary's Gone Crackers, Inc. (MGC) to ensure a solid revenue base. The initial goal is to achieve record-high profit by

FY2026. Toward FY2030, we will build on this solid foundation by further expanding our business, aiming to achieve an operating margin of 10.0% and ROIC of 8.0%.

For these numerical targets, we added ROIC to the conventional profitability targets as we are focusing on return on investment. This signals our intention to take our place among the top-performing companies in terms of unique value creation.

We see the period up to FY2026 as a time for focusing on structural reforms, as shown on the left side of the horizontal axis in the growth roadmap. The Group has strong rice cracker brands in Japan, but intense price competition in recent years

has necessitated some adjustments. In addition, raw material and fuel costs are increasing, and taking steps to address this issue will also be part of rebuilding our rice cracker brands. However, we are fortunate to have solid demand, and aim to establish a firm foundation for business expansion while revising our product portfolio.

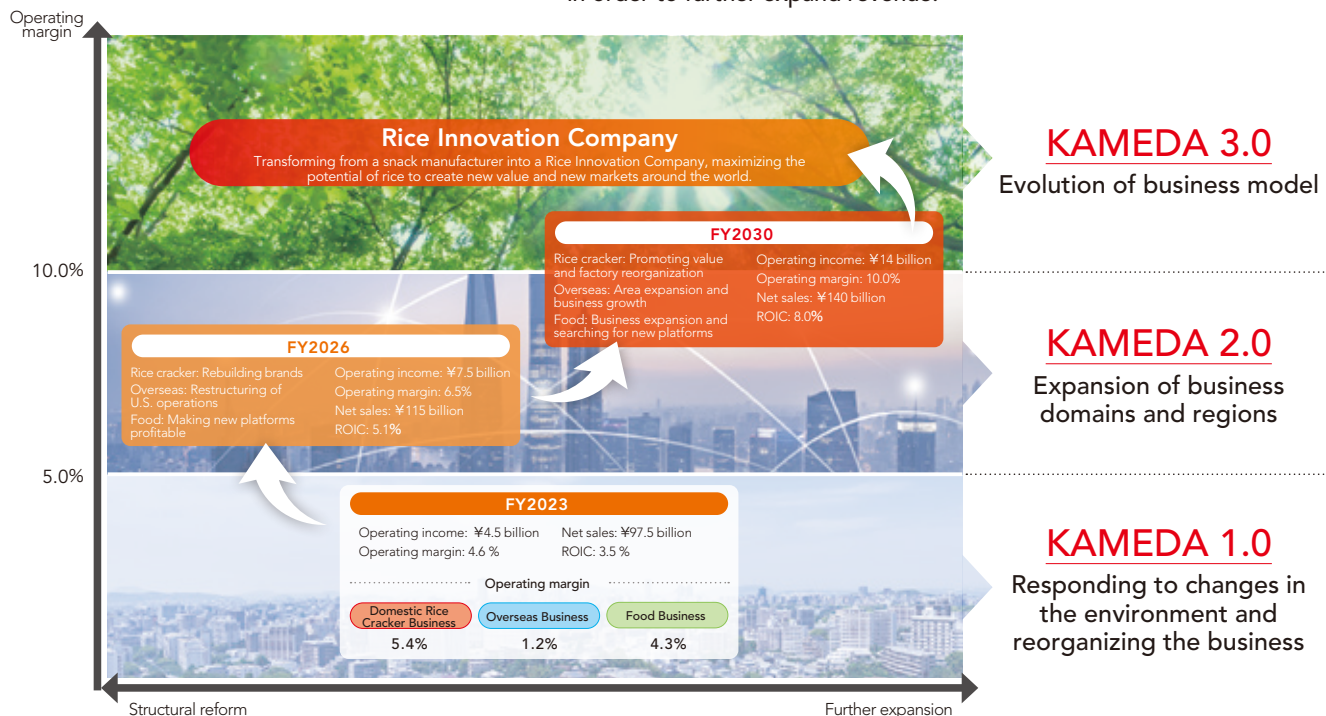
In the overseas business, we have become profitable in Asia, but we will continue to address the rebuilding of MGC as a high-priority issue. We are determined to shift to a profitable structure in the overseas business and establish a foundation for global expansion.

In the food business, we have decided to make a number of capital investments, such as for rice flour bread and plant-based foods. We hope to accelerate the return on these new investments in the years up to 2030. We believe the food business has the potential for global expansion, including Onisi Foods Co., Ltd.'s Alpha Rice as well as plant origin lactic acid bacteria. In Japan, we plan to bring the plant investment phase quickly to a close and move into rapid expansion.

Looking ahead to 2030, 2050, and even further into the future, my goal for this transition to a business model that leverages our asset-light approach, brands, technologies, and expertise, is to create a model geared more toward earnings growth than sales growth. This will include considering further M&A and alliance partnerships, and we will therefore work on strengthening our ability to generate cash over the period up to 2026.

Business Scale Growth Roadmap

We will rapidly rebuild our revenue base by enacting structural reforms, with the goal of establishing a stable profit structure by 2026 (record profits). We aim to implement a growth strategy based on this roadmap in order to further expand revenue.



Enhancing Our Ability to Create Value Based on the ALL KAMEDA Concept

Moving on, I would like to talk about our global structure for value creation, which is to say, our employees and organization. The Company has been working to expand its business scale, but as we expand the overseas business and the food business, a shortage of human resources is becoming evident in an organization that is vertically structured and centered on the domestic rice cracker business. We have also not been able to support business growth at the pace we would like.

Going forward, we will address these issues by establishing an efficient business model based on the asset-light approach in

the domestic rice cracker business, strengthening coordination with the overseas business and the food business, and leveraging partnerships with other companies. As such, we need to cultivate a sense of unity in the KAMEDA SEIKA Group and work together across the organization, thereby unleashing the Company's full potential. We will review the positioning of each Group company and reexamine the status of human resource exchanges as well as our corporate brand, both globally and as a group. We will build connections as a unified family while respecting the corporate culture and identity that each company has developed.

We have already started creating an organization that can realize our Vision. A good example of this is the establishment of the Global Rice Innovation Center (GRIC) in July 2023 as part of efforts to promote new value creation over the medium to long

term. The center serves as a value creation base by reinforcing the Group's R&D functions using a cross-organizational approach with the aim of enhancing the entire KAMEDA SEIKA Group's ability to create added value. The GRIC has four groups: the Rice Cracker and Snack Development Division; the Food Research and Development Center; the Global Technical Development Division; and the Facility Development Division. It brings together human resources involved in product development, technology development, research and development, and facility development.

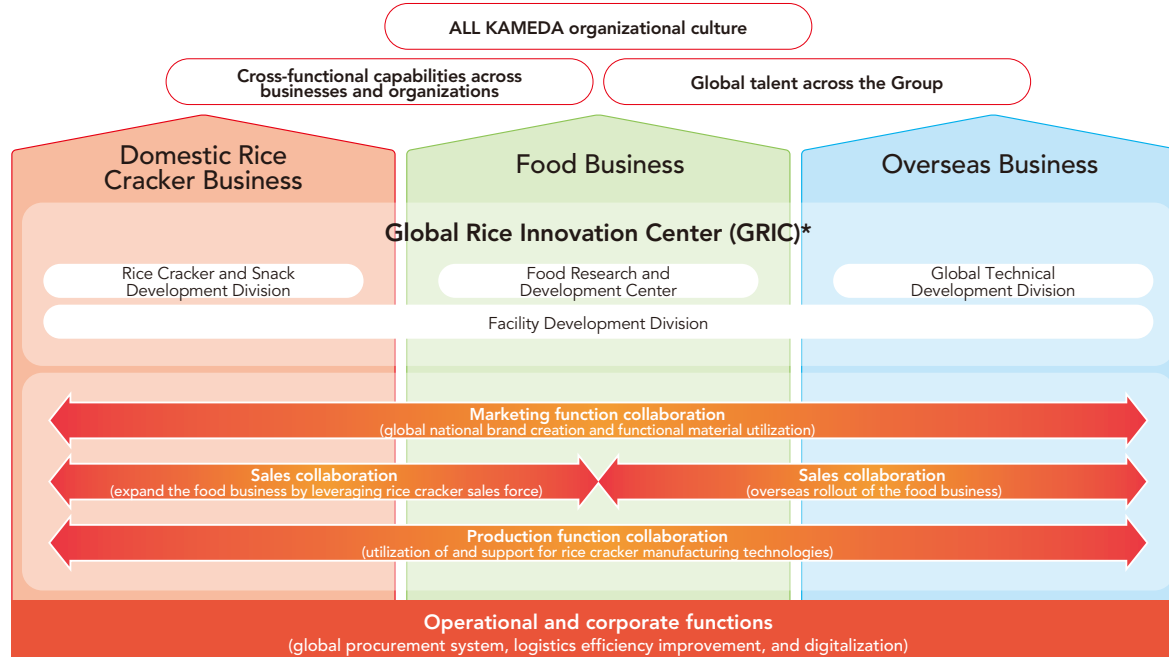
By making effective use of the knowledge of each group, the Rice Cracker and Snack Development Division will be able to promote product development and technology research that enables new value creation for the domestic snack market. The Food Research and Development Center will engage in basic research and technology research on functional materials to facilitate the creation of added value, as well as promote product development and technology research in the food business. The Global Technical Development Division will work on product development and technology development for overseas markets with the aim of expanding cross-border business. The Facility Development Division will mainly undertake the development of facilities to enable mass production of successes achieved in product development and technology development.

In addition to the above initiatives, we will promote organizational linkage in a way that is unique to KAMEDA SEIKA, such as by strengthening cooperation in the fields of marketing, production, and sales, and by appointing overseas representatives in each corporate division to enhance Group-wide collaboration.

Our key theme for realizing a global structure is "co-creation." With the new management structure at the core, I want us to take on difficult problems with diverse human resources engaging in deep discussions as part of the ALL KAMEDA concept to strengthen our ability to overcome challenges. We will create new value together, with the ultimate aim of increasing corporate value.

Global Structure for Achieving Our Objectives

An organizational structure that co-creates value through cross-functional capabilities, both internally and externally



* To promote the creation of new value from a medium-term perspective, this facility will reinforce the Group's R&D functions using a cross-organizational approach with the aim of enhancing the entire KAMEDA SEIKA Group's ability to create added value.

Promoting Sustainability Management in a Way That Is Unique to KAMEDA SEIKA

The Group will reinvent itself as a “Rice Innovation Company” that delivers delicious and exciting foods to people around the world, utilizing technologies to create diverse textures and flavors based on plant origin materials. In doing so, we aim to become a corporate group that resolves social issues while considering the happiness of our customers as well as their health and the global environment.

“Ensure the Company flourishes forever”—this is part of the Company’s unchanging Management Philosophy, and it is truly an expression of sustainability. As I explained earlier, under the new medium-term business plan we have outlined our Purpose, Vision, and Values in order to stay ahead of the changing times while ensuring that we pass on our core beliefs—part of our DNA since the Company’s founding. Accordingly, we have also revised the Basic Policy on Sustainability in order to enhance our ability to contribute to a sustainable society as a “Better For You” company that delivers value in the forms of rice, deliciousness, health, and excitement.

Ensuring that the Company flourishes forever means that sustainability initiatives need to be recognized as an important management priority. We aim to strengthen our response to sustainability-related issues from the perspective of capturing business opportunities as we focus on sustainable growth and increasing corporate value. Specifically, we are promoting initiatives based on our Basic Policy on Sustainability. To promote sustainability management, we have identified 19 specific issues in six categories as our overall materiality (material issues), and we have set KPIs for each one (see pages 29–31 for details). These initiatives are linked to the business targets in the new medium-term business plan, and I am taking personal responsibility as CEO for promoting each one.

➔ Promotion of Sustainability Management

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)



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

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



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%



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



Regarding initiatives for resolving social issues, we have expanded the number of products free of the 28 allergens subject to labeling under Japanese law to contribute to the health of our customers. We are also taking steps such as reducing salt and adding nutrients including lactic acid bacteria and peptides. In addition, we are working on foods that reflect diverse world views, such as Halal and Kosher options.

For human capital management, we want people who enjoy taking on challenges and creating value by leveraging the best ideas and technology while prioritizing people, nature, and society. We will transform the Group's strengths, which include diverse human resources, manufacturing technologies, and accumulated expertise, into a strong competitive advantage through the adoption of a structured system.

Looking ahead, as we work to become a distinctive global company that can deliver products to 8 billion people worldwide, we will address the three key issues of "managing employees' physical and mental health;" "diversity, equity and inclusion;"

and "developing human resources who support the business foundation." We will do this while promoting mutual respect for one another's diversity.

With regard to shareholder returns, our basic policy is to pay stable and continuous dividends, while ensuring a balance with investments for growth. In addition, considering the necessity to increase our ability to generate cash in line with business model changes in the future, I think we must also engage in discussions about shareholder returns with shareholders and investors.

The KAMEDA SEIKA Group's challenge to become a "Rice Innovation Company" is just beginning. Under the ALL KAMEDA concept, we will work together as one to connect the various sources of value in the Group.

Although we may face various challenges, I ask for your continued support as the KAMEDA SEIKA Group embarks on this new endeavor.