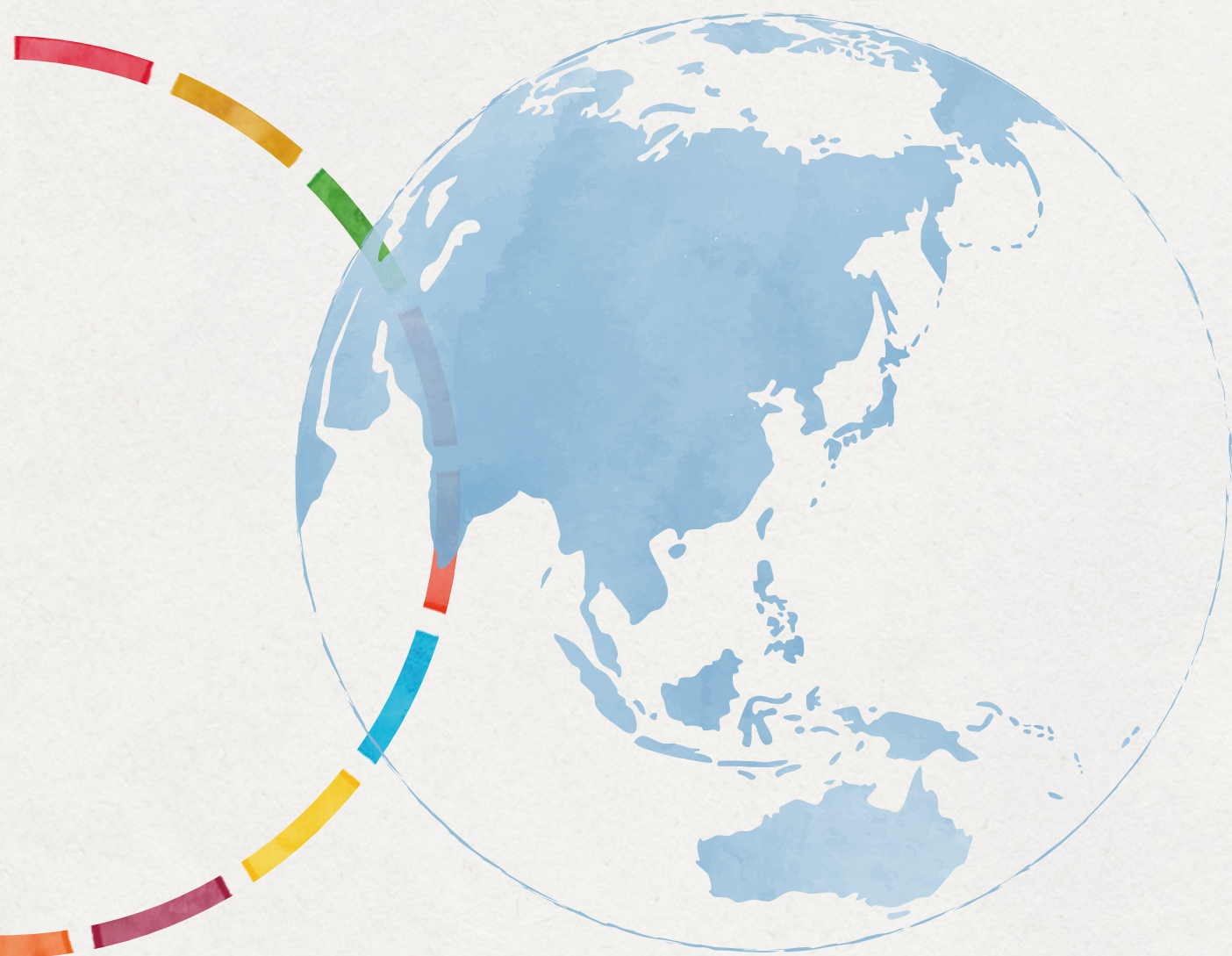




KAMEDA SEIKA Group

Integrated Report

2023

KAMEDA SEIKA CO., LTD.

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Company Overview

Corporate Philosophy

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.

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

Editorial Policy

The KAMEDA SEIKA Group has published an integrated report since 2021. This report presents the Group's business model, goals and initiatives for creating value to stakeholders in an easy to understand format, with the intention of enhancing communication that will generate further value. The KAMEDA SEIKA Group Integrated Report has been prepared with reference to the *International Integrated Reporting Framework* issued by the IFRS Foundation and *Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation (Guidance for Collaborative Value Creation)* issued by Japan's Ministry of Economy, Trade and Industry.

Note: In this report, monetary amounts and numbers of shares held are rounded down to the nearest unit, and percentages are rounded to one decimal place.



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



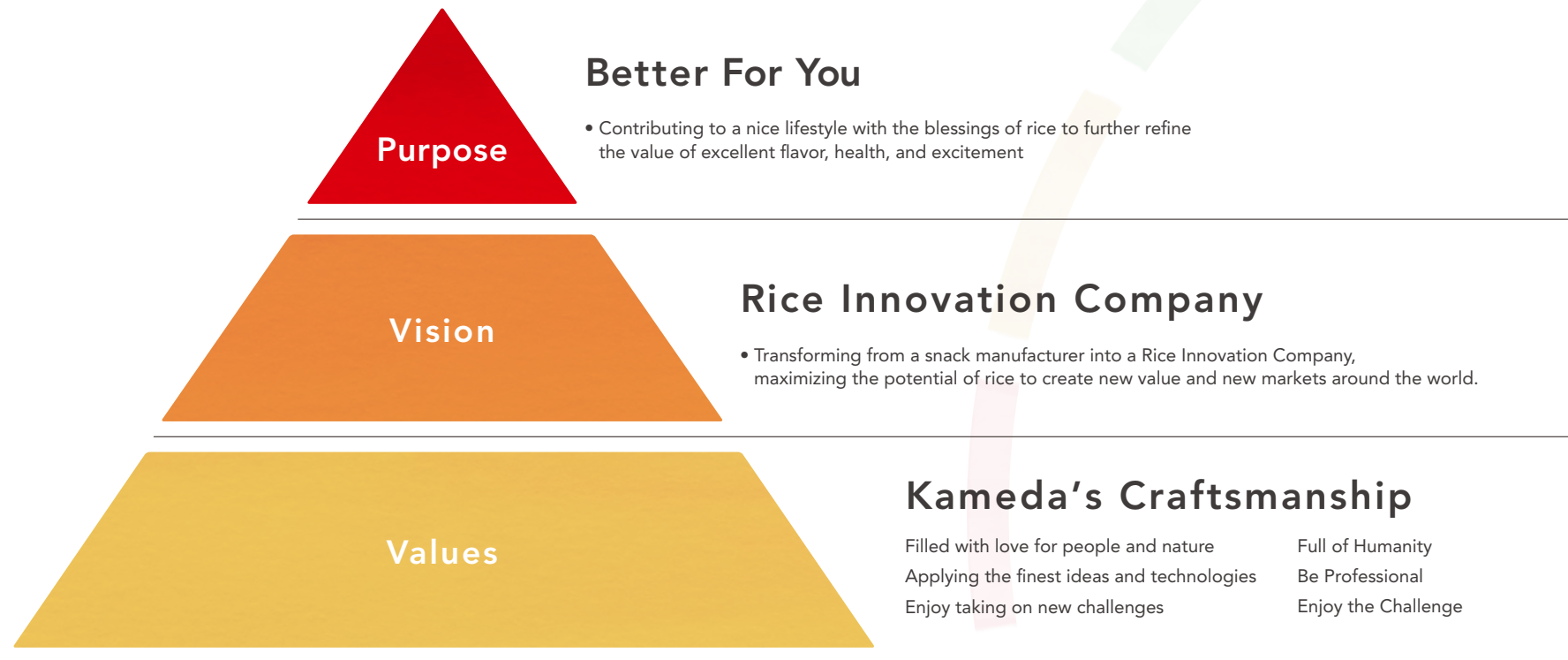
Manufacturing process circa 1965
Following incorporation in 1957, KAMEDA SEIKA grew rapidly by establishing a pioneering mass-production system for rice crackers.

Scope of Report

KAMEDA SEIKA CO., LTD. and its consolidated subsidiaries
Reporting Period: April 1, 2022 to March 31, 2023
(Some information from before and after this period is included.)

Note on Forward-looking Statements

Statements in this report pertaining to the future, such as forecasts of business performance, are estimates based on information available at the time of publishing and therefore contain inherent risks and uncertainties. Actual results may differ significantly from expectations due to various factors.



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."

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.

Social Background		▶ Rapid economic growth ▶ Baby boom ▶ Rising awareness of food-related issues ▶ Diversifying consumer needs ▶ Rising health awareness ▶ COVID-19 pandemic ▶ Mass consumer society ▶ Oil crisis ▶ Burst of Japan's economic bubble ▶ Aging society ▶ Adoption of the SDGs ▶ Heightening of geopolitical risks				
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 Founded in 1946 as a consignment processing plant for <i>mizuame</i> starch syrup. Following incorporation in 1957, the Company grew rapidly by establishing a pioneering mass-production system for rice crackers, creating a nationwide sales network and developing technologies with the opening of a research center to become number one in sales in Japan's rice cracker market in 1975. In 1984, it became the first company in the rice cracker industry to publicly list its stock. By leveraging its strengths, including product development tailored to contemporary conditions and a powerful distribution network, KAMEDA SEIKA solidified its position as the leading company in the industry.		Aggressive overseas expansion aimed at becoming a "Global Food Company" In the 1990s, business performance weakened due to the recession that followed the bursting of Japan's bubble economy and a market slump caused by a domestic rice shortage. The Company implemented structural reforms and began entering overseas markets to achieve sustainable growth. Starting in 1989 through a capital and business alliance with SESMARK FOODS, INC. (currently TH FOODS, INC.) of the United States, overseas expansion accelerated with the establishment of a joint venture in Vietnam and consolidated subsidiaries in China and the United States.		Transition from a rice cracker and snack manufacturer into a food company providing value through "Better For You" foods In order to expand the "Better For You" concept in the United States, KAMEDA SEIKA made Mary's Gone Crackers, Inc. a consolidated subsidiary with the aim of expanding the Company's reach further outside Japan. One component of the medium-term business plan launched in FY2018 was to expand the Company's business into foods other than rice crackers. KAMEDA SEIKA has therefore acquired consolidated subsidiaries that manufacture and sell products such as plant-based foods and rice flour bread, including Maisen Co., Ltd., Maisen Fine Foods Co., Ltd., and TAINAI Co., Ltd. The Company has also worked proactively to strengthen corporate governance.	Transition from a rice cracker and snack manufacturer into a "Rice Innovation Company," marking a new start Due to dramatic changes in the external environment, earnings for FY2022 were below the target of the medium-term business plan formulated in FY2018. Rethinking business strategies became necessary, and the Company announced a new medium-term business plan in August 2023. At the same time, the Corporate Philosophy of the KAMEDA SEIKA Group—beliefs that form the basis of all our corporate activities—was restructured. The Group is making a new start and working to achieve its goals under the ALL KAMEDA concept.
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 1989 Capital and business alliance with SESMARK FOODS, INC. (currently TH FOODS, INC.)		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 1996 Invested in HAIHA-KAMEDA JOINT VENTURE CO., LTD. (dissolved in 1998) 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. Established affiliate Tianjin Kameda Food Co., Ltd. (all equity transferred in 2012) 2008 Established consolidated subsidiary KAMEDA USA, INC. 2009 SMT Co., Ltd. (currently THAI KAMEDA CO., LTD.) became a consolidated subsidiary		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 Established affiliate THIEN HA KAMEDA, JSC. 2015 Formulated Mission and Vision 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. and Singha Kameda Trading (Thailand) Co., Ltd. became consolidated subsidiaries 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 2023 Formulated Purpose, Vision, and Values	
(Millions of yen)	120,000 100,000 80,000 60,000 40,000 20,000 0				FY2022 Net Sales ¥94,992 million	



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



Number of Group Companies²

21



Number of Brands with
Sales of ¥5 Billion or More

3



Number of Patents³

46

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

Non-consolidated

1,412

Consolidated
subsidiaries²

18²

10 companies in
Japan, 8 companies
overseas²

Equity-method
affiliates

3

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 Long-selling
Brands Launched 50 or
More Years Ago

5

Japan

18

Overseas

28

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

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

Financial Capital

Financial standing and ability to generate stable cash flow (Equity ratio: 58.3%)

Manufacturing Capital

Domestic and overseas manufacturing bases (9 companies in Japan, 7 overseas)
In-house logistics functions (2 companies in Japan)

Intellectual Capital

Knowledge and know-how relating to rice crackers and rice
Product development and production/processing technologies
Patents related to functional materials

Human Capital

Diverse human resources (Number of employees: 3,858 (consolidated); Ratio of female managers: 15.6%)
Quality control system for safe and reliable products
Free and open corporate culture

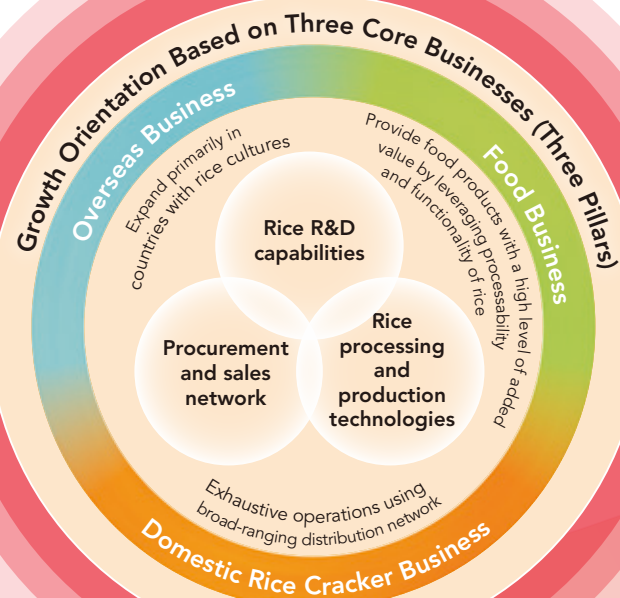
Social and Relationship Capital

Long-selling brands
Relationships of trust with customers
Partnerships with suppliers and business partners
Industry-academia government collaboration
Relationships with local communities

Natural Capital

Raw materials from nature's blessings (rice, peanuts, etc.)
Energy and water resources

Management Philosophy



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 and diversity suited to KAMEDA SEIKA



Harmony with local communities

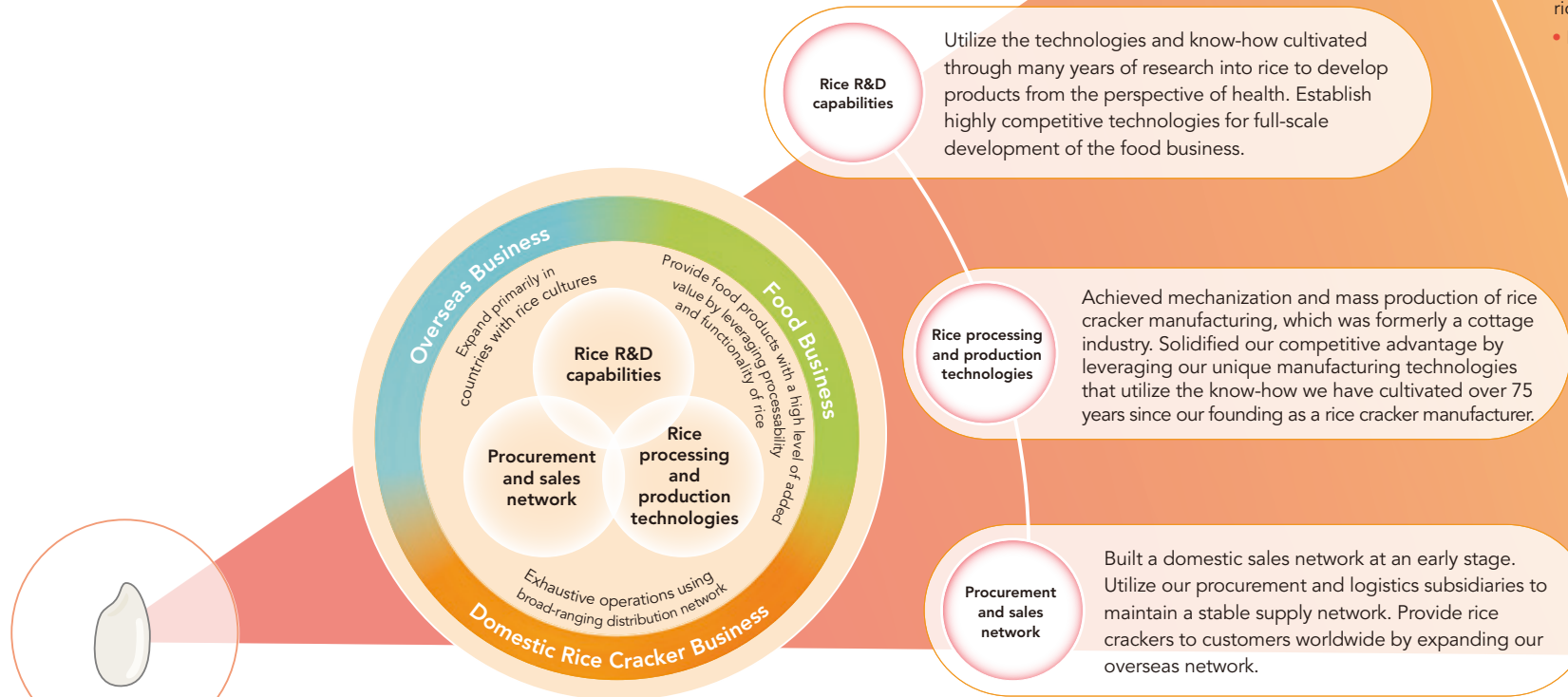
Note: As of March 31, 2023

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

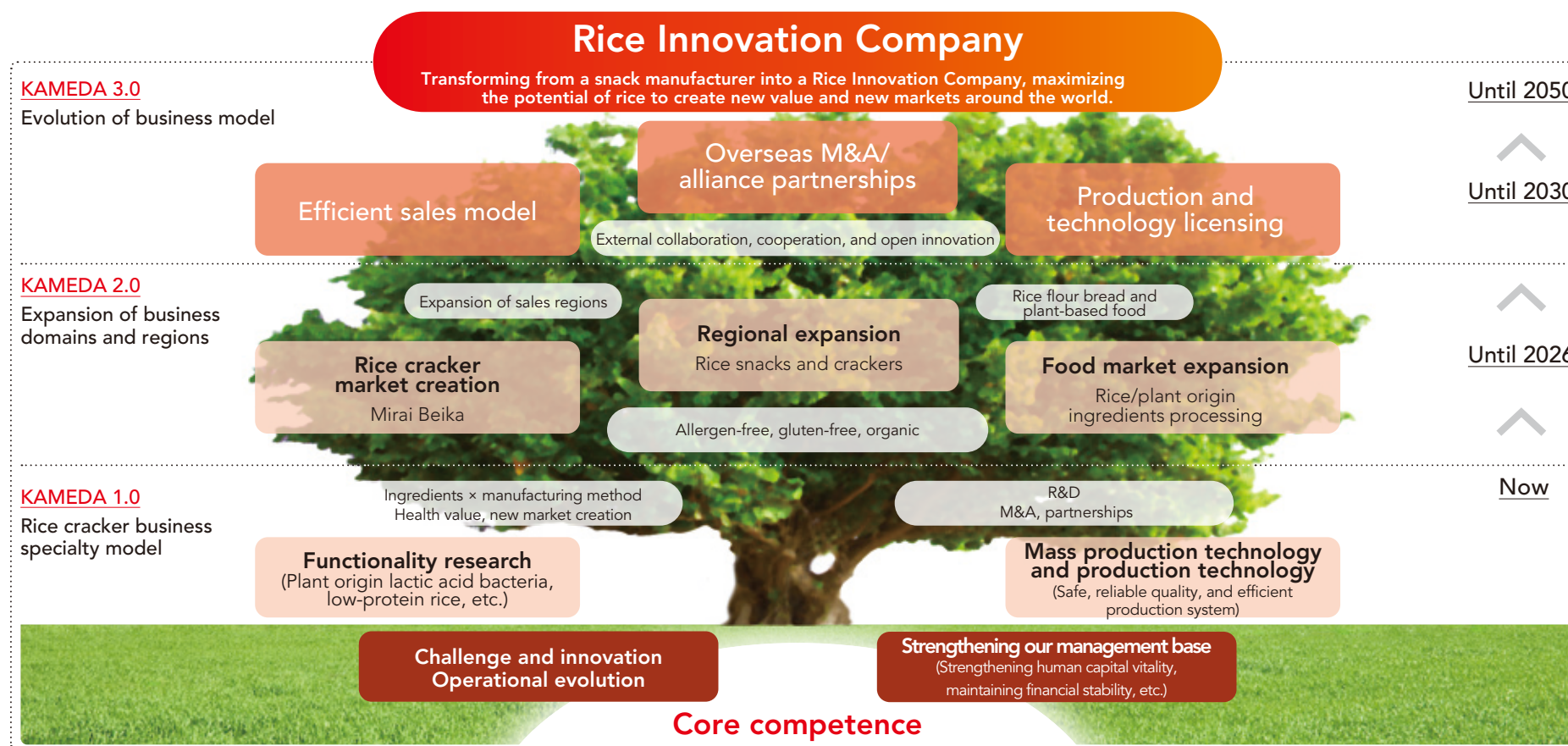
Full of Humanity
Be Professional
Enjoy the Challenge

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."

➡ Evolution of and Winning Scenarios for the KAMEDA SEIKA Group: Change and Innovation System Diagram



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.

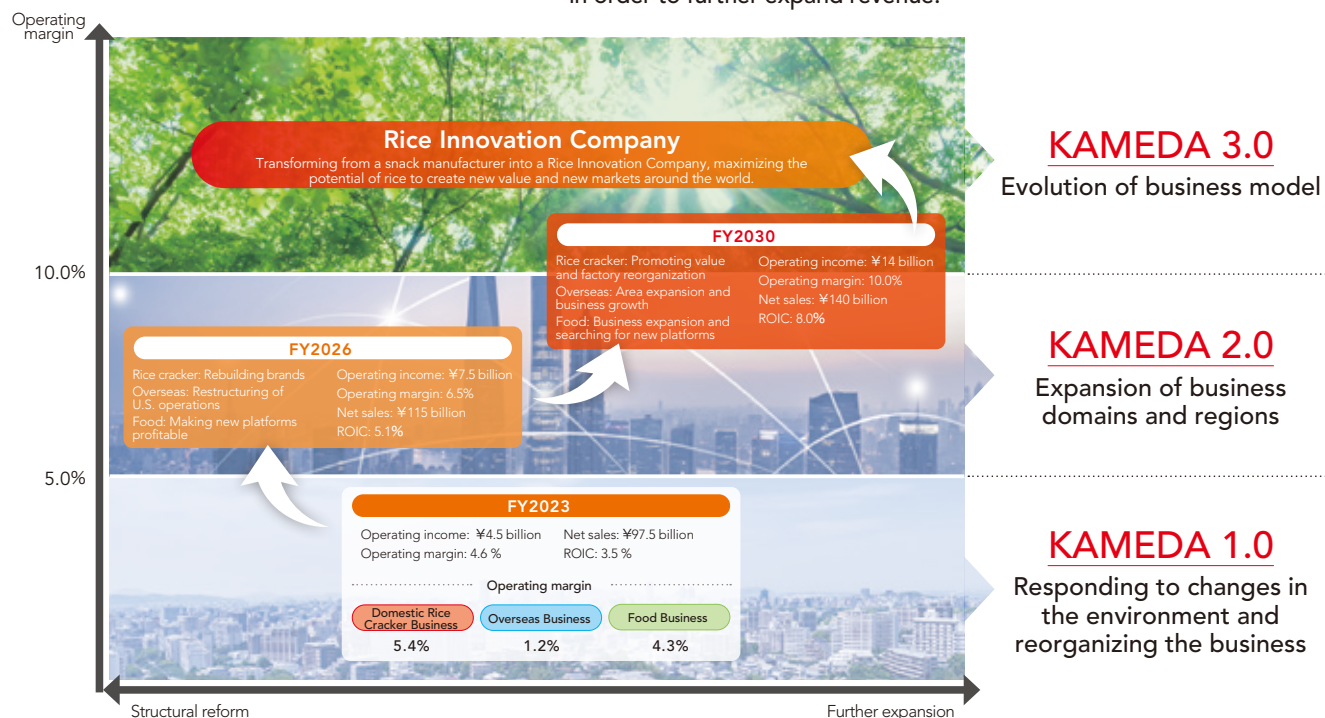
In the overseas business, we have become profitable in Asia, but we will continue to address the rebuilding of MGC as a high-priority issue. We are determined to shift to a profitable structure in the overseas business and establish a foundation for global expansion.

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.

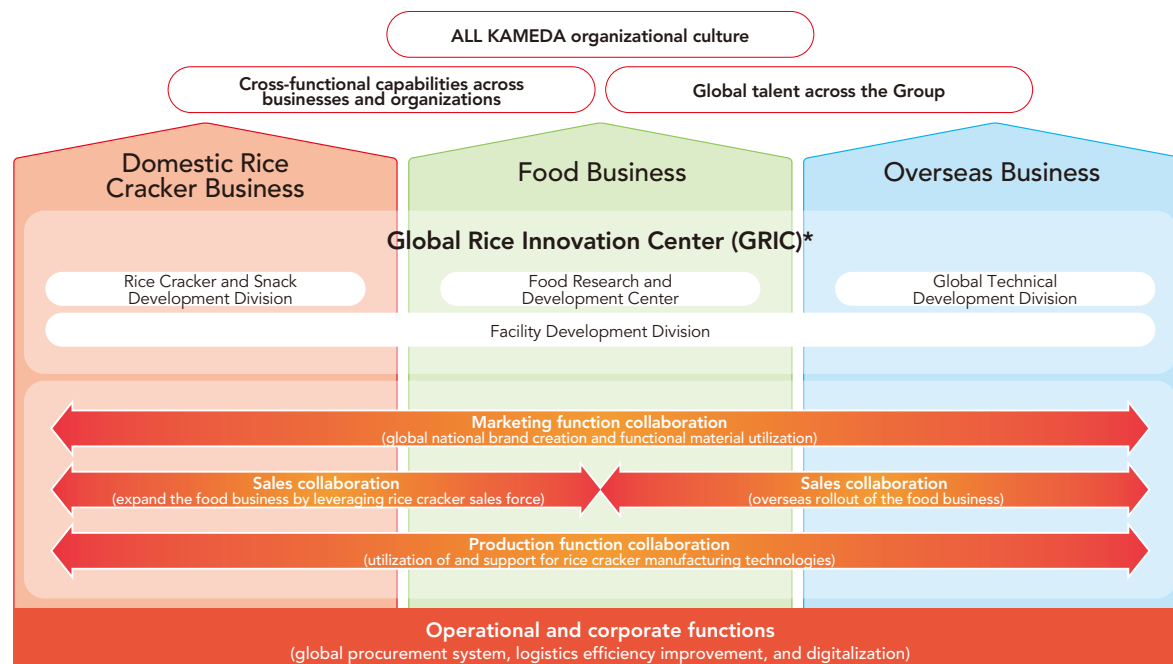
By making effective use of the knowledge of each group, the Rice Cracker and Snack Development Division will be able to promote product development and technology research that enables new value creation for the domestic snack market. The Food Research and Development Center will engage in basic research 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)
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Expansion of overseas share of the food business	30% or more
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Increase allergen-free, Halal and Kosher products



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%
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Investment in human resource development	30% increase (compared with FY2021)
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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)
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Reduce water consumption	10% reduction (compared with FY2017)
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Reduce plastic usage	30% reduction (compared with FY2017)
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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 activities

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%
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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
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Increase production of rice flour bread made from rice grown only in Niigata Prefecture	1,200 tons
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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.

Message from the President & COO



**Creating a Foundation for
Leveraging the Comprehensive
Strengths of the KAMEDA
SEIKA Group to Realize
Medium- to Long-Term Growth**

Masanori Takagi
President & COO

Formulating the New Medium-Term Business Plan

Under the previous medium-term business plan, “Changing Gears 2023,” we aimed to further expand the domestic rice cracker business while promoting dramatic growth in the overseas and the food business. However, we now expect that increasing profitability in the overseas and the food business will take some time. Rapid changes in the business environment have also impacted the revenue base of the domestic rice cracker business, so we now need to take steps to rectify this situation.

Since my appointment as COO, I have been working to create a vision for FY2030 from the perspective of increasing corporate value over the medium to long term. The foundation for realizing this vision is gradually being put in place through various structural reforms. However, our primary source of earnings is still the domestic rice cracker business, and I feel that we now need to switch from our previous reliance on top-line growth and improve the quality of our business. To summarize the past few years, I would say that issues remain in terms of our ability to respond to change.

However, addressing these issues head on has provided an opportunity for the Group to come to some major decisions. We have already reached the limits of a business model centered on mass production and mass sales. We have decided to change our focus to strengthening brand power. Going forward, I am confident that our pursuit of more unique value will lead to happiness for customers and social contribution, and ultimately to the sustainable growth of the KAMEDA SEIKA Group. First, we will implement structural reforms, which are also intended to rapidly rebuild our revenue base, to further enhance our ability to achieve growth.

Start of a New Medium-Term Business Plan to Evolve Our Business Model

With this resolve, we restructured our Corporate Philosophy (announced in August 2023), and formulated our long-term management plan for 2030 and the new medium-term business plan. Aiming to become a “Rice Innovation Company,” we will prioritize growth in quality (operating margin) over scale (sales amount), and rebuild our business portfolio, making it even stronger. We will also evolve our business model to “KAMEDA 3.0.”

The new medium-term business plan is positioned as a period of dramatic transformation to achieve our goals. We will combine the comprehensive strengths of the Group and pursue a management style committed to creating unique value.

The new medium-term business plan came about after numerous internal discussions over an extended period. These discussions centered on the fact that we must promote innovation while understanding changes in society. We started by thoroughly analyzing current changes, or ones that are likely to occur, such as in population trends, food supply, and consumer values. Then, we further discussed how the Group should provide value in Japan and overseas while achieving growth. This helped us determine the direction we should take and what we should aim to achieve. The next step was to formulate strategies to achieve our goals. While considering the value creation capabilities that the Group has developed to date, we worked to uncover the features, strengths, and challenges present in each area of the value chain. We then arrived at the conclusion that we should promote “technology

Achievements and Issues under the Previous Medium-Term Business Plan

	Achievements	Issues
Domestic Rice Cracker Business	- Expanded business, primarily through KAMEDA Kaki-no-Tane and Happy Turn - Developed a product portfolio from a medium-to long-term perspective - Mugen Ebi (shrimp-flavor rice crackers) was a hit with the next generation of customers	- Slow to respond to changes in the external environment (rising raw material and energy costs) - Profitability decreased due to pricing strategy - Insufficient production capabilities, increased capital investment, and rising manufacturing cost ratios
Overseas Business	- Execution of growth investments, overseas business expansion, and acquisition of new platforms (1) Increased production at LKD¹ (Cambodia) (2) Established SKD² (Thailand) (3) Made THK³ (Vietnam) a consolidated subsidiary	- Slow to respond to changes in environment faced by U.S.-based MGC,⁴ and decline in profit - Business model excessively reliant on OEM⁵ products and shipping to Japan - Shortage of global strategic products and national brand products
Food Business	- Execution of growth investments, food business expansion, and acquisition of new platforms (1) Acquisition of Maisen (plant-based food business) and TAINAI (rice flour bread) - Revenue increased substantially from Onisi Foods	- Should stabilize revenue from new platforms - Should develop customers for functional ingredients and expand sales channels - Should adequately respond to population decline in Japan and address overseas demand

While net sales increased over the short term due to investments to expand business scale, concurrent and dramatic changes in the external environment resulted in profits falling far short of target. We are behind in our plans to achieve return on investments through expansion. Furthermore, **we have not been able to keep up with the speed of our growth and need to redefine business strategies and secure resources in order to deal with changes in our operating environment.**

1. LYL KAMEDA 2. Singha Kameda 3. THIEN HA KAMEDA 4. Mary's Gone Crackers 5. Original equipment manufacturer (OEM): The manufacture of products for another company's brand

innovation related to rice” through sustainable growth strategies as a way to contribute to the realization of a sustainable society. To achieve this, we need to fully explore the Group’s strengths in the real sense of the word—strengths that include the technologies and expertise that it has developed to date—and use them to drive the creation of new value and new markets.

① KAMEDA 1.0: Focus mainly on rice crackers for the domestic market

The Company has developed its rice cracker-based business model since its founding. It encompasses a general manufacturing business model of investing in fixed assets such as plants to expand sales and profits.

Since its founding in 1946, the Company has developed its core portfolio through expansion of its three businesses (the domestic rice cracker business, the overseas business,

and the food business) by leveraging strengths in R&D and manufacturing and its sales network. However, the viability of this kind of conventional business model predicated on full in-house operations is becoming uncertain. Changes in the operating environment such as the COVID-19 pandemic and surging raw material and energy costs are sapping the Group’s profitability. We are addressing these issues head on, and are working on two fronts to respond to urgent management issues and to establish a management foundation for the future.

② KAMEDA 2.0: Expansion of business domains and regions

We are now taking a significant step toward realizing our Vision. In addition to strengthening synergies under the ALL KAMEDA concept, we will expand into new business domains and regions through investments not only in the domestic rice cracker business, but also in the overseas business and the food business. We are currently working on initiatives to

advance this process. In our core domestic rice cracker business, we will enhance the unique value of rice crackers and conduct business management that emphasizes earnings. In the overseas business, we are working to ensure stable profits, while accelerating growth at our locations around the world and expanding our sales regions. In the food business, we will focus on making new platforms profitable and expanding the market for processed rice food products.

③ KAMEDA 3.0: Evolution of business model

Looking even further into the future (FY2030 to FY2050), the Group will leverage its advanced technologies and expertise related to rice and rice processing. Rather than investing in plants and undertaking sales all on its own, the Group intends to transition to an asset-light approach, utilize partnerships and expand earnings through licensing and partial investments, and realize return on investment.

The key themes for this stage are “external collaboration,” “cooperation,” “open innovation,” and “an asset-light approach.”

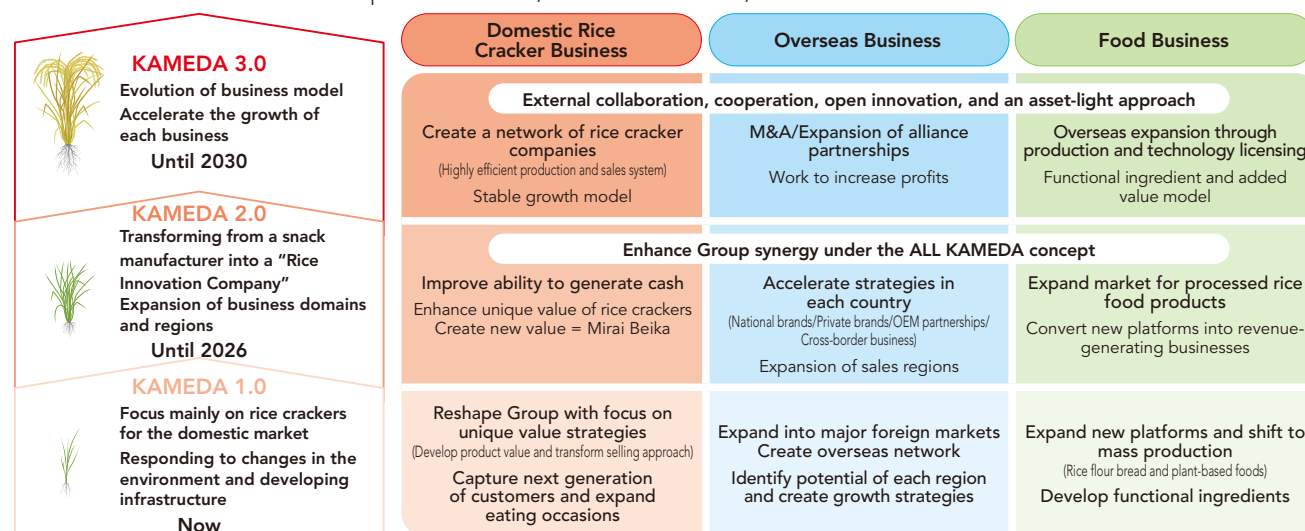
In the domestic rice cracker business, we will build a production and sales system that is highly efficient and with a high earnings capability through external alliances, including OEM partnerships. Moreover, by networking with other rice cracker companies, we will shift from price competition to value creation, with the aim of further expanding the domestic rice cracker market. In the overseas business, in addition to the expansion of OEM partnerships and cross-border business on the back of the existing overseas network, we will accelerate our growth strategies, including alliances, expanding our national brands globally to ensure profitability. In the food business, we will proactively take on the challenge of overseas expansion and work to achieve profitability in new platforms (rice flour bread, plant-based foods, and plant origin lactic acid bacteria), as well as establish a licensing-based business model.

By building value chains that reach across business and company boundaries inside and outside the Group, we aim to evolve our asset-light approach.

Evolution of and Winning Scenarios for the KAMEDA SEIKA Group: Medium-to Long-Term Business Framework

“Rice Innovation Company”

Rice innovation = The growth engines of the KAMEDA SEIKA Group will be rice crackers that provide new value, the overseas business, and the food business.



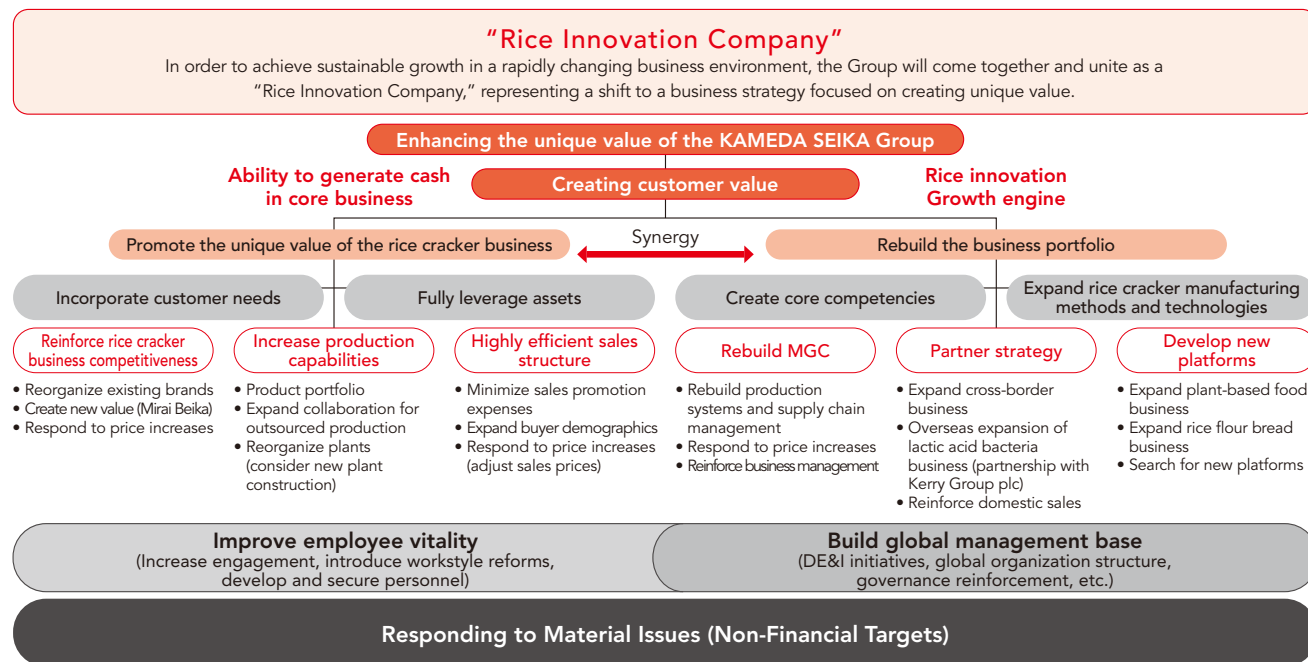
I will now give an overview of the new medium-term business plan. The main pillars of the plan are enhancing the ability of the core business to generate cash and accelerating the Group's growth engines through rice innovation.

From the perspective of increasing customer value, we aim to become a "Rice Innovation Company" that can succeed on a global level by enhancing the Group's unique characteristics and converting them into strengths. Specifically, in the domestic rice cracker business, our core business, we will further increase our ability to generate cash by linking product development, production, and sales functions. In the overseas business, we will rebuild Mary's Gone Crackers (MGC) in North America and expand our sales region in Asia through strategic partnering. In the food business, we will develop and expand new platforms.

For FY2030, we target both an operating margin and ROE of 10%, and ROIC of 8% or higher. At the halfway point in FY2026, we aim to achieve record high operating results. By focusing on strengthening our earning capability and value creation, we expect to see an operating margin of 6.5% and ROE of 7.3% in the short term, with ROIC expected to increase to 5.1%. By FY2026, our structural reforms will be complete. From FY2027, we will be prepared to achieve continuous growth by allocating the results of these efforts to the next growth areas.

Directors, including myself, and other executive officers are currently in the process of visiting the Company's locations in Japan and overseas to explain the new medium-term business plan and promote dialogue with employees. One-way communication is not sufficient to get individual employees of the KAMEDA SEIKA Group to take personal ownership of the new plan, so it is crucial to achieve mutual understanding between management and employees. Through measures to promote the plan, we will align all of the Group's employees in the same direction and make a strong start.

Key Points of the Medium-Term Business Plan



Business Indicators: Main KGIs and KPIs

		Unit	FY2021 Results	FY2022 Results	FY2023 Forecast	FY2026 Target	FY2030 Target	CAGR FY2023–FY2026	CAGR FY2027–FY2030
Profitability	Operating income	¥100 million	48.3	35.6	45.0	75.0	140.0	20.4%	16.9%
	Operating margin	%	5.7	3.8	4.6	6.5	10.0		
	EBITDA	¥100 million	100.1	96.5	110.1	156.0	256.1		
Growth	Net sales	¥100 million	851.6	949.9	975.0	1,150.0	1,400.0	4.9%	5.0%
	Rice innovation composition ratio*	%				35.0	50.0		
Efficiency and Safety	ROIC	%	4.3	2.9	3.5	5.1	8.0		
	ROE	%	7.3	3.0	5.0	7.3	10.0		

* Ratio of sales of new value creation (Mirai Beika) products, the overseas business, the food business, and others

Business Expansion in the Three Pillars: Domestic Rice Cracker Business, Overseas Business, and Food Business

Next, I will discuss details of the business strategy up to FY2026 by segment.

Domestic Rice Cracker Business

The key themes for reforming the domestic rice cracker business are “upgrade” (value deepening) and “update” (evolution).

Our main objective in the domestic rice cracker business is to provide value by enhancing the uniqueness of our products, and in so doing transform the market environment, which has

been centered on price competition. To accomplish this objective, we will employ a two-fold approach. First is “upgrade,” which entails deepening the product value of existing brands to enhance brand value. Second is “update,” which involves new value creation in rice crackers, as exemplified by Mirai Beika products. Specifically, we will concentrate management resources on four key brands, and work to enhance profitability by increasing their sales composition ratio. We will also conduct price and specification revisions as necessary, with the goal of further enhancing product value. In addition, we will strengthen communication about our initiatives to “upgrade” our existing brands. We will also “update” our brands by launching products with an eye to the future, and work to expand sales channels and reach

younger customers. To do so, we must refine our unique value, as well as create a product story to convey that value to customers. Going forward, we will fine-tune this story and propose new value to customers, including by transforming what were once considered luxury products into staple foods. We are also revising product packaging and marketing activities to further promote the appeal of this new value. We are proposing new lifestyle options in the hope that customers will notice a change in KAMEDA SEIKA. I would like to enhance product value by meeting the diverse needs of customers. Leveraging our core competencies centered on rice, we will implement product strategies to refine our unique value and then link them with production and sales strategies to improve profitability and reach new customers.

Strategy by Business Segment

Building our business portfolio by leveraging our core competencies

FY2023–FY2026

FY2027–FY2030

Domestic Rice Cracker Business

Upgrade (value deepening) and Update (evolution)

Product strategy	Promote the unique value of brands and products based on customer perspectives	- Redevelop product portfolio focusing on four key brands* - Expand into new areas through “Mirai Beika” new value creation
Sales strategy	Expand rice cracker customer base and enhance value of the KAMEDA SEIKA brand	- Expand sales channels and reinforce efforts to attract younger customers - Review and revise sales prices in conjunction with price and specification revisions
Production strategy	Optimize and improve efficiency by creating a production network through external collaboration and by utilizing new technologies	- Create a production network through external collaboration - Utilize new manufacturing methods and visualize production sites by introducing IoT solutions

Overseas Business

Capture demand for gluten-free snacks, and shift to profit contribution

- North America strategy: Achieve profitability by rebuilding MGC
- Asia strategy: Fully leverage production capacity by expanding local sales (Vietnam and China)
- Hybrid management encompassing expansion of brand value through global strategic products and OEM partnerships that leverage our rice cracker manufacturing methods and technologies
- Expand scale through M&A, alliances, etc.

Food Business

Establish revenue base for new platforms and take on the challenge of overseas expansion

- Long-term preserved foods: Stable growth through cultivation of individual consumer demand
- Rice flour bread and plant-based food: Establish production systems and expand applications
- Functional ingredients: Cultivate new clients and launch new products
- Establish model for overseas expansion
- Create Group synergy and strengthen partnerships
- Develop new products based on our core competencies and strengthen the sales system

* KAMEDA Kaki-no-Tane, Happy Turn, KAMEDA Tsumami Dane, and the Mugen series

Domestic Rice Cracker Business

Specific Initiatives

Shift from emphasis on price to emphasis on value and begin transition to a business strategy focused on uniqueness

Upgrade

Value deepening of flagship brands/products

1. Raise composition ratios of four key brands

- Raise composition ratios of four key brands in stages
- FY2023 composition ratio showed solid growth compared with FY2022



2. Promote value in conjunction with price and specification revisions

- Prices and specifications were revised for 27 products, including KAMEDA Kaki-no-Tane and Potapota Yaki in August and September 2023. Retail prices are expected to rise between 6% and 16%.
- Renovate brands (packaging and other characteristics)



3. Reinforce consumer communication and brand value

- Strengthen social media strategy, and create new day-to-day points of contact with the next generation of customers
- Enhance uniqueness and profitability by adding new, higher-end products
- Stimulate demand by addressing the creation of new eating occasions



4. Increase production capacity

- Increase production capacity for four key brands by streamlining product portfolio and utilizing OEM partnerships

Furthermore, companies in the rice cracker industry have generally focused on in-house production and price competition. However, to increase the value of rice crackers, it will be necessary to address the issue of discount (low price) sales. We will take the lead in promoting external collaboration in the area of production as part of our efforts to realize an efficient, asset-light supply structure.

Overseas Business

In the overseas business, our first priority is to stabilize MGC in North America. In Asia, we will look to capture growing global demand for rice crackers and quickly build a growth foundation by further expanding partnerships based on an OEM model.

The Group has abundant potential for growth in overseas markets, and I think it is extremely important to communicate the health-related value of rice crackers to even more people around the world in order to get as many people as possible to try them.

Regarding MGC, production has been unstable due to the significant impact of ingredient costs, as its products are organic. The company has also struggled to secure human resources, and recruitment has been a significant challenge. We are examining all options for returning MGC's business to a growth trajectory. Personally, I believe that MGC has significant potential. From the perspective of rice cracker manufacturing, the company has an extremely simple production line that is able to prepare products in just a few

hours. I have huge hope for this as a new approach to rice cracker production in the future. In that sense, I am determined to push the company toward profitability as quickly as possible and to achieve further growth.

In addition, we have established a system for promoting the overseas business, including initiatives to strengthen the development of technical personnel and overseas management personnel in order to succeed globally. As a unique company that is expanding globally with a focus on rice crackers, we will work to strengthen our bases and promote cross-border business.

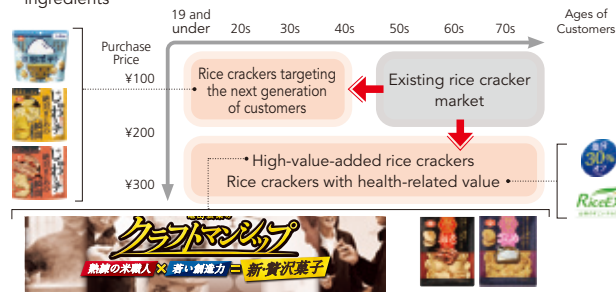
Update Creation of new value for rice crackers (Mirai Beika)

1. Address changes in consumer value to expand market into new areas

- 1-1. Launch rice crackers with new value to capture the next generation of customers
 - Create unique snacks that are distinct from existing snacks by utilizing rice ingredients
 - Create new sales space proposals, aiming to attract younger rice cracker customers

1-2. Develop high-value-added products with health-related value

- Launch high-value-added rice crackers, such as the craftsmanship series, made with our original manufacturing methods
- Develop products with health-related value by leveraging our unique functional ingredients

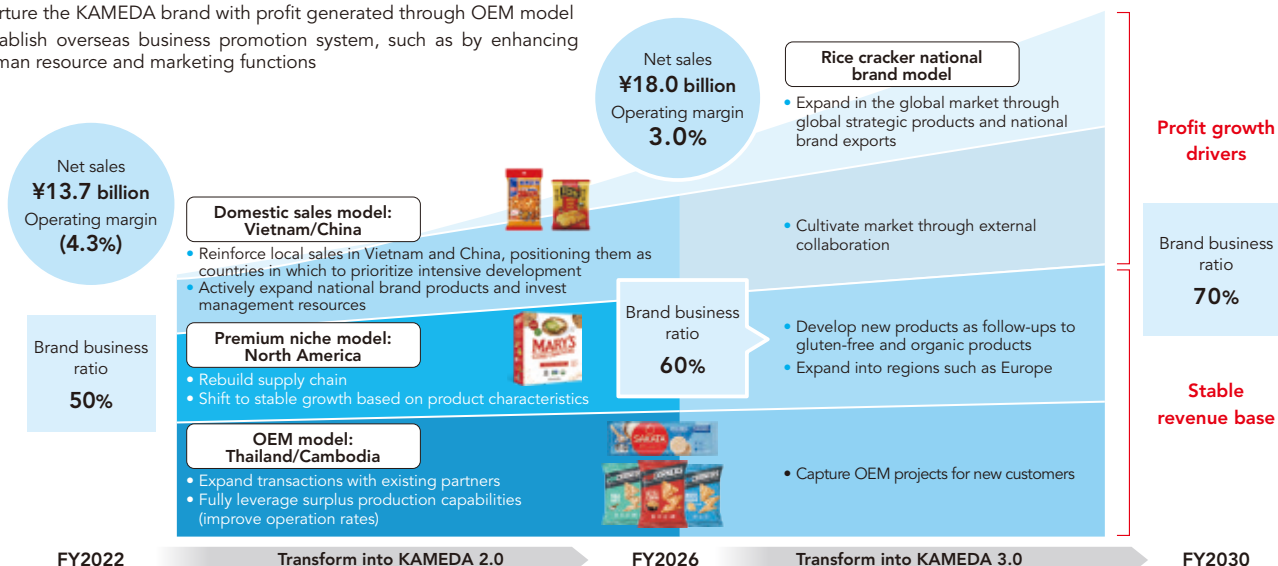


Overseas Business

Key Points

Global development that meets demand for gluten-free snacks

- Achieve profitability of the overseas business by rebuilding MGC
- Nurture the KAMEDA brand with profit generated through OEM model
- Establish overseas business promotion system, such as by enhancing human resource and marketing functions





Food Business

In the food business, we have invested proactively in businesses and products that have growth potential in areas peripheral to rice processing technologies. In addition, we believe the Group's businesses have the potential to expand and grow globally. This takes into account both the risks, including global population growth, pandemics, and climate change, and the opportunities, such as increased awareness of health and the environment.

Demand for long-life preserved foods is expected to grow further given the value they offer in terms of their function as preserved foods as well as their flavor and potential social impact. We are therefore building new plants and adding production equipment. We are also responding to new needs

such as for retort pouch products and nursing care meals. For rice flour bread and plant-based foods, new plants are beginning operations in phases and we will work to rapidly recover our investment.

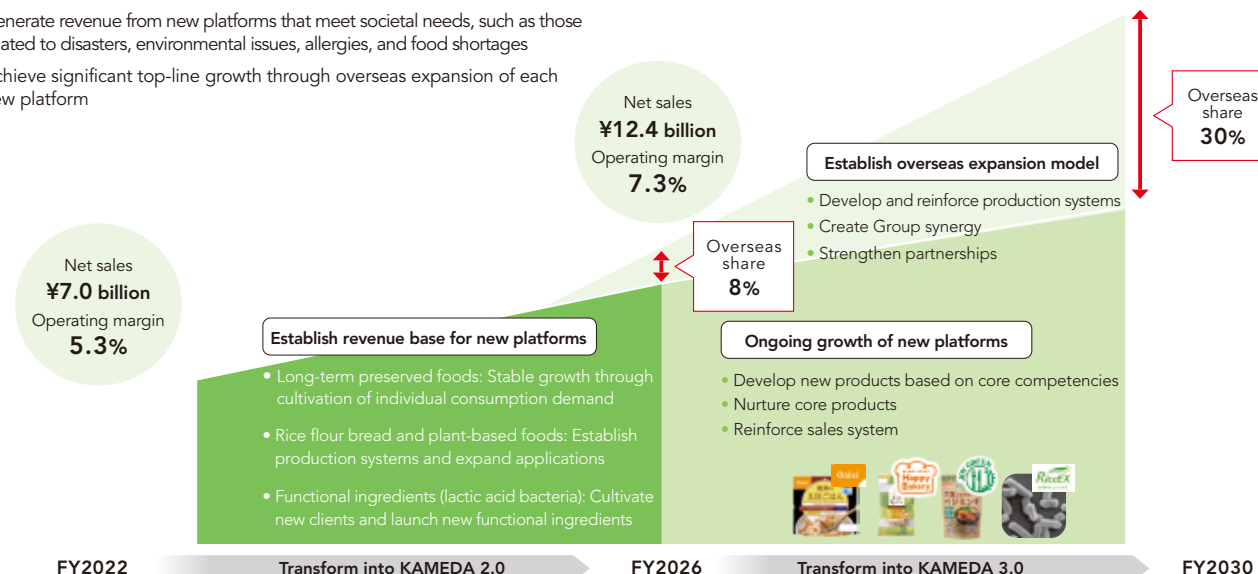
There is significant potential for overseas expansion of plant origin lactic acid bacteria and the development of new platforms such as rice peptides and rice protein. As these are high-added-value products in Japan and overseas, we will invest a suitable amount of capital in R&D to enhance these strengths.

We will renew our efforts to expand operations through coordination across organizations and businesses based on technology and R&D.

Food Business Key Points

Establish revenue base for new platforms that meet societal needs and take on the challenge of overseas expansion

- Generate revenue from new platforms that meet societal needs, such as those related to disasters, environmental issues, allergies, and food shortages
- Achieve significant top-line growth through overseas expansion of each new platform



Strengthening Our Management Base for Sustainable Growth

Strengthening our management base will be essential for promoting the growth strategies that I have described. The key is converting the Group's strengths, such as diverse human resources and accumulated technologies and expertise, into a competitive advantage. Specifically, we are promoting mutual sharing and integration of technologies and expertise by dispatching technicians in Japan to Group companies overseas, and conversely, by inviting human resources from overseas to plants in Japan.

For human resources, rather than identifying only a few talented individuals and focusing just on their utilization, I

think it is important for all employees to feel a sense of satisfaction in their working environment and in turn a desire to contribute to the Company. For this reason, we are fully committed to creating positive workplace environments.

Another important point is the introduction and utilization of digital technology. In particular, we aim to enhance efficiency in manufacturing processes through digital transformation (DX), as well as achieve rationalization and increased efficiency in supply chain management. By using AI for demand prediction, we plan to make order-related processes more efficient. Although some aspects of the rice cracker manufacturing process are complex and difficult to replace with digital technologies, we will continue to promote digitalization.

Thoughts at the Start of Our Transformation

Since my appointment as COO, the business environment has undergone rapid change. I recognize that the long-standing business model of mass production and mass sales of rice crackers in Japan has reached its limit.

When a competitor suspended its operations following a fire in 2022, the entire rice cracker industry was on the brink of crisis. As a leading company in the industry, the KAMEDA SEIKA Group prioritized supply to avoid causing problems for customers. Nevertheless, even in such a business environment, we worked to increase profitability through measures such as continuing to launch new products and further promoting the health-related value of rice crackers.

After reflecting on the above, the Group has decided to dramatically change its business model for the future. Having overcome crisis, we believe this is an opportune time to make a new start. I also feel that it will be necessary to change the mindset of the industry as a whole in order to ensure that we are not again faced with a similar crisis.

We are committed to achieving sustainable growth by changing our business model to become a "Rice Innovation Company" and refining our unique value. We will start by enhancing our comprehensive strengths as a Group.

I ask for your continued support for the KAMEDA SEIKA Group as it takes on new challenges and continues to evolve.

Reinforcing the Management Base That Supports Growth

Human resource strategy

Hire, develop, and leverage diverse human resources that can help us realize "innovation" and "KAMEDA's originality"

- Visualize competencies based on the utilization of a talent management system and place appropriate personnel in the positions where they are needed
- Codify manufacturing skills, technologies, and expertise and pass them on to the next generation through our technical school and mentor program
- Enrich and expand systems for supporting employees in taking on new challenges matched to individual and flexible workstyles

Supply chain management and purchasing strategy

Improve efficiency of supply chain in conjunction with production and sales, and enhance resilience of supply chain

- Predict demand and improve efficiency of order placement and reception operations based on scientific approaches such as AI
- Increase logistics efficiency by promoting digitalization
- Make entire supply chain sustainable, such as by enhancing decarbonization and human rights initiatives
- Review and revise procurement systems from a global perspective, and diversify procurement methods

Digital strategy

Increase added value by applying digital technologies, and improve operation productivity

- Identify issues and enhance sales activities through the use of sales management systems
- Reinforce multifaceted communication with customers, such as through social media
- Improve efficiency of production sites by enhancing the functionality of production management systems

Intellectual property strategy

Visualize, acquire, and utilize intellectual property in line with the KAMEDA SEIKA Group's overall strategy

- Codify and pass on manufacturing skills, technologies, and expertise, and provide a further boost to the sustained growth of our businesses
- Draw out the strengths of the KAMEDA SEIKA Group in the domestic rice cracker, overseas, and food businesses, and create a business model that leverages intellectual property

Message from the CFO



Akira Kobayashi

Senior Managing Director &
CFO, General Manager of
Administrative Division

Review of Period up until Now and Challenges in Formulating the New Medium-Term Business Plan

I would like to explain some of the challenges we faced in formulating the new medium-term business and review the period up until now.

The objectives of the previous medium-term business plan were to generate cash flow by further expanding the domestic

rice cracker business and to establish three solid pillars through growth investments in the overseas and food businesses. In the end, the Company fell significantly short in terms of earnings and is still working toward its targets.

In addition to external factors such as the COVID-19 pandemic, an increase in geopolitical risk, and destabilization of the monetary situation, various political, economic, and industry-related issues emerged, such as shortfalls in supply capacity within the rice cracker industry in particular.

Each time an issue arose, we were forced to make a difficult decision.

Even in this environment, we made numerous growth investments from a medium- to long-term perspective. Overseas, we strengthened our local business base with the establishment of Singha Kameda (Thailand) Co., Ltd. in Thailand and the consolidation of THIEN HA KAMEDA, JSC. in Vietnam. In Japan, we have nurtured the seeds of new growth businesses within the Group through the acquisitions of Maisen Fine Foods Co., Ltd. (plant-based food) and TAINAI Co., Ltd. (rice flour bread). We have also been working on creating new alliances, such as the strategic business alliance with Kerry Group plc of Ireland and the capital and business alliance with MASUYA Co., Ltd.

Furthermore, in the domestic rice business, there is a palpable sense that we have been able to entice more customers to try KAMEDA SEIKA products following the success of Mugen Ebi (shrimp-flavored rice crackers). Through these initiatives, we achieved the previous medium-term business plan targets for consolidated net sales and the overseas sales ratio a year early.

However, in terms of earnings, the impact of increasing raw material and fuel costs that emerged from FY2021 caused performance to differ from the initial plan. In FY2022, earnings in the domestic rice cracker business decreased compared with both the plan and the previous fiscal year. In addition, Mary's Gone Crackers, Inc. (MGC) recorded impairment losses. As a result, final earnings fell significantly short of the plan.

We are already working to address these issues, and are shifting the focus of our product strategy for the entire rice cracker business from price to value, revising prices and specifications, and dispatching a support team to help rebuild MGC. Signs of improvement are beginning to appear in FY2023.

As the CFO, I see rebuilding and then strengthening the Group's overall ability to generate cash as the most important issue. As I mentioned at the start, we are starting to see some results in terms of increasing scale through proactive investments. On the other hand, results on the earnings front are taking longer to achieve than expected. The problem is that the delay in recovering investments has led to an accumulation of borrowings on fixed assets and a decrease in capital efficiency.

Furthermore, we are expanding our business fields and increasing the number of countries in which we operate. As such, we now face a shortage of human resources, particularly senior management and technicians. The new medium-term business plan aims to realize sustainable growth by resolving these issues.

Going forward, as the Group accelerates its global expansion we will look to strengthen management of our supply chain, including the procurement of raw materials and the supply of goods across borders, in light of rising geopolitical risks and overseas business development.

Supporting Innovation by Building a Solid Financial Base

For the new medium-term business plan, we discussed both risks and opportunities from medium- to long-term perspectives based on the above management issues.

Considering both risks and opportunities, such as the problem of worldwide food security, the response to climate change, and the demand for wellness-supporting goods and the rise in ethical consumption centered on advanced countries, we foresee dramatic changes across the entire food industry.

Even in this environment, the KAMEDA SEIKA Group has businesses and products that contribute to resolving social

issues, and the management team has reconfirmed that these assets have latent long-term potential.

To continuously refine these strengths, we will focus on financial stability. Our basic financial policy is to keep shareholder returns and the regular investment program within the scope of operating cash flow, while leveraging external financing for strategic investments such as M&A as needed until FY2026.

The Company aims not only to secure resources necessary for stable dividends, but also to lay the foundation for realizing a more efficient reinvestment cycle for sustainable growth. Therefore, our main management KPIs are EBITDA (to measure ability to generate cash) and operating income (to measure business profit).

We have recently been working to quickly restore our revenue base in response to the impact of cost inflation and other issues. By achieving further business growth on top of this base, we expect to secure returns in excess of the cost of capital in FY2030, with an operating margin of 10.0% and ROIC of 8.0%.

In addition, we will quickly work to recover the upfront investments we have made so far. We will also concentrate on investments in businesses and projects with even higher growth potential to enhance recoverability and capital efficiency. We will maintain a certain degree of financial leverage, with an emphasis on financial discipline, to support business growth. Looking ahead, in a period of rising interest rates following monetary

Financial Plan

		Unit	FY2021 Results	FY2022 Results	Y2023 Forecast	FY2026 Target	FY2030 Target
Balance Sheet	Total assets	¥100 million	1,034.2	1,111.8	1,157.6	1,304.7	1,559.9
	Net assets	¥100 million	660.4	679.9	708.5	817.4	1,112.3
	Interest-bearing debt	¥100 million	191.2	235.1	249.1	265.9	195.0
	Equity ratio	%	61.3	58.3	57.9	59.3	67.4
	D/E ratio	%	30.2	36.3	37.2	34.4	18.6
Cash Flow	Operating cash flow	¥100 million	83.0	82.8	109.5	121.8	205.8
	Investing cash flow	¥100 million	(98.4)	(84.4)	(120.1)	(106.0)	(140.8)
	Free cash flow	¥100 million	(15.3)	(1.5)	(10.6)	15.7	64.9

normalization, we will work to ensure financial soundness, while considering diversification of funding methods.

We aim to achieve record high profits in FY2026 under the new medium-term business plan, and to establish a path to further growth after that.

By shifting the focus of our product strategy from price to value, while factoring in the increase in depreciation due to growth investments and intangible investments such as strengthening human capital and R&D, we aim to achieve operating income of ¥7.5 billion in FY2026. This will mainly result from the contribution to earnings from the impact of increased sales and gross profit, price increases, productivity improvements, normalization of operations at overseas subsidiaries, and expansion of the food business.

From FY2022 we began to shift the focus of our product strategy from price to value, including initiatives to renew products in stages. In FY2023, we will start to enhance our revenue base from a medium-term perspective, including measures such as additional price increases. Raw material and energy costs remain unpredictable, and we will continue to respond flexibly with regard to price revisions and specification changes.

Pivoting to Management with a Focus on the Balance Sheet and Capital Efficiency

As a manufacturing company, KAMEDA SEIKA has continued to grow in business scale and quality by utilizing its fixed assets, mainly in the domain of rice crackers. Now, however, as we are expanding our business fields and increasing the number of countries in which we operate in the overseas business and the food business, which are expected to be growth drivers, insisting on full in-house operations and keeping everything inside the Company would not be the right approach.

Aiming to transition to a highly efficient business model and profitable asset-light approach, we will build on the foundation we have established through upfront investments, adding the strengths and expertise that we have cultivated in rice crackers. We will also leverage partnerships with external companies.

To achieve our goals, we will continue to make investments going forward. However, reflecting on the previous medium-term business plan, we will place even more emphasis on the results of our investments and scrutinize the specifics of them. In this manner, we have revised our investment approach. Based on the goal of increasing the Group's overall investment efficiency, we have tightened our investment criteria to include a hurdle rate of around 8%, and we will judge each investment individually.

For now, the Group conducts unified ROIC management in line with its business structure. We intend to foster an awareness of the cost of capital and capital efficiency in each business and division, while aiming to expand independent management of businesses in the future. Essentially, we will focus mainly on increasing the operating margin through business growth and value creation while fully utilizing existing

facilities in order to make efficient use of capital through careful implementation of PSI management.*

Furthermore, in addition to strengthening our systems, we will promote a multifaceted response including prior verification by the department in charge of implementing rules, visualization of the status of investments through reviews, and training of relevant personnel.

Clearing these investment criteria will be a requirement as a matter of course, and we will seek ways to maximize investment efficiency. From that perspective, we will pursue high returns on investments rather than being bound entirely by the criteria.

For human resources, guided by the key themes of "KAMEDA's originality" and "innovation," we will formalize the knowledge of our diverse human resources and the manufacturing technologies and various expertise that have been accumulated since our founding. We will then create ways to systemize this knowledge and convert it into a competitive advantage.

* An acronym for production, sales, and inventory. It is a management method that promotes production, sales, and inventory planning to optimize inventory.

Cash Allocation for Long-Term Profit Maximization

We think about medium- to long-term cash allocation in two stages: the four-year period of KAMEDA 2.0 (FY2023–FY2026) and the four-year period for realizing KAMEDA 3.0 (FY2027–FY2030).

Up to FY2026, we plan to make key brand investments in the domestic rice cracker business and investments for increasing production capacity in the food business. Operating cash flow of ¥43.0 billion generated over the

four-year period is to be balanced between shareholder returns and various investments. During this period, our top priority will be on maximizing the impact of upfront investments, while strategic investments such as M&A will be made through external funding using the optimal method, depending on the details and scale of the investment.

Furthermore, to accelerate global expansion, it is crucial to pass down techniques throughout the entire Group, accumulate expertise, and enhance our core competences. With regard to this, we will raise funds by streamlining operating capital and reducing assets. We will allocate those funds for practical purposes such as investments in R&D and human resources.

From FY2027 onward, we expect to have the capacity to invest in businesses, region expansion, and technologies due to our ability to stably generate cash. We also expect to be able to finance M&A using our own funds.

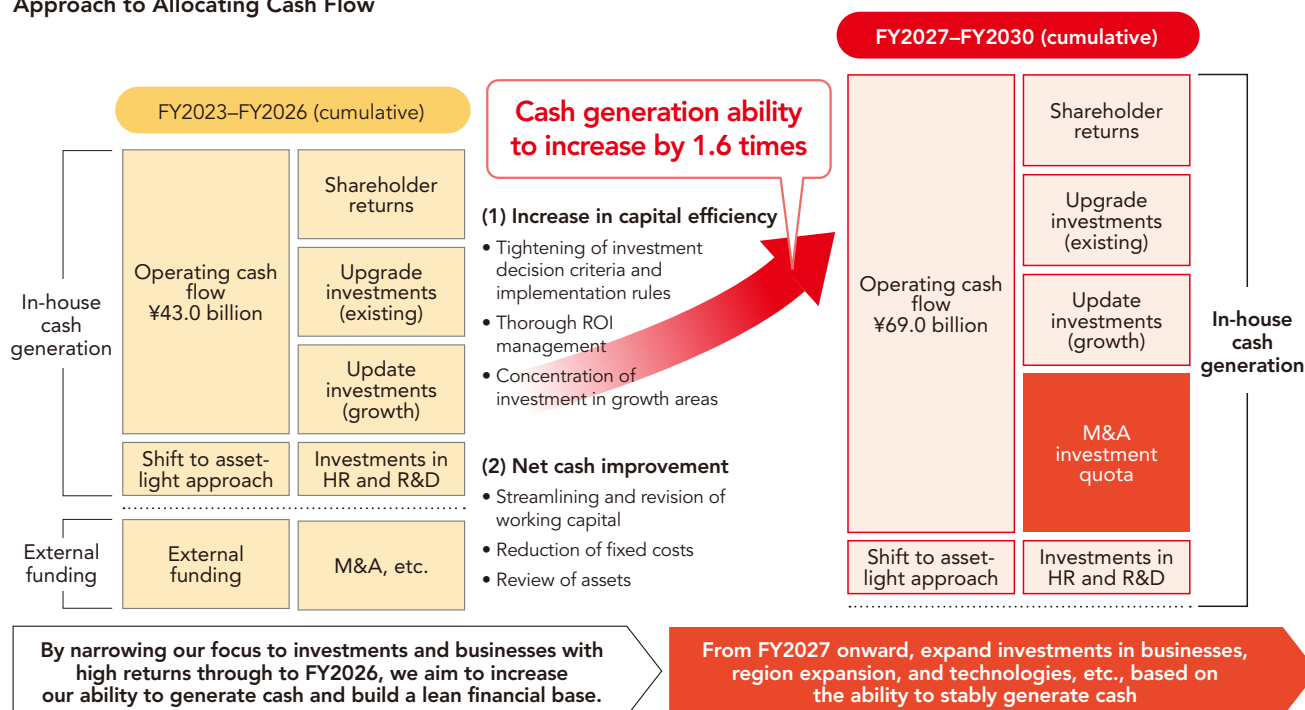
Our basic approach to shareholder returns is to provide stable and continuous dividends based on presumed profit growth, targeting a dividend payout ratio of approximately 30%.

To achieve future growth, we will continue to make investments while expanding our business and increasing our corporate value, with the aim of further enhancing shareholder returns.

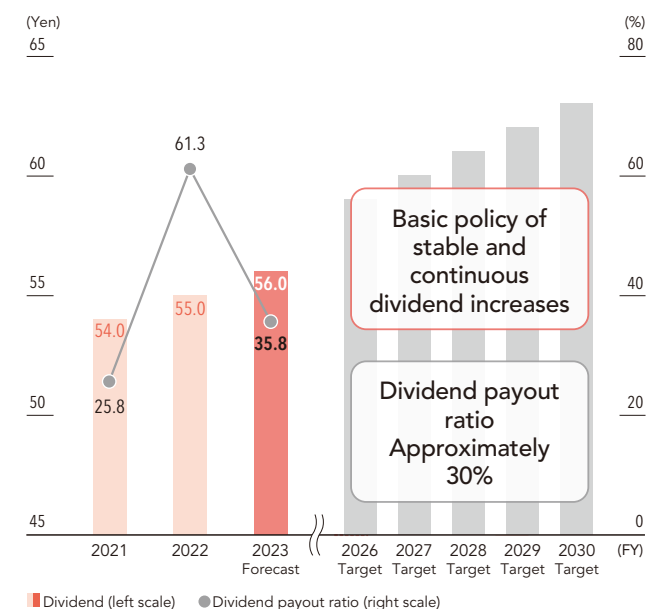
To Our Shareholders and Investors

The KAMEDA SEIKA Group is in the process of transforming its business model, shifting its focus from price to value. By working to realize our new Vision of becoming a “Rice Innovation Company,” we will maximize the potential of rice to create new value and markets around the world. We are committed to meeting expectations by becoming a globally unique corporate group and increasing our corporate value.

Approach to Allocating Cash Flow



Shareholder Return Performance and Plan



A Conversation between Outside Directors

It is the start of a new KAMEDA SEIKA with the restructuring of the Group's Corporate Philosophy.

Mackenzie Clugston
Outside Director



KAMEDA SEIKA is focusing on human resource development and innovation to promote rice cracker culture throughout the world.

Minesaburo Miyake
Outside Director

The new medium- to long-term growth strategy has a clear direction and is an opportunity for major transformation.

Clugston The medium- to long-term growth strategy for 2030 presents an ambitious and impactful path forward. In contrast, the new medium-term business plan covers a four-year period, which necessitates setting more realistic targets. This includes changing the corporate mindset and culture by 2026. By enhancing team and leadership capabilities, and continuing to take on challenges, I think that KAMEDA SEIKA can communicate to the world that it has entered a new era.

Miyake Aspects that I find commendable in the new medium-term business plan are the restructuring of the Corporate Philosophy (Purpose, Vision, and Values) to promote innovation, and the clear expression of the Group's Vision to become a "Rice Innovation Company." Looking ahead, at the stage where the Company is poised to realize its business framework, I think it is important that employees have a sense of personal motivation, and that the management team listens to the

opinions of employees and incorporates them into initiatives. There are now more opportunities for dialogue between employees, and I see this as an opportunity for major transformation.

Clugston The expression "Rice Innovation" that you mentioned is also very important in terms of the growth strategy. KAMEDA SEIKA is a traditional company that makes rice crackers and snacks. However, in order to grow, it needs to provide new products for young customers in the domestic market, and to transform into a more flexible organization overseas. Rice offers diverse value, and the Company needs to deploy its young employees to open up new markets and create new products, and to establish a corporate culture that can continuously generate innovation. I believe that outside directors can also contribute a lot to this process.

Miyake I think past discussions tended to focus on current numerical targets, and medium-term goals were sometimes overlooked. Quantitative results are important of course, but I think that processes are critical for growth. In this regard, employees' sense of participation is crucial, and positive effects

can only be realized by linking everyday work and the medium-term business plan. The key point is not to judge the proposals and opinions of young employees based on previous cases. Management must understand that the times and the generations have changed, and guide the Company to success, and by that I mean in all of its business processes.

The Company is moving to the next stage under a new management structure. The key will be to focus on how to evolve and promote its unique strengths.

Miyake With the transition to a new management structure in 2022, I can feel a change in the language of the management team, as the policy has shifted from sales to earnings, and from price competition to value competition. However, it will take a little longer for the change to fully reach each individual sales representative. The front line is also where the Company competes for sales and market share, and I recognize that one of the challenges going forward is how best to communicate KAMEDA SEIKA's unique value to supermarkets and retailers.

On the other hand, I also hear from executive officers that the COO has taken a stance of valuing feedback from the front lines, and this gives me great confidence that the Company is heading in the right direction. What do you feel has been the biggest change in the management structure?

Clugston Under the previous management structure, the Company built a foundation for globalization, and I was struck by the positioning of overseas strategy as a priority issue under the new medium- to long-term growth strategy as well. The Company's management to date has made bold moves overseas to build new business pillars in countries such as the United States, Thailand, Cambodia, Vietnam, and India. Now, I think it has arrived at the next stage. That is to say, rather than a conceptual overseas strategy, it is now important to discuss more concrete steps. Although it is called the overseas business, North America and Southeast Asia are different markets. Accelerating country-specific strategies is a huge challenge, but I feel that it is also a great opportunity.

Miyake I agree. The next step is important, and I think it is time to review the overall strategy in the North American market, including making some hard choices about what to keep, and what to discard. Moreover, the Company has a long history in the Southeast Asian market, so it will be important going forward to consolidate the KAMEDA SEIKA brand based on the Company's product capabilities. To this end, the Company needs to focus on local production and sales, so developing non-Japanese human resources and sharing the Company's values with them will likely be a priority issue. Regarding values, the Company must also be considerate of factors such as cultural and religious views, and it is important to strike a balance between KAMEDA SEIKA's core values and the values of each country. The new medium-term business plan calls for faster development of global human resources, and I feel this will create more opportunities to secure diverse talent.

Clugston I have talked about my impression of the new management structure, but it is also necessary to touch on the inherent strengths of KAMEDA SEIKA. Rice crackers are one

of the signature foods of Japan, and have been enjoyed by people here since childhood. The traditional culture of rice crackers will likely continue to be passed on without changing. In overseas expansion, appealing to the value of rice crackers as part of Japanese food culture is likely to pique the interest of non-Japanese people. Moreover, rice has tremendous potential. Going forward, the Company should consider how to create new products and services based on rice. My expectations are growing for this new structure, especially given that the CEO was originally involved in the research of rice.

Miyake I think that the restructured Corporate Philosophy expresses the Company's strengths succinctly. In addition, promotion of the Mission Statement, “製菓展道立己 (Seika-Tendo-Rikk)”,¹ among employees is another point that deserves mention. In order for overseas employees to understand and share this Mission Statement as well, I think it is important to explain it in a manner that best suits the culture of each country, rather than as a literal translation, so another issue will be how to simplify and promote it internally.

1. The Mission Statement of KAMEDA SEIKA encompasses working in the snack manufacturing business, conducting research, and striving every day to contribute to society and build one's own life.

With expectations that the Company will expand overseas and strengthen its brand power in Japan, I will be even more proactive in speaking up.

Miyake As an outside director, I believe my primary role is to give voice to opinions that may be difficult for those inside the Company to provide. Based on my experience, I am also able to point out risks that are difficult to detect from within the Company. Moreover, with regard to corporate governance, I think it is important to promote an organizational design that reflects KAMEDA SEIKA's spirit, and I am also able to contribute in this area. In addition, I intend to speak up proactively regarding how to strengthen the Company's brand power, including overseas. For initiatives under the new medium-term business plan, I intend to talk about how to better

listen to the opinions of employees and to help create systems for doing so.

Clugston As an outside director, I recognize my role in speaking up from the perspective of a non-Japanese person in areas related to overseas expansion and DE&I.² I have lectured at universities on themes such as cultural exchange, drawing on my experience to date, and I feel that it takes a long time to change a corporate culture. I intend to provide advice on the creation of structures and systems for internally promoting DE&I by making use of my various insights. What are your expectations of KAMEDA SEIKA?

Miyake I have particularly strong expectations regarding innovation of the Company's mainstay products in Japan and overseas strategies. I hope to see strategies to achieve further growth of KAMEDA Kaki-no-Tane and Happy Turn. KAMEDA SEIKA has also accumulated various expertise across the value chain from raw ingredients to finished products. By reviewing this expertise, the Company may find pathways to new businesses, such as the creation of new products from intermediate processes. Given that Japan's population continues to decline, I have great expectations for the Company's overseas strategy.

Clugston I also have big expectations for further overseas expansion. In addition, I hope to see the Company find answers for how to innovate in areas related to the expertise and foundation it has built to date. By accelerating innovation internally and further advancing the development of its young employees, I am certain that the Company can achieve amazing results in five or six years' time.

2. Diversity, equity and inclusion

Sustainability at the KAMEDA SEIKA Group

Promoting Sustainability

Basic Policy on Sustainability

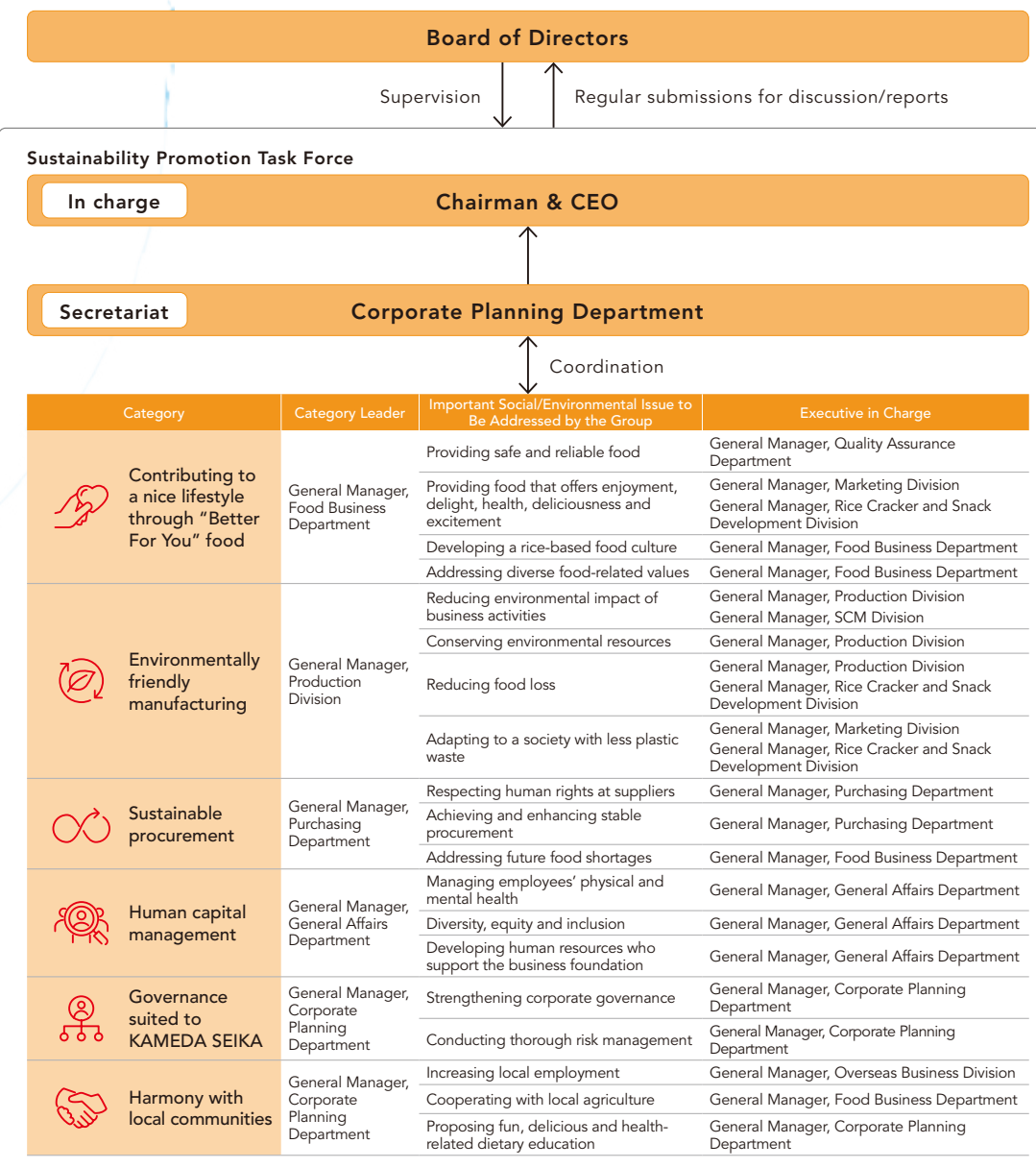
The KAMEDA SEIKA Group is a “Better For You” corporate group that contributes to a nice lifestyle with the blessings of rice to further refine the value of excellent flavor, health, and excitement. The Group will contribute to a sustainable society by becoming a “Rice Innovation Company.”

The Group recognizes that initiatives for sustainability are a key management issue from the perspective of improving corporate value over the medium to long term.

Our sustainability initiatives are wide-ranging, and it is not always efficient to discuss, consider and supervise them all directly at Board of Directors meetings. To further promote such initiatives, we therefore inaugurated the Sustainability Promotion Task Force, based on the Basic Policy on Sustainability that we formulated in 2021. The Chairman & CEO is in charge of the task force, which sets policies and detailed targets for the resolution of various issues related to sustainability, devises systems and specific execution methods for their implementation, and monitors the progress of measures being taken, among other activities. Details of the Sustainability Promotion Task Force’s activities are regularly submitted for discussion or reported to the Board of Directors. The task force will promote more objective and effective initiatives by incorporating stakeholder perspectives as necessary.

Note: In November 2023, the KAMEDA SEIKA Group revised its Basic Policy on Sustainability after restructuring the Group’s Corporate Philosophy.

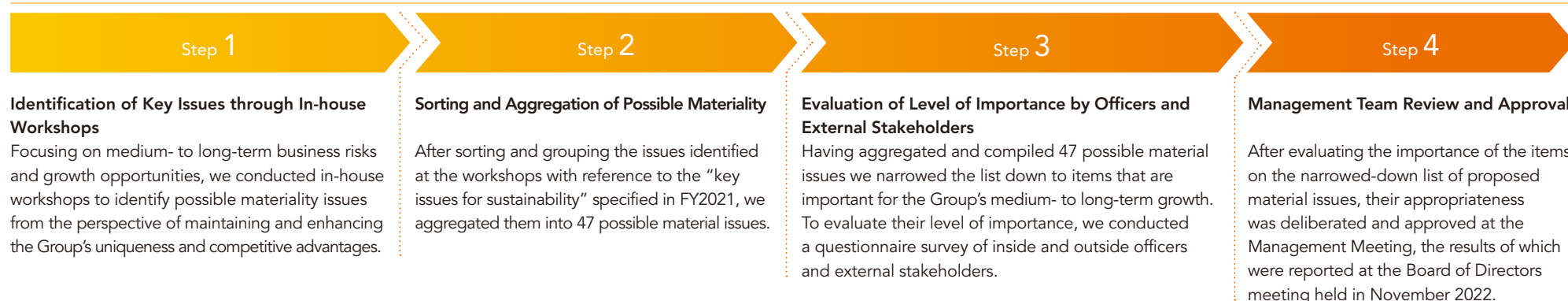
Sustainability Promotion Structure



Identification of Materiality (Material Issues)

In FY2021, the KAMEDA SEIKA Group identified “key issues for sustainability” from the perspective of risks to its activities posed by the external environment. In FY2022, we conducted a materiality assessment for overall management, and organized the results of the materiality assessment into six categories and 19 specific issues.

Identification Process



Measures and Targets (KPIs) Based on Material Issues

Category	Category Leader	Important Social/ Environmental Issue to Be Addressed by the Group	Reasons for Selection	Executive in Charge	Measures and KPIs	Results			Targets	
						(Reference) FY2021 Results	FY2022 Results	FY2022 Progress of Initiatives	FY2026 Targets	FY2030 Targets
 Contributing to a nice lifestyle through “Better For You” food	General Manager, Food Business Department	Providing safe and reliable food	We believe that providing safe and reliable food is one of the most important responsibilities of a food manufacturer.	General Manager, Quality Assurance Department	Obtain and retain third-party certification (FSSC 22000, JFS, AIB, etc.) Note: KAMEDA SEIKA Group	Acquisition rate among KAMEDA SEIKA Group companies: 93%	Acquisition rate among KAMEDA SEIKA Group companies: 100%	- FSSC 22000 certification for subsidiaries in the food business - Continued support for Group companies to retain third-party certification	Continuation of initiatives	Continuation of initiatives
		Providing food that offers enjoyment, delight, health, deliciousness and excitement	The KAMEDA SEIKA Group's founding philosophy was based on the ambition to deliver enjoyment and delight to people's lives through food. We believe that providing food that also offers health, deliciousness and excitement is related to the Group's reason for existence (“Better For You”).	General Manager, Marketing Division	Expanding the Mirai Beika lineup (high added value, new value, and health value) Note: KAMEDA SEIKA	Rice cracker and snack composition ratio: 3.2%	Rice cracker and snack composition ratio: 3.5%	- Formed new value creation team to realize the idea of Mirai Beika - Proposed Mirai Beika concepts and product concepts at the Management Meeting	Rice cracker and snack composition ratio: 7%	Rice cracker and snack composition ratio: 10%
		Developing a rice-based food culture	As a Group whose business originates from rice, we believe that contributing to the development of not just rice crackers but a rice-based food culture will enhance our presence and create corporate value.	General Manager, Rice Cracker and Snack Development Division	Reduce salt equivalent amount in products sold Note: KAMEDA SEIKA	Salt equivalent amount: 17.3 kg/ 1 ton of product	4.0% reduction compared with FY2021	- Expanded sales of low-salt products - Reduced salt content when renewing products	7% reduction compared with FY2021	15% reduction compared with FY2021
		Addressing diverse food-related values	We believe that by addressing issues such as allergies, religious dietary restrictions and diverse food cultures around the world, we can achieve our goal of creating “barrier-free” foods that anyone can eat with peace of mind.	General Manager, Food Business Department	Expand overseas share in the food business	Overseas share: 0.8%	Overseas share: 1.0%	- Concluded lactic acid bacteria agreement with Kerry (Headquarters: Ireland) - Implemented initiatives to expand sales of lactic acid bacteria in Asia - Implemented initiatives to expand sales of plant-based foods	Overseas share: 8%	Overseas share: 30%
				General Manager, Food Business Department	Enhance Halal and Kosher lineup in the food business	Obtained Halal certification for select long-life preserved foods	Obtained Halal certification for select food business products	- Obtained Halal certification for select plant-based foods - Retained Halal certification for select long-life preserved foods	- Obtain Halal and Kosher certification for export lactic acid bacteria - Obtain Halal certification for plant-based foods	Obtain Halal certification for rice flour bread

In March 2023, the Sustainability Promotion Task Force set targets and KPIs for each category. We will continue to implement various initiatives with the aim of increasing corporate value over the medium to long term.

Measures and Targets (KPIs) Based on Material Issues

Category	Category Leader	Important Social/ Environmental Issue to Be Addressed by the Group	Reasons for Selection	Executive in Charge	Measures and KPIs	Results			Targets	
						(Reference) FY2021 Results	FY2022 Results	FY2022 Progress of Initiatives	FY2026 Targets	FY2030 Targets
 Environmentally friendly manufacturing	General Manager, Production Division	Reducing environmental impact of business activities	We recognize that minimizing the impact of our business activities on the global environment and contributing to the creation of a decarbonized and circular economy are important issues that we should prioritize.	General Manager, Production Division General Manager, SCM Division	Reduce total greenhouse gas emissions (Scope 1 and 2) Note: KAMEDA SEIKA and Ajicul	3.6% reduction compared with FY2017	5.8% reduction compared with FY2017	- Introduced clean energy at the Kameda Plant - Continued energy-saving activities at all plants - Introduced production equipment that reduces gas use - Improved efficiency by consolidating production plants	20% reduction compared with FY2017	40% reduction compared with FY2017
		Conserving environmental resources	We believe that conservation activities such as efficiently using water and other environmental resources and preventing air pollution are essential for sustainable business activities.	General Manager, Production Division	Reduce water use Note: KAMEDA SEIKA and domestic consolidated subsidiaries	1.8% reduction compared with FY2017	1.7% increase compared with FY2017	- Water use increased due to increased production. However, per-unit water use decreased by 8.4% compared with FY2017. - Improved efficiency by consolidating production plants - Saved water during cleaning - Continued energy-saving activities at all plants	6% reduction compared with FY2017	10% reduction compared with FY2017
		Reducing food loss	As a company that handles food, and while remembering to appreciate nature's blessings, we recognize the importance of minimizing waste of raw materials and food in the supply chain from both business and environmental perspectives.	General Manager, Production Division General Manager, Rice Cracker and Snack Development Division	Initiatives to extend shelf life Note: KAMEDA SEIKA	—	Launched initiatives to extend shelf life of products in FY2022	Prioritized four key brands in launching initiatives to extend shelf life (built consensus within the rice cracker business and began delineating issues)	Increase number of products with extended shelf life	Increase number of products with extended shelf life
		Adapting to a society with less plastic waste	As a manufacturer of consumer goods, we recognize that reducing the amount of plastic we use is a key issue that should be addressed as a priority.	General Manager, Marketing Division General Manager, Rice Cracker and Snack Development Division	Reduce plastic use and promote environmentally responsible packaging Note: KAMEDA SEIKA and domestic consolidated subsidiaries	0.2% increase compared with FY2017	3.9% increase compared with FY2017	- Usage increased due to higher sales volume. However, per-unit use decreased 6.5% compared with FY2017. - After reviewing product standards, changed packaging size and worked to reduce the amount of plastic used in packaging materials - Reduced packaging material loss in the packaging process	15% reduction compared with FY2017	30% reduction compared with FY2017
 Sustainable procurement	General Manager, Purchasing Department	Respecting human rights at suppliers	We believe that respecting the human rights of all people involved in the Group's business activities is a social responsibility we must fulfill.	General Manager, Purchasing Department	RSPO certified palm oil ratio Note: KAMEDA SEIKA and consolidated subsidiaries	14.2%	13.5%	Decreased by 0.7 points compared with FY2021 due to increased production of products using non-certified palm oil	30%	100%
		Achieving and enhancing stable procurement	As the emergence of geopolitical risks, climate change and other factors increase procurement risks, we recognize our mission as a manufacturer to control risks and deliver safe, reliable products to our customers.	General Manager, Purchasing Department	Formulate decentralized procurement scenarios for major raw materials Note: KAMEDA SEIKA	Explored suppliers and alternative raw materials	Explored suppliers and alternative raw materials	Risk Management Committee launched a project to begin exploring alternatives	Determine procurement sources and alternative raw materials and verify production feasibility	Determine and begin using alternative suppliers and raw materials
		Addressing future food shortages	We believe that addressing changes in crop yields and the global shortage of protein-rich foods caused by climate change, demographic shifts and other factors is essential for sustainable business activities.	General Manager, Food Business Department	Address the protein crisis and expand plant-based food lineup	Plant-based food sales: ¥30 million	Plant-based food sales: ¥50 million	- Developed 100% plant-based steamed chicken - Introduced new equipment - Expanded sales of plant-based foods	Plant-based food sales: ¥1.0 billion	Plant-based food sales: ¥2.0 billion
 Human capital management	General Manager, General Affairs Department	Managing employees' physical and mental health	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 improvement in our corporate value over the medium to long term.	General Manager, General Affairs Department	Enhance self-care and mental health training for managers Establish an internal reporting system and hotline Note: KAMEDA SEIKA and certain domestic consolidated subsidiaries	- Established an internal reporting system and hotline - Continued to promote workplace monitoring by health and safety committees	Continuation of initiatives	- Introduced regular health checkup reservations and a unified management system - Strengthened the mental health care system by establishing an internal reporting system and hotline - Continued to promote workplace monitoring by health and safety committees - Continued to implement corrective activities to address long working hours	Continuation of initiatives	Continuation of initiatives

Measures and Targets (KPIs) Based on Material Issues

Category	Category Leader	Important Social/ Environmental Issue to Be Addressed by the Group	Reasons for Selection	Executive in Charge	Measures and KPIs	Results			Targets	
						(Reference) FY2021 Results	FY2022 Results	FY2022 Progress of Initiatives	FY2026 Targets	FY2030 Targets
 Human capital management	General Manager, General Affairs Department	Diversity, equity and inclusion	We believe that mutual understanding and fair evaluation of different values, ways of thinking and diverse personalities will enable all employees to demonstrate their abilities and create a robust, competitive organization.	General Manager, General Affairs Department	Ratio of female managers and supervisors Note: KAMEDA SEIKA	Female managers: 13.1% Female supervisors: 14.2%	Female managers: 15.6% Female supervisors: 13.4%	- Dispatched five people for training and exchanges among women from different industries - Held three role model exchange meetings - Received “Eruboshi” (Grade 3) certification	Female managers: 20% Female supervisors: 20%	Female managers: 30% Female supervisors: 30%
		Developing human resources who support the business foundation	We recognize that mechanisms and systems for developing the human resources we require are indispensable for strengthening our business foundation, and that maintaining them is an important management issue.	General Manager, General Affairs Department	Invest in human resource development Note: KAMEDA SEIKA	¥41,813 per person annually	Increased 27.8% compared with FY2021	- Implemented rank-based training, professional skill improvement training, and training for selected employees - Reviewed the KAMEDA Step Up Plan educational support system - Continued to operate technical school and reviewed programs	19.6% increase compared with FY2021	30.0% increase compared with FY2021
 Governance suited to KAMEDA SEIKA	General Manager, Corporate Planning Department	Strengthening corporate governance	We believe that establishing and strengthening an effective corporate governance system is essential for achieving our ideal form of corporate management—sustainable development of the business and enhancement of corporate value.	General Manager, Corporate Planning Department	Improve corporate value through appropriate management of the Board of Directors Continue regular evaluation by a third-party organization Note: KAMEDA SEIKA	Evaluation conducted by a third-party organization	Identified issues and determined direction based on the third-party evaluation conducted in FY2021* * Next evaluation is scheduled to be conducted in December 2023	- Implemented initiatives based on the results of the evaluation by a third-party organization in FY2021 - Reduced the number of directors - Ensured sufficient time for discussion at Board meetings - Conducted regular plant inspections by directors	Evaluation by third-party organization, identification of issues and ongoing improvement activities	Evaluation by third-party organization, identification of issues and ongoing improvement activities
		Conducting thorough risk management	To stabilize management, we recognize that it is necessary to identify risks that may have a critical impact on management, determine priorities and take countermeasures.	General Manager, Corporate Planning Department	Visualize and implement countermeasures using risk maps Note: KAMEDA SEIKA and consolidated subsidiaries	- Updated risk map - Risk Management Committee met four times - Held two crisis management seminars	- Updated risk map - Risk Management Committee met four times - Held two crisis management seminars	- Risk Management Committee reviewed risk map - Launched, initiated and maintained projects led by the Risk Management Committee to address raw material supply risks	Continuation of initiatives	Continuation of initiatives
					Strengthening information security systems Note: KAMEDA SEIKA and consolidated subsidiaries	Zero occurrences of serious incidents in operations	Zero occurrences of serious incidents in operations	- Conducted threat visualization assessment for PCs and servers throughout the Company - Conducted security surveys and alerts for domestic consolidated subsidiaries - Established security policy	Zero occurrences of serious incidents in operations	Zero occurrences of serious incidents in operations
		Increasing local employment	As a company that originated in Niigata Prefecture and is expanding globally, we believe that mutual development with local communities will strengthen trust and create a virtuous cycle.	General Manager, Overseas Business Division	Add employees at overseas locations Note: Overseas consolidated subsidiaries	1,210 employees North America: 132 employees Asia: 1,078 employees	1,336 employees North America: 127 employees Asia: 1,209 employees	Added employees because of increased production at Southeast Asia locations	2,000 employees	2,500 employees
 Harmony with local communities	General Manager, Corporate Planning Department	Cooperating with local agriculture	We believe that by cooperating closely with those involved in local agriculture, we will contribute to the development of the agricultural industry, improve supply chain management and reduce procurement risks.	General Manager, Food Business Department	Increased sales of rice flour bread products made from 100% rice grown in Niigata Prefecture	Amount of rice used from Niigata Prefecture: 208 tons	Amount of rice used from Niigata Prefecture: 210 tons	- Increased sales of Okome Maru Pan - Launched new products	800 tons	1,200 tons
		Proposing fun, delicious and health-related dietary education	We believe that proposing fun, delicious and health-related dietary education will help to improve our corporate value in various ways, including by establishing a food culture and making inroads among future buyers, as well as cultivating a sense of familiarity through a deeper understanding of the KAMEDA SEIKA Group.	General Manager, Corporate Planning Department	Promoting communication through food On-site classes and factory tours for local elementary school students Note: KAMEDA SEIKA and consolidated subsidiaries	Promoted food education (Conducted on-site classes)	Promoted food education (Conducted on-site classes)	Conducted on-site classes covering topics such as manufacturing and food education	Continuation of initiatives	Continuation of initiatives

Environment

Environmental Policy and Management

● KAMEDA SEIKA Group Environmental Policy

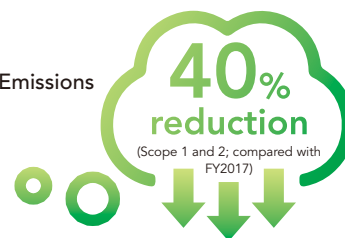
- ① Our mission is to deliver health, deliciousness and excitement to our customers.
- ② As a corporate citizen, we contribute to and exist in harmony with local communities through ecological activities.

● Environmental Management System

The KAMEDA SEIKA Group conducts environmental management in accordance with its Environmental Policy, mainly through the Sustainability Promotion Task Force and the EMS Secretariat. In addition, since December 2002 the Group has acquired ISO 14001 certification of its environmental management systems at the headquarters and Global Rice Innovation Center (Facility Development Department) of KAMEDA SEIKA CO., LTD., the Kameda Plant (Danchi and Motomachi), the Suibara Plant and the Shirone Plant. The Environmental Committee of each certified location meets on a monthly basis, and the EMS Secretariat hosts a monthly EMS Meeting attended by representatives of each location to formulate environmental targets and manage progress.

Response to Climate Change

Total Greenhouse Gas Emissions
(FY2030 Target)



KAMEDA SEIKA has set a goal of reducing greenhouse gas emissions by 40% by FY2030 compared with FY2017. We are working to curb emissions in the manufacturing process as well as during transportation, including promoting a modal shift. In addition, we are designing measures to calculate and reduce emissions throughout our supply chain.

Disclosure Based on the TCFD Framework

● Endorsement of TCFD Recommendations

Since launching the medium-term business plan that began in FY2018, the KAMEDA SEIKA Group has had the goal of strengthening initiatives toward sustainability and is working to achieve sustainable growth and enhance corporate value.

As a company that uses agricultural products as its main raw materials, we believe that responding appropriately to climate change is a task of the utmost priority, because it is likely to have a serious impact on our supply chain. In November 2021, the Company announced its endorsement of the TCFD recommendations and joined the TCFD Consortium, a forum for discussion among supporting companies and financial institutions.



Initiatives for TCFD Recommendations

<https://contents.xj-storage.jp/xcontents/AS01309/fe24a744/a5ff/4683/8a16/70ee3afecb07/20220621172928555s.pdf>

● Governance

The Sustainability Promotion Task Force, which is headed by the Chairman & CEO, engages in sustainability-related initiatives including those related to climate change. The Sustainability Promotion Task Force sets policies and detailed targets for the resolution of various issues related to sustainability, devises systems and specific execution methods for their implementation, and monitors the progress of measures, among other activities.

Details of the Sustainability Promotion Task Force's activities are submitted regularly for discussion or reported to the Board of Directors so it can fulfill its role of overseeing the status of responses to key issues.

In FY2022, the Sustainability Promotion Task Force reported the following to the Board of Directors and Management Meeting.

(1) November 2022 meeting of the Board of Directors

Report on sustainability-related initiatives including those related to climate change

- Main ESG initiatives, including reduction of greenhouse gas emissions, plastic, and waste emissions, and a comparison of targets and actual results for FY2021
- Identified material issues for the Group and issues to be addressed
- Future sustainability promotion plans

(2) March 2023 Management Meeting

Discussed and reported on the organizational structure of the Sustainability Promotion Task Force as well as main action plans and KPIs for materials issues

- For the six material issue categories and 19 specific issues that were identified, we designated a category leader and main person in charge of addressing specific issues, and made enhancements to the Sustainability Promotion Task Force.
- Initiatives and KPIs for material issues have been determined by the main person in charge.
- KPIs have been set for FY2026 (interim) and FY2030 (final) in conjunction with the new medium-term business plan.
- Regular material issue progress reports will be shared by the secretariat of the Sustainability Promotion Task Force and category leaders

● Strategy (Scenario Analysis)

We have considered two world views of the future, a 4°C scenario and a 2°C scenario, covering the Group's entire value chain including procurement, production, and supply of products and services. We have examined the impact of climate change on the Group up to 2030, and identified risks and opportunities under each world view.

● Risk Management

The management of climate change-related risks is integrated into the Company-wide risk management system, and is led by the Risk Management Committee. In principle, the committee meets at least once each quarter, and reports to the Board of Directors on the content of its deliberations and the progress of discussions as part of its efforts to control and manage overall risk management.

Raw material procurement risks, including those related to climate change, are considered significant risks in the risk maps created by the Risk Management Committee. The Management Meeting in May 2023 identified procurement risks arising from poor harvests of some agricultural products used as raw materials as significant risks, and considered options including the sourcing of alternative raw materials.

Key Impacts on the Group under Each Scenario

Classification	Risk	Impact on Business	Degree of Impact	
			4°C	2°C
Transitional Risks	Introduction of carbon pricing	Operating and raw material costs will increase with the introduction of carbon taxes and emission rights trading	Low	High
	Increase in electricity prices	Electricity costs will rise with the shift to renewable energy generation	Low	Medium
	Increase in packaging costs	Cost of petroleum-based plastic packaging materials will increase due to higher fossil fuel prices and the enforcement of plastic use regulations	Medium	Medium
	Changes in customer preferences	Increased consumer awareness, including ethical consumption, will affect the demand for conventional products	Medium	High
Physical Risks	More extreme weather events	Physical losses and costs to respond will be incurred due to direct damage and disruption of logistics networks caused by typhoons and torrential rains	High	High
	Rising temperatures and changing weather patterns	Procurement quantity and related costs will be impacted, as well as a decline in the quality of the Group's main raw materials such as rice and peanuts	High	Medium

Specific Measures

Reducing CO₂ Emissions and Energy Consumption

Measures have included the conversion of core machinery at all four Company plants in Niigata Prefecture from fuel oil A and liquefied petroleum (LP) gas to city gas. In August 2022, the Kameda Plant introduced 100% carbon-free Yorisou renewable energy supplied by Tohoku Electric Power Co., Ltd. In addition, the Suibara Plant began using renewable energy in August 2023.

We will also work to reduce energy consumption in rice cracker manufacturing processes, including through an upgrade to baking equipment with high thermal efficiency and reuse of waste heat.



Yorisou renewable energy certificate of contract



The Kameda Plant was recognized by the Niigata Prefecture Environmental Preservation Association as an Excellent Environmental Preservation Business in 2022.

Promotion of Modal Shift

We have been promoting a shift from truck to railway freight transport, which has lower CO₂ emissions, and are certified as an Eco-Rail Mark company. In FY2022, the modal shift rate was 30.0%.

Subsidiary Niigata Yusou Co., Ltd. is certified as an Eco-Rail Mark supporting company.

Two Eco-Rail Mark Certified Products

The Eco-Rail Mark on the back of KAMEDA Kaki-no-Tane package



180 gram package of KAMEDA Kaki-no-Tane



Back

The Eco-Rail Mark on the back of Happy Turn package



96 gram package of Happy Turn

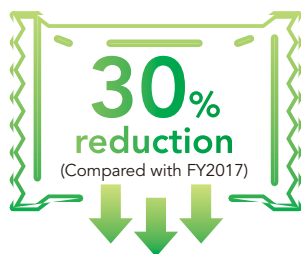


Back

Initiatives to Contribute to Establishing a Circular Economy

For the Group to conduct its business activities in a sustainable manner, it is essential to contribute to establishing a circular economy that effectively uses limited resources and thus reduces its environmental impact. We will contribute to establishing a circular economy by curbing the amount of waste generated in our business activities and by working to use resources efficiently.

Amount of Plastic Used
(FY2030 Target)



Use of Sake Rice

Rice is one of nature's blessings, and one measure we employ to use it without waste is to utilize the rice flour left over from polishing rice for sake as a raw material in KAMEDA Kaki-no-Tane.

Reducing Plastic Use

Awareness is growing worldwide about issues caused by single-use plastics, including the increase in marine plastic waste and the impact on the environment from greenhouse gases generated during plastic incineration.

As a manufacturer of consumer goods, the Group recognizes that reducing the amount of plastic it uses is a key issue that should be addressed as a priority. We have set targets for FY2030 that include switching to ECO-packages for all KAMEDA SEIKA products to reduce the amount of plastic that KAMEDA SEIKA and consolidated subsidiaries in Japan use by 30% compared with FY2017. In FY2022, plastic use increased by 3.9% compared with FY2017 due to an increase in sales volume, but per-unit plastic use decreased by 6.5% compared with FY2017. Our overall progress

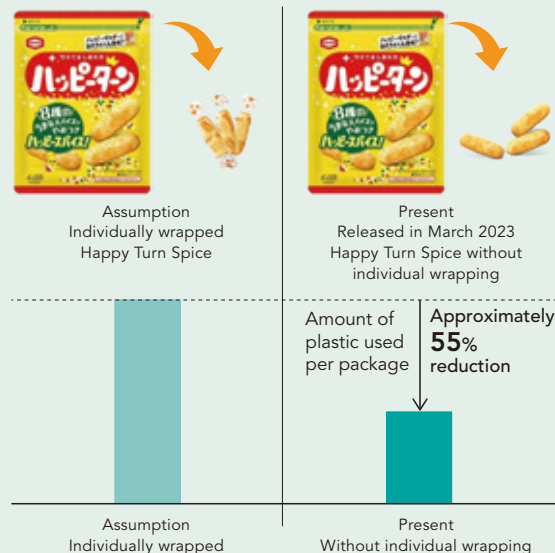
since FY2022 in transitioning to ECO packaging has involved initiatives to reduce the amount of plastic we use. This has included changing packaging sizes for our four key brands and developing products that do not rely on individual packaging.

Specific Measures

As part of our efforts to reduce plastic use, we are promoting product development that does not rely on individual wrapping.

Launched in March 2023, 73g Happy Turn Spice is not wrapped piece by piece. We calculate that we have reduced the amount of plastic used for Happy Turn Spice by approximately 55% by eliminating individually wrapped pieces.

• Examples of Initiatives



Food Waste and Final Landfill Waste

The Company conducts initiatives to reduce food loss in its manufacturing processes through eco-feed activities, in which non-sellable rice crackers are recycled as livestock and fish feed, and through donations of products to food banks. In addition, our consolidated subsidiaries in Japan and overseas are working to reduce food loss by providing rice cracker scraps as feed for livestock and birds at sanctuaries. We are also considering reusing discarded plastic packaging materials.

Water Use

Water is an essential resource for growing rice, the Group's primary raw material, and also plays an extremely important role in the manufacture of our products. When conducting business activities, the Group recognizes the importance of properly understanding the impact of climate change and other factors on water resources and the need to consider efficient water use.

Water use by the Company and its consolidated subsidiaries in Japan in FY2022 increased by 1.7% compared with FY2017 due to increased production, but per-unit water use decreased by 8.4% compared with FY2017. We are promoting efficient water use mainly by consolidating production plants, reducing the number of production line changes that require cleaning by reducing SKUs,* and minimizing water use during cleaning.

* Stock keeping units

Society

Human Capital Management

Key Issues in Human Capital Management

The KAMEDA SEIKA Group aims to develop human resources who enjoy taking on challenges and creating value by leveraging the best ideas and technology while prioritizing people, nature, and society. 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.

By implementing various measures, setting KPIs, and conducting operations based on the PDCA cycle, we will increase the value of our human capital, realize our new Vision of becoming a "Rice Innovation Company," and improve our corporate value.

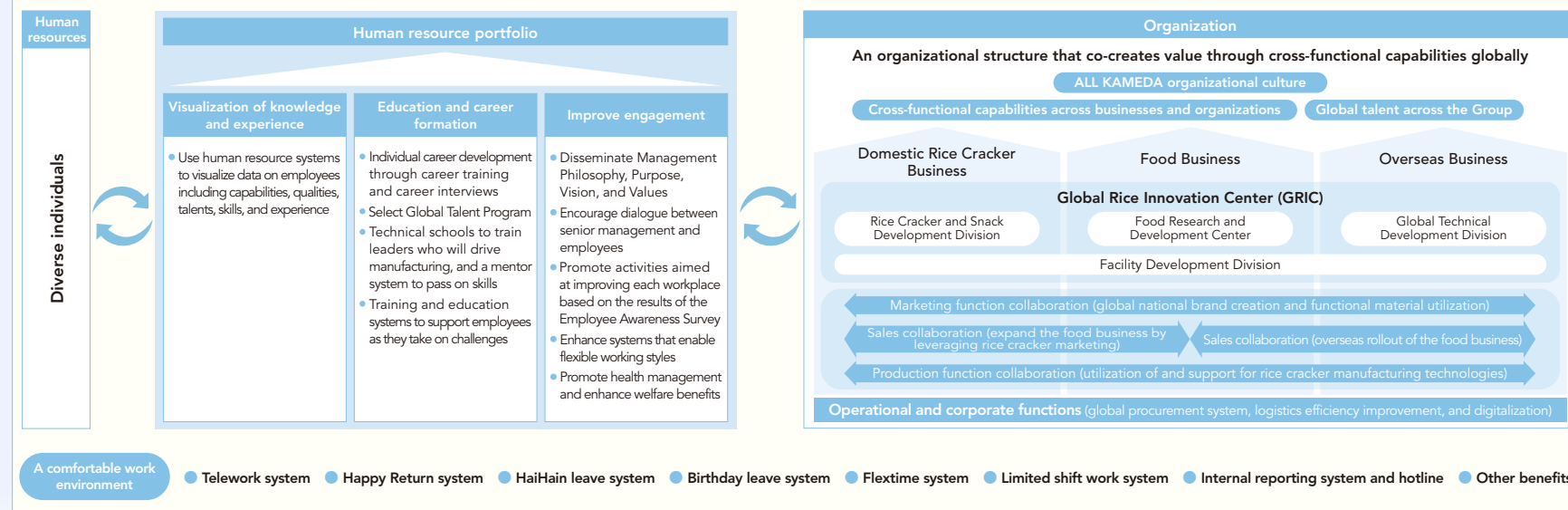
Key Issues in Human Capital Management

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

People who enjoy taking on challenges and creating value by leveraging the best ideas and technology while prioritizing people, nature, and society

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.

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 systems in accordance with its basic human resource policy. We develop people and management skills through rank-based training tailored to the growth of employees. In addition, a professional skill improvement system enhances expertise through practice and training, such as training leaders who will drive KAMEDA SEIKA's future manufacturing activities. With goals that include developing young leaders, training for selected employees refines the perspective of employees and their ability to take the initiative. Furthermore, we have an educational support system that encourages a willingness to take on challenges and independent learning, and a career development support system that helps employees achieve their desired goals.

Results

Annual Investment in Education per Employee (FY2022)

27.8% increase compared with FY2021

● Employee Training Systems

1. Rank-based Training

Before entering the Company, new university graduate hires engage in e-learning to acquire the basics as a businessperson. After entering the Company, they learn the basics of their work, including business etiquette, roles in the Company and working procedures, and undergo training at production sites. After new employees are assigned to a department, senior employees offer guidance through the Big Brother/Big Sister system. We also provide support for second- and third-year employees to look back and develop skills they will need going forward. Thereafter, we conduct training according to rank in order to cultivate management skills and resourcefulness others can rely on.

2. Professional Skill Improvement Training

We improve employees' professional skills through on-the-job training, external lectures, and external training in order to improve problem solving ability. We also opened a technical school to cultivate the leaders who will drive KAMEDA SEIKA's manufacturing. Employees learn through classes, on-site hands-on training, and in the laboratory to acquire a wide range of theoretical and practical skills related to rice cracker production and manufacturing.

3. Training for Selected Employees

The KAMEDA Challenge Program is designed so that participants learn the wide-ranging knowledge and problem-solving methods necessary for management, and gain the high-level perspective, ability to take the initiative and resourcefulness necessary to become future managers. In addition, by actively utilizing external training to attain more advanced knowledge and enhanced problem-solving techniques and team building capabilities, we create opportunities for participants to be inspired through exchanges with professionals outside the Company and in different industries, thus supporting their growth.

4. Learning Support (Educational Support System)

We have established the KAMEDA Step Up Plan system to boost motivation and opportunities for growth through self-study by providing support for employee self-actualization including support for acquisition of qualifications, incentives to take the TOEIC or Nikkei Test, subsidies for correspondence courses and book purchases, and support for language courses.

5. Career Development

We offer training for employees to think about their careers and lay out their vision for the future, and in-house internships to learn about other departments for application in their own careers. We have established an in-house recruiting system and a short-term overseas dispatch (overseas trainee) system to facilitate practical career development that goes beyond training.

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. (Details on page 40)

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

In order to realize our new vision of becoming a “Rice Innovation Company,” we are creating an environment where diverse human resources can demonstrate their abilities.

Naoko Koizumi

Managing Director, in charge of
Group Companies and Diversity



Status of Measures (KAMEDA SEIKA CO., LTD.)

Indicators	FY2021 Results	FY2022 Results	FY2026 Target	FY2030 Target
Ratio of Female Managers	13.1%	15.6%	20%	30%
Ratio of Female Supervisors	14.2%	13.4%	20%	30%
Ratio of Male Employees Taking Childcare Leave	39.3%	51.7%	60%	80%
Gender Wage Gap	67.0%	68.1%	75%	80%
Employment Rate for Seniors*	98.1%	96.2%	100%*	100%*
Employment Rate for People with Disabilities	2.3%	2.4%	2.7%	3.0%

* Target of 100% re-employment rate for those who wish to continue working after retirement

Initiatives to Promote the Advancement of Women

As a food manufacturer, we believe that the values and ideas of women are important in realizing our goals, and we aim to increase the percentage of women in managerial and supervisory positions. In addition, in March 2023 we received the 3-star Eruboshi Certification (Grade 3) as a company that promotes women's participation and advancement in the workplace. We have also received Kurumin certification as a company that supports child rearing.



Female managers at role model exchange event



Promoting the active participation of women!



Kurumin

Results

Ratio of Female Managers
(FY2022)

15.6%

Ratio of Female Supervisors
(FY2022)

13.4%

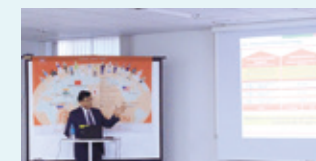
Initiatives for the Advancement of Non-Japanese Employees

To accelerate business development overseas and diversity, equity and inclusion initiatives, we have increased the number of non-Japanese employees to 18 as of March 31, 2023 from 6 in 2015, and we are continuing to secure suitable human resources. As a global company, we also communicate proactively with local employees overseas.

Specific Measures

Kameda Global Joint Meetings

We regularly hold remote meetings with our overseas locations called Kameda Global Joint Meetings with the primary purpose of further enhancing the sense of unity among Group companies operating overseas.



Kameda Global Joint Meeting

Technical Trainees from Overseas

In June 2022, the first group of 12 technical trainees from Vietnam arrived at the Suibara Plant and began practical training on the production line. In July 2023, the second group of 17 technical trainees arrived from Vietnam.



Technical trainees from overseas listening to an explanation at the Suibara Plant

Diversity, Equity and Inclusion (DE&I) Lecture

In February 2023, as part of a role model exchange event, Outside Director Mackenzie Clugston presented a lecture on DE&I for inside directors, executive officers, and managers.



DE&I lecture by Outside Director Mackenzie Clugston

● Employment of People with Disabilities and Seniors

We appropriately deploy 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 (FY2022)

2.4%

Employment Rate for Seniors
over the Age of 60 (FY2022)

96.2%

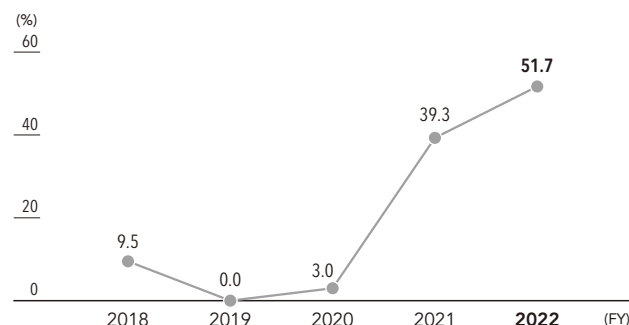
Employment Rate for People
Who Wish to Work After Retiring

100%

● 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



Specific Measures

1. Happy Return System (Reinstatement Registration System for Employees Who Left the Company)

This system is for people returning to work after leaving, 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 return.

2. 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.

3. 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 case of childcare, the system is available to employees providing childcare up to the end of the third year of elementary school.

4. Encouraging Childcare Leave

We have created and posted publicity posters to encourage employees to take childcare leave, with the aim of creating an environment by 2030 in which 80% of men take childcare leave and all women can take childcare leave.



Managing Employees' Physical and Mental Health

● Aiming to Create an Organizational Culture in Which Employees Can Make the Most of Their Individual Strengths

In order to promote KAMEDA SEIKA's unique human resources strategy, we must create an organizational culture in which all employees of the KAMEDA SEIKA Group can work actively and express their ideas without hesitation. We believe that valuing each employee's individuality will help in maximizing performance, and will also enable us to respond to contemporary change. Human resources underpin the foundation of our business.

By understanding each employee's individuality and aspirations and helping them achieve their individual career plans, we will become a strong and competitive organization. This will ultimately lead to sustainable growth for the KAMEDA SEIKA Group.

KAMEDA SEIKA launched a new management structure in June 2022. In conjunction with the launch, we held Top Caravan 2022, a meeting for dialogue among all KAMEDA SEIKA employees and executives as well as employees of subsidiaries in Japan and overseas. We also distributed a video message from senior management to encourage all employees working in the KAMEDA SEIKA Group, and have undertaken initiatives to change the mindset of our employees. Furthermore, with the announcement of the new medium-term business plan in August 2023, the CEO, COO, and other internal directors and executive officers have been working to communicate the new plan through direct dialogue with employees. Responsibility for promoting this initiative at KAMEDA SEIKA and consolidated subsidiaries in Japan and overseas is shared among the officers.

In addition, we conducted an Employee Awareness Survey. Based on the results, we launched a project to foster job satisfaction and fulfillment among employees and improve engagement. We formerly conducted an Employee Awareness Survey once every three years. We now conduct it every year, and are working to improve engagement by turning the PDCA cycle into a continuous system for activities that increase organizational vitality.



A Company-wide presentation about the new medium-term business plan

Specific Measures

1. KAMEDA Award Festival (Award Ceremony Held Annually)

Based on award regulations, we hold the KAMEDA Award Festival once per year with the aim of promoting and rewarding employees' social and organizational contribution activities and improving employee and customer satisfaction.



2. Volunteer Cleanup of KAMEDA SEIKA (Niigata Head Office) Premises and Surrounding Areas

In order to create a safe and comfortable workplace, the Niigata head office regularly conducts volunteer cleanup activities before work. Many employees participate from early in the morning, exchanging greetings and cleaning the premises and surrounding areas in an effort to create a comfortable workplace.



3. Activities of the Association to Revitalize KAMEDA SEIKA (Genki Project)

The Association to Revitalize KAMEDA SEIKA (Genki Project), launched in FY2017, is a Company-wide project centered on young employees that participate voluntarily. It is a forum for learning how to realize the future and achieve the ideal KAMEDA SEIKA. The project promotes food education activities and product development through teamwork that transcends organization- and position-related boundaries.



Food education activities by the Association to Revitalize KAMEDA SEIKA (FY2022)

4. Implementation of Smart Meal Lunch Program at the Employee Cafeteria

The employee cafeteria at KAMEDA SEIKA's Niigata head office 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.

5. 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 FY2022 was 74.8%.

6. Distribution of Guidebook about Welfare Benefits

We have created a guidebook called the KAMEDA SEIKA Life Support Guidebook, which summarizes support systems for balancing work and life. It is distributed to all our employees. Some of the systems and benefits that are available from joining KAMEDA SEIKA until retirement are summarized in an easy-to-understand manner.



7. The "San" Campaign

Since April 2015, in order to improve customer satisfaction and achieve our goals, KAMEDA SEIKA has implemented a campaign for all employees to address one another using the honorific "san" regardless of whether they are superiors or subordinates. Our aim is to create a work environment that empowers honest discussions. This campaign is also a way of promoting healthy and good communication.

Occupational Health and Safety Initiatives

Occupational Health and Safety Initiatives

We recognize that ensuring a work environment where employees can work safely and with peace of mind is a corporate responsibility we must fulfill.

We have established health and safety committees at each of our business sites, and work for thorough implementation of our health and safety management plan. The focus is on the three areas of safety, health and traffic safety.

Accident Severity Rate*

FY	Accident Severity Rate
2018	0.07
2019	0.01
2020	0.04
2021	0.00
2022	0.07

* KAMEDA SEIKA CO., LTD.

Quality and Product Safety

The 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.

● 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.

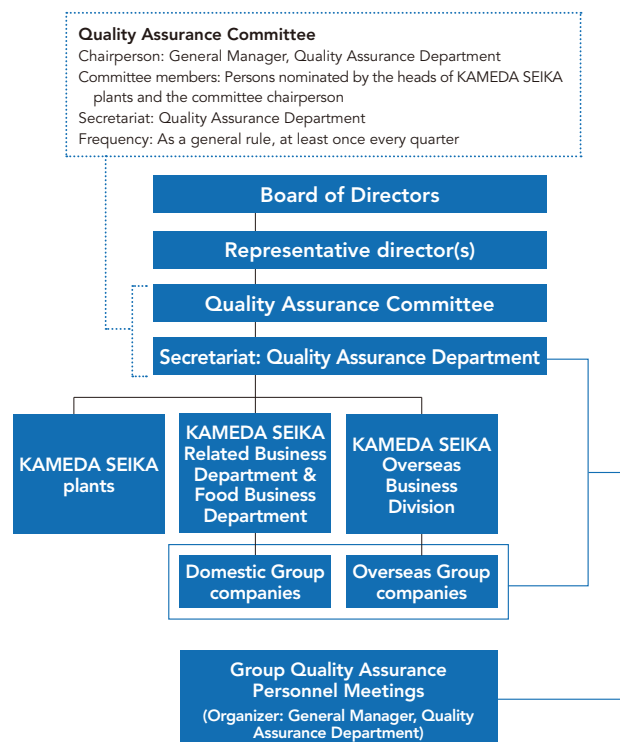
● Quality Assurance System/Measures to Ensure Traceability

We obtain documentation of raw material specifications for all products and raw materials we purchase. These documents specify the usage records of agricultural products, including the production area and any pesticides or antibiotics used, and the raw materials, additives and contaminants from the manufacturing process for processed products. In addition, we conduct our own inspection and analysis both in-house and externally. For rice used as a raw material, its place of origin is labeled on the back of the applicable product, based on the Ministry of Agriculture, Forestry and Fisheries' Traceability System for Rice/Rice Products.

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 FY2022. 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



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.

● 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 mutual 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 local 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 mutual 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 FY2022, the ratio of certified palm oil used by KAMEDA SEIKA and its consolidated subsidiaries was 13.5%.

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 Local Communities

● Initiatives for Coexistence with Society

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 at Singha Kameda (Thailand) Co., Ltd. in Thailand and THIEN HA KAMEDA, JSC. in Vietnam due to 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

Our Kameda, Suibara and Shirone plants conduct tours for local elementary school students, and we have been offering classroom lessons at elementary and junior high schools.

We also visit kindergartens and nursery schools to conduct activities that convey the appeal of rice and rice crackers through quizzes and other methods.

● 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).



Our regional revitalization platform
SDGs Niigata



Fukui SDGs Partner

Initiatives for Contributing to a Nice Lifestyle through "Better For You" Food

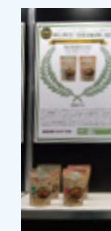
Received the JSH Salt Reduction Promotion 10 Year Award

At the 10th Clinical Hypertension Forum sponsored by the Japanese Society of Hypertension (JSH) held in Sapporo, Hokkaido in June 2022, KAMEDA SEIKA received the JSH Salt Reduction Promotion 10 Year Award for reduced salt Kaki-no-Tane.



Received the Wellness Food Award 2022

Maisen Fine Foods Co., Ltd.'s "Soybean and Brown Rice Veggie Mince" and "Veggie Fillet with Soybeans and Brown Rice" won bronze awards in the Sustainable & Food Tech Category of the Wellness Food Awards 2022.



Display of products that received recognition at the event

Launch of Plant-based Green Chicken, Steamed Chicken Made from 100% Plant-based Ingredients¹

Maisen Fine Foods Co., Ltd. launched Japan's first² steamed chicken made from 100% plant-based ingredients in October 2023.

1. Excluding salt and additives
2. In-house data (as of September 2023)



Plant-based Green Chicken (pepper and herbs)

Directors, Audit & Supervisory Board Members and Executive Officers (As of November 30, 2023)

Directors



Lekh Raj Juneja
Chairman & CEO

Sep. 1989 Joined Taiyo Kagaku Co., Ltd.
Jun. 1996 Director and Head of Research Department of Taiyo Kagaku Co., Ltd.
Jun. 2000 Managing Director of Taiyo Kagaku Co., Ltd.
Jun. 2003 Executive Vice President of Taiyo Kagaku Co., Ltd.
Apr. 2014 Joined Rohto Pharmaceutical Co., Ltd.
Jun. 2014 Executive Vice President, Global Head of International Business and Research & Development and Chief Health Officer of Rohto Pharmaceutical Co., Ltd.
Jun. 2020 Joined the Company
Executive Vice President of the Company
Jun. 2022 Chairman & CEO of the Company (current position)



Masanori Takagi
President & COO

Apr. 1990 Joined the Company
Nov. 2014 Head of Shirone Plant of the Company
Jun. 2017 General Manager of General Affairs Department of the Company
Jun. 2018 Executive Officer, General Manager of General Affairs Department of the Company
Apr. 2020 Executive Officer, General Manager of Business Restructuring Team of the Company
Jul. 2021 Managing Executive Officer, General Manager of Sales Division of the Company
Jun. 2022 President & COO of the Company (current position)



Akira Kobayashi
Senior Managing Director & CFO, General Manager of Administrative Division

Mar. 1984 Joined the Company
Jul. 2013 Executive Officer, General Manager of Corporate Planning Department of the Company
Nov. 2014 Executive Officer, General Manager of Business Promotion Department of the Company
Jun. 2016 Managing Executive Officer, General Manager of Production Division of Rice Cracker Business Group of the Company
Jun. 2017 Managing Executive Officer, General Manager of Administrative Division of the Company
Jun. 2018 Director, General Manager of Administrative Division of the Company
Apr. 2021 Director & CFO, General Manager of Administrative Division of the Company
Jun. 2022 Senior Managing Director & CFO, General Manager of Administrative Division of the Company (current position)



Naoko Koizumi
Managing Director, in charge of Group Companies and Diversity

Apr. 1998 Joined the Company
Jun. 2003 Director, General Manager of Product Development Division of the Company
Jul. 2013 Director, General Manager of Quality Assurance Department, Rice Cracker Business Group of the Company
Jun. 2017 Director, in charge of New Business Group of the Company
Apr. 2018 Director, Head of Rice Research Center of the Company
Jul. 2018 Director, in charge of Group Companies and Diversity of the Company
Jun. 2022 Managing Director, in charge of Group Companies and Diversity of the Company (current position)



Michiyasu Tanaka
Director

Apr. 1968 Joined The Long-Term Credit Bank of Japan, Limited (currently SBI Shinsei Bank, Limited)
Oct. 1998 Joined the Company
Jun. 1999 Director, Deputy General Manager of Logistics Division of the Company
Jul. 2003 Director, Senior Managing Executive Officer, General Manager of Corporate Management Division of the Company
Jun. 2006 President, Executive Officer of the Company
Jul. 2013 President of the Company
Jun. 2015 Chairman & CEO of the Company
Jun. 2022 Director, Senior Chairman of the Company
Jun. 2023 Director of the Company (current position)



Mackenzie Clugston
Outside Director
Independent Director

Jun. 1982 Joined Ministry of Foreign Affairs, Trade and Development of Canada
Aug. 2000 Consul General of Canada in Osaka
Aug. 2003 Minister, Embassy of Canada in Japan
Aug. 2004 Minister and Deputy Head of Mission, Embassy of Canada in Japan
Aug. 2009 Ambassador of Canada to the Republic of Indonesia, to the Democratic Republic of Timor-Leste and to the Association of Southeast Asian Nations (ASEAN)
Nov. 2012 Ambassador Extraordinary and Plenipotentiary of Canada to Japan
Jun. 2016 Outside Director of the Company (current position)



Minesaburo Miyake
Outside Director
Independent Director

Apr. 1976 Joined Kewpie Corporation
Feb. 2003 Director of Kewpie Corporation
Feb. 2010 Executive Managing Director of Kewpie Corporation
Feb. 2011 President and Representative Director of Kewpie Corporation (retired in February 2017)
Director of Nakashimoto Co., Ltd.
Feb. 2017 Chairman and Director of Nakashimoto Co., Ltd. (retired in February 2021)
Jun. 2018 Outside Director of the Company (current position)



Yoshio Ito
Outside Director
Independent Director

Apr. 1973 Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Holdings Corporation)
Apr. 2009 Executive Officer of Panasonic Corporation
Apr. 2013 Managing Executive Officer of Panasonic Corporation
Apr. 2014 Senior Managing Executive Officer of Panasonic Corporation
Jun. 2014 Representative Director, Senior Managing Director of Panasonic Corporation
Apr. 2017 Representative Director, Executive Vice President of Panasonic Corporation
Jun. 2017 Representative Director, Executive Vice President and Executive Officer of Panasonic Corporation (retired in June 2019)
Jun. 2020 Outside Director of the Company (current position)



Takayuki Kanai
Outside Director
Independent Director

Apr. 1982 Joined The Nippon Credit Bank, Ltd. (currently Aozora Bank, Ltd.)
Oct. 2008 Executive Officer of Aozora Bank, Ltd.
Oct. 2010 Joined Nishimoto Trading Co., Ltd., Senior Managing Director
Mar. 2012 President and Representative Director of Nishimoto Trading Co., Ltd.
Mar. 2016 Director, General Manager, Group Business Management Division, Nishimoto Wismettac Holdings Co., Ltd.
Mar. 2017 President & COO of Nishimoto Wismettac Holdings Co., Ltd. (retired in March 2020)
Jun. 2020 Outside Director of the Company (current position)



Toshimasa Iue
Outside Director
Independent Director

Apr. 1989 Joined SANYO Electric Co., Ltd.
Jun. 2002 Vice President of SANYO Electric Co., Ltd.
Jun. 2005 President of SANYO Electric Co., Ltd.
Apr. 2011 Director, Vice President and Operating Officer of LIXIL Corporation
Jun. 2016 Director of LIXIL Group Corporation (retired in June 2017)
Apr. 2019 Member of Advisory Panel to Consider Management of the Company (retired in April 2020)
Jun. 2020 Outside Director of the Company (current position)



Katsuo Shoyama
Outside Director
Independent Director

Apr. 1978 Joined Asahi Brewery Company (currently Asahi Group Holdings, Ltd.)
Sep. 2008 Senior Officer, General Manager of East Kanto Area Management Headquarters of Asahi Group Holdings, Ltd.
Jun. 2011 Executive Officer, General Manager of Chugoku Area Management Headquarters of Asahi Group Holdings, Ltd.
Mar. 2013 President and Representative Director of LB Co., Ltd.
Mar. 2016 Senior Managing Director of Asahi Group Foods, Ltd.
Mar. 2017 President and Representative Director of Asahi Group Foods, Ltd. (retired in March 2021)
Jun. 2022 Outside Director of the Company (current position)

Audit & Supervisory Board Members



Michiya Kondo

Full-time Audit & Supervisory Board Member

Jun. 2006 Executive Officer of ShinGinko Tokyo Ltd. (currently Kiraboshi Bank, Ltd.)
Jul. 2007 CFO of Showajisyo Inc.
Jun. 2011 Full-time Auditor of Showajisyo Inc.
Nov. 2012 Joined the Company
Legal Manager of Corporate Planning Department of the Company
Apr. 2016 Legal Affairs Team
Senior Manager of Corporate Planning Department of the Company
Jun. 2016 Full-time Audit & Supervisory Board Member of the Company (current position)



Jun Sasaki

Full-time Audit & Supervisory Board Member

Oct. 1986 Joined the Company
Apr. 2007 Manager of Customer Service Office of Customer Service Department of the Company
Jul. 2013 General Manager of Administrative Division of Toyosu Co., Ltd.
Jul. 2015 Managing Director of the Kameda Seika Corporate Pension Fund
Jun. 2016 General Manager of Audit Department of the Company
Jun. 2019 Full-time Audit & Supervisory Board Member of the Company (current position)



Kazuyoshi Aoki

Outside Audit & Supervisory Board Member

Independent Auditor

Apr. 1979 Joined Kao Soap Co., Ltd. (currently Kao Corporation)
Mar. 2003 Controller of International Household Division of Kao Corporation
Mar. 2005 Vice Chairman of the Board and Vice President of Kao (China) Holding Co., Ltd.
May 2007 Senior Manager, Accounting and Finance Division of Kao Corporation
Jun. 2012 Executive Officer in charge of Accounting and Finance Division of Kao Corporation (resigned in January 2017)
Jun. 2022 Outside Audit & Supervisory Board Member of the Company (current position)



Akihiro Ito

Outside Audit & Supervisory Board Member

Independent Auditor

Apr. 1983 Joined Kirin Brewery Co., Ltd. (currently Kirin Holdings Company, Limited)
Jan. 2013 Executive Officer, Director of Group Finance of Kirin Holdings Company, Limited
Mar. 2014 Director of the Board, CFO of Kirin Holdings Company, Limited
Mar. 2015 Director of the Board, Senior Executive Officer of Kirin Holdings Company, Limited
Apr. 2016 Director of Brasil Kirin Participações e Representações S.A.
Mar. 2018 Standing Audit & Supervisory Board Member of Kirin Holdings Company, Limited (retired in March 2022)
Jun. 2022 Outside Audit & Supervisory Board Member of the Company (current position)

Skill Matrix¹

		Attendance in FY2022		Corporate Management ²	Global	Diversity	Sales/Marketing	Production/Development/R&D/Quality	Accounting/Finance	Legal Affairs/Compliance/Risk Management	Sustainability/ESG		
		Board of Directors	Audit & Supervisory Board										
Directors	Lekh Raj Juneja	100%		○	○	○		○				Corporate Management	KAMEDA SEIKA is evolving from a snack manufacturer into a “Rice Innovation Company” and therefore needs executives with well-balanced knowledge, experience, and skills related to corporate management in order to expand its business domains and regions.
	Masanori Takagi	100%		○		○	○	○				Global	KAMEDA SEIKA is working to maximize the potential of rice to create new value and markets around the world and therefore needs executives who understand foreign cultures and have overseas business management experience and knowledge.
	Akira Kobayashi	100%						○	○	○		Diversity	KAMEDA SEIKA needs executives with understanding and knowledge of diversity in order to create an environment that empowers diverse human resources to fully demonstrate their abilities and that encourages corporate growth and development.
	Naoko Koizumi	100%				○		○			○	Sales/Marketing	As a food manufacturer, KAMEDA SEIKA needs executives with knowledge and experience in sales and marketing in order to accurately identify customer needs, respond to changes in lifestyles and consumption styles, and achieve medium- to long-term growth.
	Michiyasu Tanaka	100%		○	○				○			Production/Development/R&D/Quality	As a food manufacturer, KAMEDA SEIKA needs executives with knowledge and experience in production, development, R&D, and quality in order to continue providing value in the form of excellent flavor, health, and excitement through safe and reliable products.
	Mackenzie Clugston Outside	100%			○	○					○	Accounting/Finance	KAMEDA SEIKA needs executives with knowledge and experience in accounting and finance in order to ensure proper financial reporting and build a solid financial base, allocate assets efficiently, and make investments in growth that will contribute to sustainable development and enhance corporate value.
	Minesaburo Miyake Outside	100%		○		○	○					Legal Affairs/Compliance/Risk Management	KAMEDA SEIKA needs executives with knowledge and experience in legal affairs, compliance, and risk management as ethical business conduct and legal compliance are the foundation for sustainable growth and enhanced corporate value.
	Yoshio Ito Outside	100%			○			○			○	Sustainability/ESG	KAMEDA SEIKA needs executives with understanding and knowledge of sustainability and ESG-related issues in order to accurately identify risks and opportunities in a timely manner and be able to reflect them in management to ensure sustainable businesses and increase medium-to long-term corporate value.
	Takayuki Kanai Outside	100%		○	○				○				
	Toshimasa Iue Outside	100%		○	○		○						
Audit & Supervisory Board Members	Katsuo Shoyama Outside	100%		○		○	○						
	Michiya Kondo	100%	100%		○				○	○			
	Jun Sasaki	100%	100%				○		○	○			
	Kazuyoshi Aoki Outside	100%	100%		○				○		○		
	Akihiro Ito Outside	100%	100%		○				○	○			

1. The above matrix shows areas where individuals can demonstrate expertise based on experience and other factors. It does not cover all their knowledge.

2. Experience as president of a publicly listed company or equivalent

Executive Officers

Senior Managing Executive Officer

Yasuhiro Mayama
(General Manager of Sales Division)

Managing Executive Officer

Satoshi Torigoe
(General Manager of Corporate Planning Department, Administrative Division)

Managing Executive Officer

Hiroyuki Kaneko
(General Manager of General Affairs Department, Administrative Division)

Executive Officer

Koichi Iida
(General Manager of Rice Cracker and Snack Development Division and Global Technical Development Division)

Executive Officer

Hajime Takahashi
(Head of Food Research and Development Center)

Executive Officer

Akio Koizumi
(General Manager of Production Division)

Executive Officer

Hiroyuki Horita
(General Manager of SCM Division)

Executive Officer

Seiji Sanada
(General Manager of Systems Development Department, Administrative Division)

Executive Officer

Hiroyuki Horibe
(General Manager of Overseas Business Division)

Executive Officer

Ryusuke Miyake
(General Manager of Marketing Division)

Corporate Governance

Basic Approach

Corporate governance in the Company is a mechanism for ensuring management transparency, fairness, planning, and speed, and for organically linking business execution and supervision so that they function in a timely and appropriate manner, in order to realize the ideal corporate management to which the Company has aspired since it was founded (aiming to achieve sustained development of the business and enhancement of corporate value by building good relations with all stakeholders of the Company and meeting the needs of society), consistent with its Corporate Philosophy.

The Company considers strengthening and enhancing corporate governance to be an important management issue, and continuously works to build an effective governance system.



Corporate Governance Policy

<https://contents.xj-storage.jp/xcontents/AS01309/13115c7d/a095/442a/9551/0ddcb11d81a9/20221212113607602s.pdf>

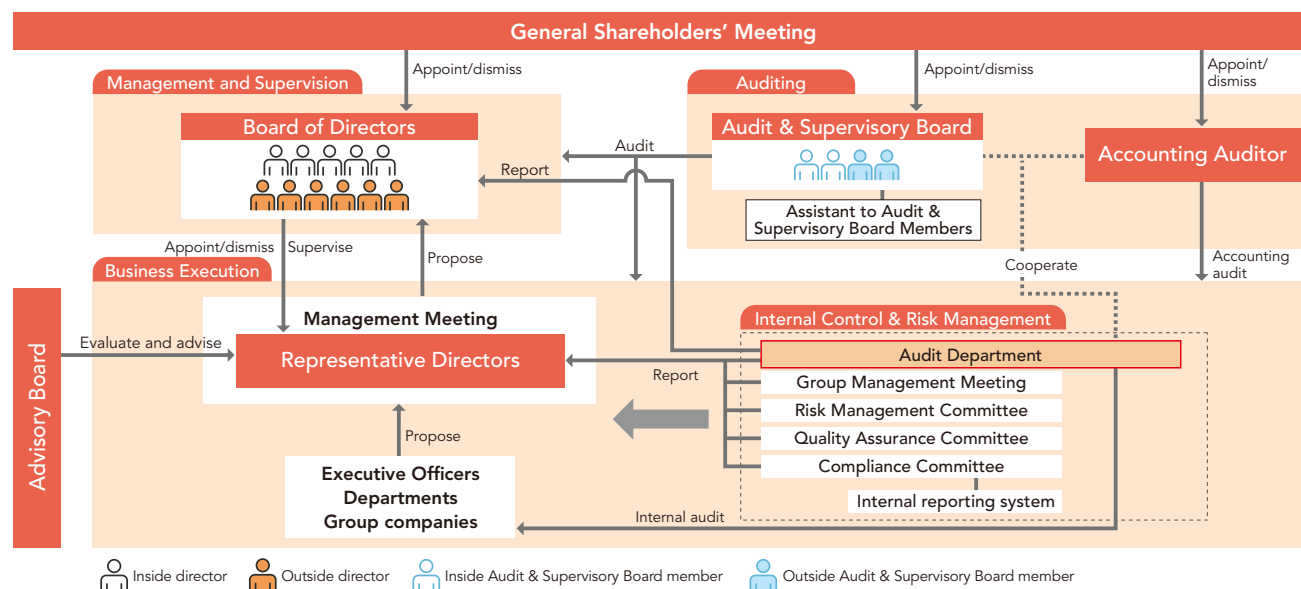
In order to build a sound management system for heightened risks associated with globalization and other trends, and to realize an advanced monitoring model using outside directors, the Company has voluntarily decided to have a Board of Directors with highly independent outside directors comprising a majority of directors in addition to clarifying the division of roles of management supervision and execution functions, and has introduced an Executive Officer system for increasing the speed of business execution. In addition, as a company with an Audit & Supervisory Board, the Company is strengthening functions for auditing and monitoring management while effectively utilizing the functions of Audit & Supervisory Board members.

Furthermore, Advisory Board meetings are periodically held by outside experts who provide evaluation and advice to the representative directors on business strategies and Group management in general.

Corporate Governance Improvements

	Details	Composition of Board of Directors	Ratio of Outside Directors
2002	Advisory Board established		
2003	Executive Officer system introduced		0%
2006	Outside director system introduced		40%
2012	Business group system introduced		22%
2014	Outside directors become a majority		57%
2015	Chief officer system introduced (CEO, COO)		57%
2016	Number of directors increased		63%
2018	Corporate Governance Policy established		60%
2020	Number of directors increased		54%
2021	Evaluation of effectiveness by a third-party organization conducted		54%
2022	New management structure established		55%

Corporate Governance Framework



Overview of Important Meetings

(As of November 30, 2023)

	Member Composition	Independence	Meeting Frequency	Main Topics of Discussion in FY2022
Board of Directors	Lekh Raj Juneja Chairman & CEO Chairperson 5 inside directors 6 outside directors	55%	Once per month in principle	(1) Examination of growth strategies for the domestic rice cracker business - Examination of measures to improve earnings and maintain the size of the rice cracker market following an accident at a company in our industry - Alliance strategy and progress report (2) Examination of growth strategies for the overseas business - Examination of measures to improve earnings and report on progress at Mary's Gone Crackers - Examination of growth strategies for Southeast Asian subsidiaries (3) Examination of strategies for expanding the food business - Progress report on investment in plant-based food factories - Rice flour bread expansion strategy and factory investment (4) Monitoring of sustainability (addressing materiality) - Board of Directors effectiveness evaluation report (implemented in FY2021) - Employee awareness survey results and issues report - TCFD response report - Reports by the Risk Management Committee, Compliance Committee, and Quality Assurance Committee
Audit & Supervisory Board	Michiya Kondo Full-time Audit & Supervisory Board Member Chairperson 2 full-time Audit & Supervisory Board members 2 outside Audit & Supervisory Board members	50%	Once per month in principle	Related to operational audits: Audit plans, reports on audit activities, advance confirmation of proposals to be considered by the Board of Directors Related to accounting audits: Quarterly and year-end audit review, consideration of KAM,* evaluation of accounting auditor
Management Meeting	Lekh Raj Juneja Chairman & CEO Chairperson 5 inside directors 10 executive officers (Full-time Audit & Supervisory Board members also attend as observers)	—	Once per week in principle	Topics subject to decision-making: Discussion of policies (product policies, sales policies, etc.), capital investment and other items to be brought up in Board of Directors meetings Report and review topics: Business report monitoring, etc.
Advisory Board	2 representative directors 4 outside experts	—	Three times per year	Exchange of views on the medium-term vision, changes in the market environment (consumer sentiment), and management strategy, business strategy and various measures. The Advisory Board has not met since FY2021.

* Key audit matters

Board of Directors

The Board of Directors formulates management policies and management plans that form the core of the Company's management, in addition to establishing corporate governance through management and supervision of business operations and deliberation and decision-making on important matters, along with the supervision of important matters in Group companies.

Audit & Supervisory Board

The Company has adopted the structure of a company with an Audit & Supervisory Board. The Audit & Supervisory Board meets to determine audit policies and annual audit plans, review the content of audits, and receives and discusses reports from the accounting auditor and Audit Department. Audit & Supervisory Board members attend important meetings such as meetings of the Board of Directors and also conduct audits of divisions and subsidiaries. The appointment of an employee to assist the duties of Audit & Supervisory Board members helps to strengthen the audit functions of Audit & Supervisory Board members.

Management Meeting

In principle, Management Meetings are held weekly for inside directors and executive officers to make decisions on important matters pertaining to business operations and to deliberate matters for submission to the Board of Directors.

Group Management Meeting

In principle, Group Management Meetings are held every six months. The meeting comprises inside directors and full-time Audit & Supervisory Board members as well as the presidents of Group companies. In addition to receiving reports on the status of business operations of Group companies, it discusses issues common to the whole Group such as the strengthening of internal controls.

Advisory Board

The Company periodically holds Advisory Board meetings, made up of the two representative directors and four outside experts who provide evaluation and advice to the representative directors on business strategies and management in general within the Group. The Advisory Board has not met since FY2021.

Quality Assurance Committee, Risk Management Committee, Compliance Committee

In principle, meetings of each of these committees are held at least once per quarter to resolve various issues within the Group with the aim of quality assurance, risk management, and ensuring compliance throughout the entire Group.

► Diversity of the Board of Directors

The Company's Board of Directors is made up of directors with diverse values, and members are selected regardless of gender or nationality.

The basic stance is for highly independent outside directors to comprise a majority of the Board of Directors to enable lively deliberation and swift decision-making. The Company believes that inside directors must comprise members with a sense of balance, accomplishments, decisiveness, and diverse specialties enabling them to understand operations in general and act accordingly.

For outside directors, the Company seeks a good balance of various kinds of knowledge, experience and abilities by primarily appointing executives from the manufacturing sector to help it realize its new Vision of becoming a "Rice Innovation Company." The Company believes in bringing in executives with diverse

perspectives, abundant experience, high-level insight and expertise. As such, the Company believes it can expect an advanced monitoring model by outside directors, and that it can create a sound management system for heightened risks from globalization and other trends.

Furthermore, as a food manufacturer, the Company believes that women's values and ideas are important as they purchase our products at a high rate. As such, it is necessary for women to be included among the members of the Board of Directors.

► Appointment and Dismissal of Directors

Nomination Policy for Director Candidates

The basic stance is for the Company's Board of Directors to have a maximum of 14 members to enable lively deliberation and swift decision-making and for highly independent outside directors to comprise the majority.

When nominating director candidates, the Chairman & CEO makes proposals according to the following criteria, and submits these proposals to the General Shareholders' Meeting. For outside directors, the Company adds independence criteria.

Appointment Criteria for CEO and COO

The Company has established criteria for the appointment of the CEO and the COO as follows.

[Ability]

- Must understand and be able to implement the Company's Corporate Philosophy
- Must have the ability to ascertain medium- to long-term trends in global society, and to devise and execute medium- to long-term plans accordingly

[Leadership]

- Must be able to communicate sincerely with officers and employees
- Must be able to lead and take initiative

[Resourcefulness]

- Must have personal appeal, fortitude, depth, and generosity
- Must correctly understand own capabilities, and have a stance of supplementing own shortcomings by coordinating with others

In addition, the Company has formulated a successor development plan for the CEO and the COO, considers the state and results of its operation in each meeting of the Board of Directors, and determines the CEO and the COO in the Board of Directors by considering the opinions of management executives and outside officers and assessments such as 360-degree evaluations with reference to the content considered in the successor development plan and the CEO and COO appointment criteria.

If it is found that the CEO or the COO is not functioning adequately, if there are serious concerns with corporate governance such as a scandal, if the Company's performance deteriorates significantly, or if qualification under the CEO and COO appointment criteria cannot be met, the Board of Directors will discuss and determine the dismissal of the CEO or the COO.

Successor Development Plan

The Company has formulated a successor development plan including evaluation of business operations and designated training, as well as assessments such as 360-degree evaluations and personal interviews with outside directors, and verifies the state and results (process) of the plan's operation in each meeting of the Board of Directors.

Framework of Outside Directors

Highly independent outside directors comprise a majority of the Company's directors. To make the most of this characteristic, the Company operates as follows.

The Company has not established "meetings consisting solely of independent directors" for the following reasons.

- "Meetings consisting solely of independent directors" are thought to be effective for rectifying an environment where few directors are outside directors and it is difficult for their opinions to be reflected, but the Company has appointed six outside directors, and believes it has created an environment where it is easy for outside directors to make comments and ensure their opinions are reflected in the matters being discussed.
- Outside directors are required to individually exercise their own outstanding expertise, but the Company believes that the establishment of "meetings consisting solely of independent directors" may result in a weakening of their independence, such as through forming a kind of common awareness, making it difficult to state opposing opinions.
- The Company believes that an effort can be made to ensure there is adequate understanding by providing outside directors with information that is of the same quality and content, such as minutes and reports of the Company's important meetings, giving due consideration so that there are no discrepancies in the information provided to each individual.

The Company has not appointed a lead independent outside director for the following reasons.

- Appointing a lead independent outside director may foster a sense of seniority among independent outside directors and an awareness of being dependent on the lead independent outside director.
- The Company believes that unification of opinions of outside directors is not necessarily required because outside directors are required to have their own outstanding knowledge and to individually exercise their own outstanding expertise.

► Evaluation of Effectiveness of the Board of Directors

The Company analyzes and evaluates the effectiveness of the Board of Directors around once per year, and discloses an overview of the results. An evaluation of effectiveness was conducted by a third-party organization in FY2021. Going forward, the Company plans to conduct third-party evaluations once every few years. We changed the evaluation period in FY2022, and plan to conduct the next evaluation in December 2023.

Evaluation Methodology	- The Company's Board of Directors was evaluated and documents were reviewed by a third-party organization. - Practices and procedures related to the operation of the Board of Directors, as well as the support system for outside directors, were confirmed. - A questionnaire was prepared by the third-party organization, and answered by all directors and Audit & Supervisory Board members (17 persons). - Based on the results of the questionnaire, interviews were conducted with four representative directors and outside officers (seven outside directors and two outside Audit & Supervisory Board members) by the third-party organization. - The results of the questionnaire and interviews were compiled and analyzed by the third-party organization.
Survey Items and Content	i) Functions of the Board of Directors (discussion of medium- to long-term management strategies, exercise of supervisory functions regarding nominations and remuneration, etc.) ii) Structure and size of the Board of Directors (status of exercise of functions, and ensuring the necessary skills and diversity of the Board of Directors based on the assumption that the majority of directors are independent outside directors (a structure that is not common in Japan)) iii) Operation of the Board of Directors (appropriateness of the number and duration of Board of Directors meetings, provision of materials, and agenda, from the perspective of the exercise of the supervisory functions of the Board of Directors, etc.) iv) Supervision over the audit function (cooperation between Audit & Supervisory Board members, outside directors and relevant audit organizations, etc.) v) Exercise of outside director functions (establishment of a system structured to enable outside directors to fulfill their functions, provision of information to outside directors, etc.) vi) Relationship with shareholders and investors (system for dialogue with shareholders and investors, feedback of shareholder and investor opinions to the Board of Directors, etc.)
Evaluation Results	The Board of Directors was evaluated as having strengths in ensuring diversity in skills and experience, such as by having a majority of independent outside directors and a number of directors with experience in the management of listed companies, as well as through the active sharing of opinions by independent officers. On the other hand, the Board of Directors also identified the need for more active discussions at Board meetings as an issue, including about medium- to long-term management strategies. In this regard, the number of directors and structure of the Board of Directors, the duration of Board of Directors meetings (including the use of forums other than Board meetings), and the provision of more information and training to outside directors were recognized as measures that should be considered.
Initiatives Based on Evaluation Results	- Reduced the number of directors (reduced by two from 13 to 11 at the General Shareholders' Meeting in June 2022) - Ensured sufficient time for discussion (reduced the number of proposals at monthly Board of Directors meetings and increased discussion time) - Conducted regular factory inspections by directors (Board of Directors meetings at factories)

► Support for Outside Executives and Executive Training

Support for Outside Executives

- The Company has established a Board of Directors Administrative Office in the Corporate Planning Department to ensure smooth operation of the Board of Directors and active deliberation, and provides the same degree of important meeting content, etc., concerning information thought to be necessary to outside directors and outside Audit & Supervisory Board members.
- The Company has appointed one assistant to the Audit & Supervisory Board members to assist in the preparation of materials for the Audit & Supervisory Board and to provide audit assistance for various investigations and materials upon request.

The Company determines the annual schedule of the Board of Directors and the main agenda items for the year, and ensures there is time for deliberation of each matter on each meeting day, thereby ensuring that sufficient deliberation is possible. Furthermore, in principle, materials for meetings of the Board of Directors are distributed no later than three days before the meeting is held, and briefings are provided in advance for some agenda items.

Executive Training

When an outside director or an outside Audit & Supervisory Board member joins the Company, plant tours and other training activities are carried out to provide the necessary knowledge on the industry to which the Company belongs, the Company's history, an overview of the business, financial information, management strategies, organizations, and other matters. In addition, external and other organizations are utilized to conduct training to provide directors and executive officers with management skills in order to develop better leadership and skills for fostering management strategies. Furthermore, Audit & Supervisory Board members actively participate in various training sessions and meetings to exchange views with other industry participants in an effort to improve auditing and supervision skills related to operations and accounting.

► Executive Remuneration

Basic Approach

The basic policies on the Company's executive remuneration are as described below, and the details thereof are deliberated and resolved by the Board of Directors, a majority of which is composed of independent outside directors.

- To raise awareness among management of the emphasis on shareholder benefits through improvement of corporate value and sustainable growth.
- To ensure a high degree of linkage with business performance that incentivizes achievement of Company performance goals.
- To ensure that the procedures used to determine remuneration are transparent and objective.

Overview of Remuneration System

Remuneration for non-executive directors and directors other than outside directors is made up of base remuneration (which is fixed remuneration) and bonuses (which are linked to the Company's performance).

Fixed Remuneration	Performance-linked Remuneration
Base remuneration 50%-70%	Bonuses 30%-50%

• Base Remuneration

The amount of base remuneration of each director is determined by the position that links to his or her roles and responsibilities, and is paid out as fixed monthly remuneration, within the limits prescribed at the General Shareholders' Meeting.

Non-executive directors, outside directors and Audit & Supervisory Board members (both inside and outside members) occupy non-executive, independent positions, and as such they only receive fixed remuneration.

• Bonuses

Bonuses are assessed on indicators that include consolidated net sales, consolidated operating income, consolidated return on equity (ROE) and net income attributable to owners of the parent, emphasizing the link with the performance of Group companies, as well as corporate value and shareholder value.

Under the bonus system, the amount to be paid is calculated based on the degree to which the targets are achieved, varying between 0% and 150% with 100% being paid if targets are achieved, and the total amount of bonuses is proposed at the ordinary General Shareholders' Meeting for the applicable business year, and paid promptly after the resolution of the proposal.

• Remuneration Ratios

The ratio of performance-linked remuneration to total remuneration is designed to be higher for higher-ranked positions, in accordance with each position's title, etc., and is generally around 30-50% if performance targets are achieved.

Procedures Used to Determine Remuneration

In order to ensure transparency and objectivity, remuneration levels and the suitability of remuneration amounts are determined by deliberation and resolution of the Board of Directors, a majority of which is composed of independent outside directors.

Total Amount of Executive Remuneration (FY2022)

Executive Category	Total Remuneration (Millions of yen)	Base Remuneration (Millions of yen)	Performance-linked Remuneration (Millions of yen)	Non-cash Remuneration	Number of People
Directors (excluding outside directors)	208	158	50	—	7
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	33	33	—	—	2
Outside executives	99	99	—	—	12

The Company does not currently provide remuneration linked to medium- to long-term performance or share-based remuneration. The Company believes that there should be a balance between remuneration of the management team and improvement of the standard of living of employees, and believes that the current system of submitting proposals for bonuses based on the Company's performance to the General Shareholders' Meeting for approval is appropriate for executive directors.

With regards to the remuneration system, the Company will flexibly consider incentives, etc., paid in connection with contributions to the Company's performance.

Cross-Shareholdings

The Company holds shares of other companies for strategic purposes such as maintaining and developing good business relationships. Furthermore, the Company reviews each shareholding that is found not to have significant meaning.

Each fiscal year, the Board of Directors reviews the appropriateness of cross-shareholdings by reviewing the outlook of business relationships with the companies in which they are held, and carefully assessing whether the benefits and risks associated with holding them are commensurate with the Company's capital costs.

In principle, the Company exercises its voting rights for all cross-shareholdings from the perspective that appropriately exercising voting rights leads to enhancement of medium- to long-term value and sustained growth of the companies in which it invests. Furthermore, when voting, the Company makes specific decisions to approve or not for individual proposals.

Ratio of Cross-Shareholdings to Net Assets (As of March 31, 2023)

Total consolidated net assets (a)	¥67,996 million
Total amount on consolidated balance sheet (b)	¥2,113 million
Ratio (b÷a)	3.1%

Compliance

► Basic Approach

Today, companies are called on not simply to fulfill their legal obligations, but to behave in line with values and ethics befitting a good corporate citizen and member of society.

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. The creation of better products and services must be backed by the conduct of each employee in practicing corporate ethics in compliance with all laws, regulations and internal rules that apply to our business activities, and in following social norms.

We have formulated the KAMEDA SEIKA Group Code of Conduct, as well as the KAMEDA SEIKA CO., LTD. Code of Conduct and Bylaws as internal Company regulations. Based on these, we have established the KAMEDA SEIKA Group Compliance Regulations to help prevent, quickly detect, and correct issues including misconduct, and to enhance compliance management. The Compliance Committee, chaired by the President & COO, promotes compliance management and, in the event of a compliance violation, takes rigorous action, including disciplinary measures, based on internal regulations. This committee met six times in FY2022.



KAMEDA SEIKA Group Code of Conduct:
www.kamedaseika.co.jp/company/compliance/ (Japanese only)

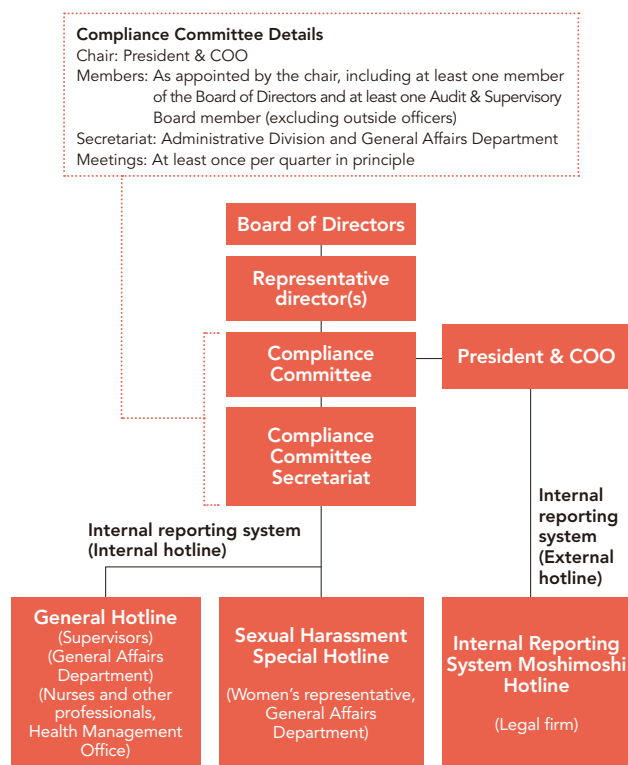
Furthermore, we have coined "Seven Key Phrases" from the KAMEDA SEIKA Group Code of Conduct and display them at worksites as a way to further promote compliance awareness.

Seven Key Phrases

- | | |
|--|---|
| ① Be customer-oriented | ⑤ Be honest and transparent |
| ② Respect nature | ⑥ Conduct fair business dealings and build fair interpersonal relationships |
| ③ Follow the rules | ⑦ Do not engage in, encourage or overlook misconduct |
| ④ Clearly distinguish between business and private | |

Several measures help to cultivate and spread a compliance mindset within the Group. The *Compliance Guidebook* is distributed to the officers and employees of KAMEDA SEIKA and its domestic consolidated subsidiaries, and local translations of the KAMEDA SEIKA Group Code of Conduct and employee handbooks tailored to each company are distributed at overseas consolidated subsidiaries. In addition, we formulate and implement compliance regulations with the aim of promoting awareness and ensuring the practice of compliance.

Compliance Organization



► Anti-Bribery Initiatives

The KAMEDA SEIKA Group Code of Conduct states that, in its business activities, the KAMEDA SEIKA Group shall comply with laws and regulations, prohibit the provision of unfair profits or benefits to any particular person(s), and engage in fair and honest transactions. Furthermore, given growing global demand for stronger anti-bribery measures, the Group has established an Anti-Bribery Policy.

We work to prevent bribery, based on our Anti-Bribery Policy, and to maintain and further raise the level of public trust in the KAMEDA SEIKA Group in Japan and all other countries and regions where we operate.



Anti-Bribery Policy

www.kamedaseika.co.jp/company/policy/anti-bribery/
 (Japanese only)

► Internal Reporting System

To ensure the early detection, correction, and prevention of potential legal or regulatory violations and misconduct, we have established an internal reporting system with internal and external points of contact for reporting and consultation that employees can use anonymously if they wish. We also provide information about the use of the internal reporting system to officers and employees by posting the KAMEDA SEIKA Group Whistleblower Protection Rules through groupware and by distributing the Compliance Guidebook. In addition, we have established the Moshimoshi Hotline, an external point of contact at a legal firm.

KAMEDA SEIKA and its consolidated subsidiaries in Japan have compliance committees that work with the manager in charge of the relevant department to investigate reports and the details of consultations, and to report the results to KAMEDA SEIKA's President & COO and the Board of Directors as necessary. Based on the investigation results, the President & COO, the representative directors and presidents of consolidated subsidiaries in Japan, and officers in charge take necessary corrective measures.

In accordance with the KAMEDA SEIKA Group Whistleblower Protection Rules, the confidentiality of information is strictly maintained absent legitimate legal grounds, and unfavorable treatment of whistleblowers is prohibited.

Reporting Eligibility*

- Officers and employees of KAMEDA SEIKA (including people whose retirement date was within one year of the date of the report)
- Officers and employees of consolidated subsidiaries (including people whose retirement date was within one year of the date of the report)

* All of our overseas consolidated subsidiaries have implemented or are in the process of introducing the above system.

Consultations via the Moshimoshi Hotline External Point of Contact

FY	Number of Consultations
2018	4
2019	1
2020	1
2021	3
2022	2

Risk Management

► Basic Approach

The Group strives for more stable operations by implementing appropriate countermeasures that address the various risks affecting its business activities, as it works toward ensuring corporate sustainability and achieving management targets. We identify risks that could have a major impact on the Group's operations, prioritize them based on their likelihood of manifesting and the scale of potential damage, and implement countermeasures.

Heavy rainfall can cause flooding of plants and earthquakes can disrupt logistics and transport networks. These are among the major environment- and society-related sustainability risks that we recognize as threats to our business activities. These risks fall into four major categories—core process risks, disaster and accident

risks, external environmental risks and compliance risks—and we implement risk reduction activities for each category.

Risk management is led by the Company's Risk Management Committee, which convened four times in FY2022. In accordance with the Group Risk Management Regulations, each year the committee formulates specific action plans to manage major risks that may materialize and have a serious impact on operations in terms of the business continuity of the Company and individual Group companies. Doing so ensures the effectiveness of risk management activities. The committee also promotes activities and considers measures for preventing risks from manifesting. Furthermore, the Audit Department creates an annual internal audit plan based on risk assessments and conducts risk-based audits.

In addition, we invite external experts to present Crisis Management Seminars to enhance officer and employee awareness of how to respond in a crisis. We have also introduced a Crisis Management Manual based on hypothetical risk scenarios and formulate plans and conduct simulation drills of procedures for specific risks and our business continuity plan (BCP) so we can respond rapidly and minimize damage.

In the event that a risk does manifest, we immediately establish a Crisis Response Headquarters and initiate prompt responses and disclosure as appropriate in accordance with the procedures stipulated in the Crisis Management Manual.

► Business Continuity Plan (BCP)

The Group implements countermeasures against various risks that pose a threat to business continuity. In particular, the Group's headquarters' functions as well as key production and distribution sites are concentrated in the Kaetsu region of Niigata Prefecture. If lifeline services are cut off due to a region-wide natural disaster or large-scale power outage, this could significantly impede the Company's overall operations.

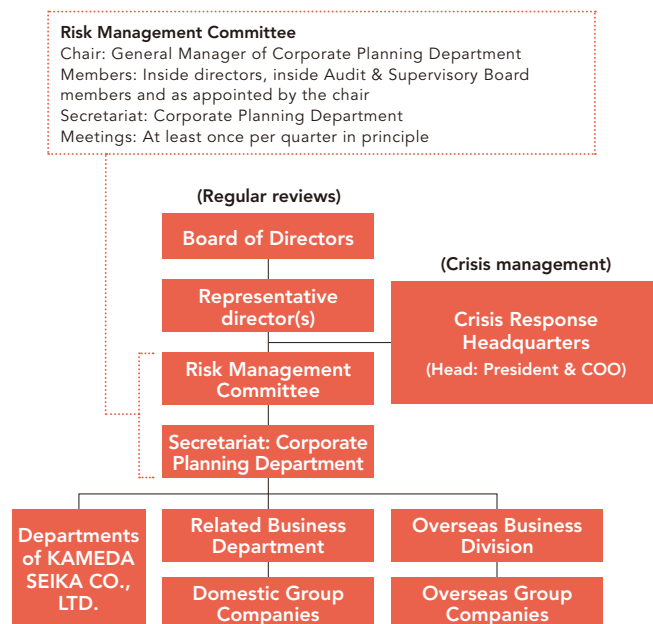
Furthermore, if due to such circumstances the Company is unable to fulfill its supply responsibilities, or unforeseeable issues arise in raw materials or manufacturing processes, a product recall or other similar event could have a significant impact on the Company's overall operations.

► Information Security

Among the variety of regulations that we have established to address information security risks are the Document Retention Regulations, the Personal Information Protection and Management Rules, the KAMEDA SEIKA Group Information Management Regulations and the KAMEDA SEIKA Group Information System Regulations. Furthermore, we conduct awareness-raising and other initiatives to prevent inappropriate information management and leakage of confidential information.

We recognize that the implementation of security measures for Group-wide information system management is an important issue in promoting the use of IT. KAMEDA SEIKA regularly undergoes external evaluations by a specialized security company. Based on these evaluations, we implement specific countermeasures, regularly replace aging communication equipment, and conduct information security training for officers and employees. Furthermore, we conduct security inspections at Group companies in Japan and overseas to understand the current situation, identify issues and consider countermeasures.

Risk Management Framework



Major Business-Related Risks

Area		Risk	Countermeasures	
Core Process Risk	Raw Material and Product Safety	- Cessation of production activities due to issues with raw materials or manufacturing processes - Recall of products, suspension of sales or other problems due to the above issues	- Strengthen quality assurance system, primarily through the Quality Assurance Committee - Hold Group Quality Assurance Personnel Meetings	Obtain certification under the FSSC 22000 international standard for food safety management systems
	Information Security	- System dysfunction or loss of internal data due to disaster or other issues - Leakage or falsification of internal information due to unexpected cyberattacks, unauthorized access, computer virus infection, or other issues	Develop various regulations for the appropriate storage and management of information, including the Document Retention Regulations, the Personal Information Protection and Management Rules, the KAMEDA SEIKA Group Information Management Regulations and the KAMEDA SEIKA Group Information System Regulations	- Receive periodic external evaluation by a specialized security company and specific responses based on the evaluation - Periodically replace aging communication equipment - Implement regular information security training for officers and employees
Disaster/Accident Risk	Natural Disaster, Pandemic or Major Accident	- Loss of production and sales bases, safety hazards to employees, supply chain disruptions, etc., due to concentration of management infrastructure in the Kaetsu region of Niigata Prefecture - Loss of public confidence due to fire or other major accident	- Develop Crisis Management Manual - Establish risk-specific countermeasures and business continuity plans (BCPs) and conduct periodic reviews	- Introduce employee safety confirmation system and conduct periodic drills - Conduct seismic reinforcement of production bases and other major facilities - Conduct disaster drills for fires, natural disasters, etc.
	Environment	- Transition risk - Physical risk	 For more details, see “Disclosure Based on the TCFD Framework” on pages 32–33.	
External Environment Risk	Supply Chain	- Impact of factors such as weather, crop yields and market prices on procurement volume and cost, given that our main raw materials are agricultural products - Impact on procurement cost from factors relating to raw materials in general, such as demand trends and fuel costs - Instability of product supply due to issues related to logistics	Secure stable amounts/volumes and avoid overdependence on specific suppliers through diversified procurement in terms of raw material varieties, production regions and other factors	- Enter into multi-year contracts for raw materials, etc., of specified varieties or production regions - Decentralize inventory functions - Promote digitalization to improve logistics efficiency
	Changes in Distribution and Competition	- Loss of sales opportunities or reduced sales prices due to changes such as those with in the management environment or sales plans of specific companies or industries - Product obsolescence or loss of sales opportunities due to launch of new products or sales campaigns by competitors	- Dispatch field staff to retailers for detailed follow-up - Support store shelf development from a customer perspective through proposal-based marketing	Strengthen framework for developing new products
	Situation in Overseas Business	- Issues such as reduction in demand, suspension of operations or supply shortage in the countries/regions in which we do business caused by dramatic changes in economic, political, social or other conditions, or due to food safety, climate change or natural disaster - Changes in results due to exchange rate fluctuations	- Dispatch core personnel from KAMEDA SEIKA to Group companies overseas - Support management, oversight and operation of overseas Group companies through KAMEDA SEIKA's Overseas Business Division	Strengthen auditing framework at overseas subsidiaries through KAMEDA SEIKA's Audit Department
	Human Resources Retention and Development	- Changes in the labor market and reduction in Japan's working population due to aging of society and low birthrate - Difficulty in securing excellent human resources necessary for business activities and delays to training plans	- Hire external talent and foreign nationals; build an organization that is free from discrimination based on gender or age - Conduct internal training to develop female leaders - Promote participation in external training (exchanges with other industries)	- Continue to promote the Happy Return System to preferentially provide reemployment opportunities to former employees - Continue to promote the HaiHain leave system to support childcare by men - Continue to operate a technical school to cultivate leaders who will drive KAMEDA SEIKA's manufacturing
Compliance Risk	Laws, Regulations and Other Issues	- Restrictions on business activities due to more stringent legal regulations, including local laws and regulations in areas where the KAMEDA SEIKA Group is expanding, and enforcement of new regulations - Serious violations of laws and regulations - Increase in lawsuits and resignations due to human rights issues, including those related to forced labor and harassment	- Provide support from related departments at KAMEDA SEIKA - Hold compliance committee meetings at KAMEDA SEIKA and its subsidiaries - Implement audit system upgrades through the Audit Department	- Participate in external training - Establish internal reporting system

Risk Map

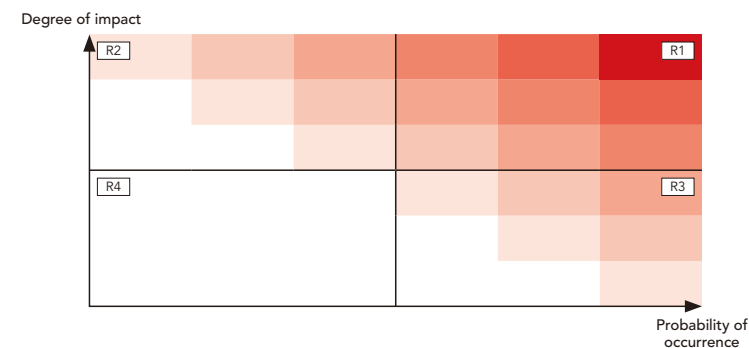
We evaluate risks we anticipate from changes in the internal and external business environment on two axes: degree of impact on the KAMEDA SEIKA Group, and probability of occurrence. We then classify risk materiality in categories from Risk 1 (R1) to Risk 4 (R4).

Furthermore, we create risk maps by classifying various risks into four categories: core process risks, disaster and accident risks, external environment risks, and compliance risks.

The major business-related risks above cover Risk 1 (R1) to Risk 4 (R4) in the risk map.

For risk maps, we select risks that KAMEDA SEIKA and its consolidated subsidiaries should address, and each company's risk management committee acts to reduce risks based on the risk maps and periodically reviews them.

KAMEDA SEIKA's Risk Management Committee reports once per year to the Board of Directors regarding Groupwide risk reduction activities and other matters.

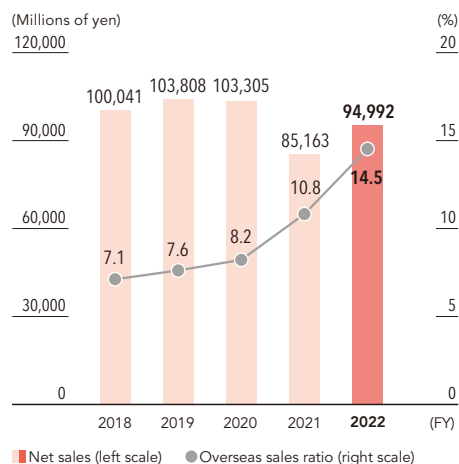


Data Section

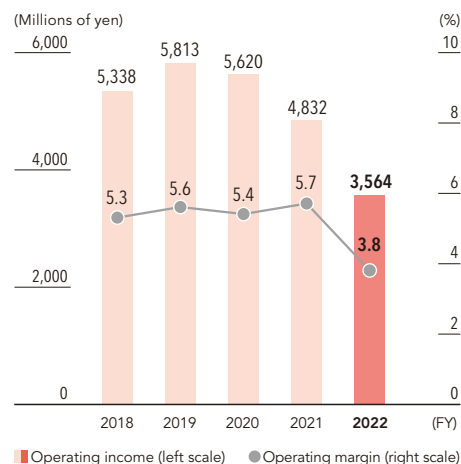
Financial Highlights (Consolidated)

Note: From FY2021, figures are presented after applying the Accounting Standard for Revenue Recognition.

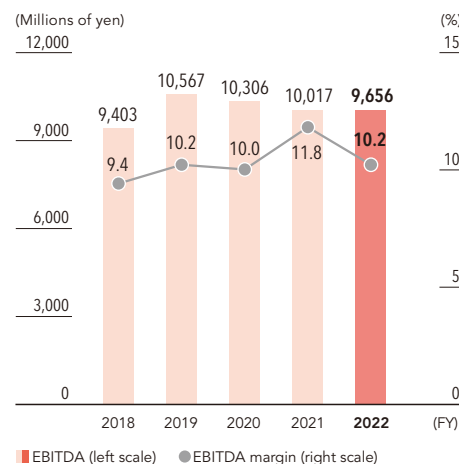
Net Sales and Overseas Sales Ratio



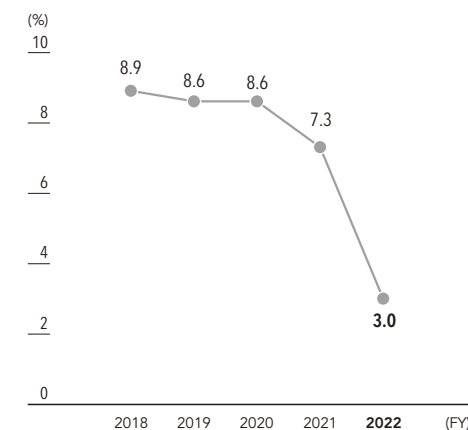
Operating Income and Operating Margin



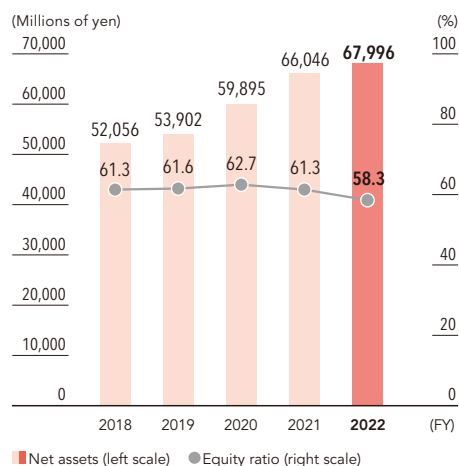
EBITDA and EBITDA Margin



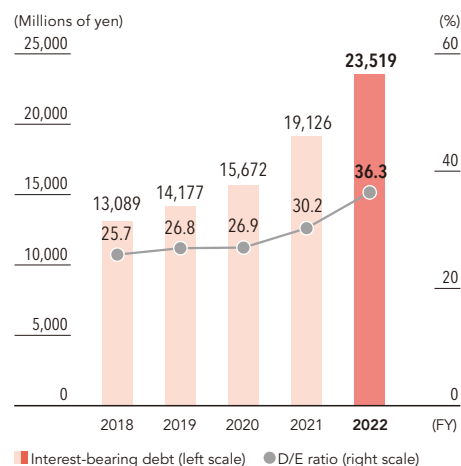
ROE



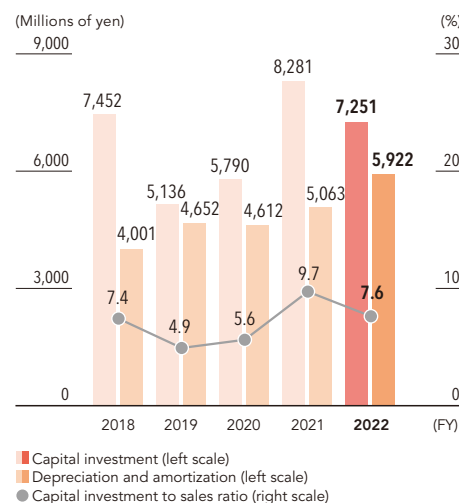
Net Assets and Equity Ratio



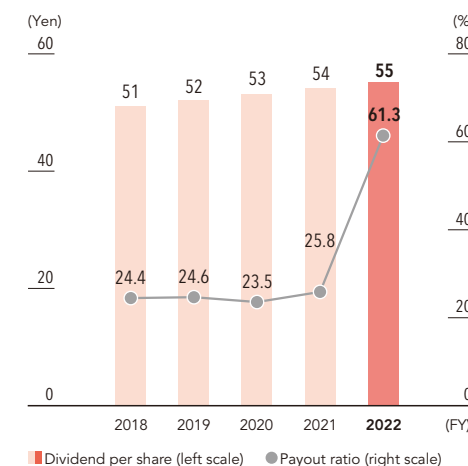
Interest-Bearing Debt and D/E ratio



Capital Investment, Depreciation and Amortization and Capital Investment to Sales Ratio

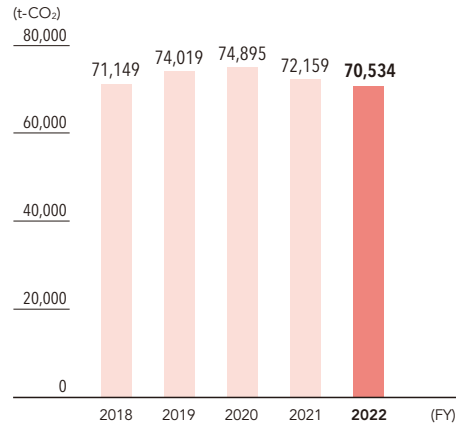


Dividend per Share and Payout Ratio



Non-Financial Highlights

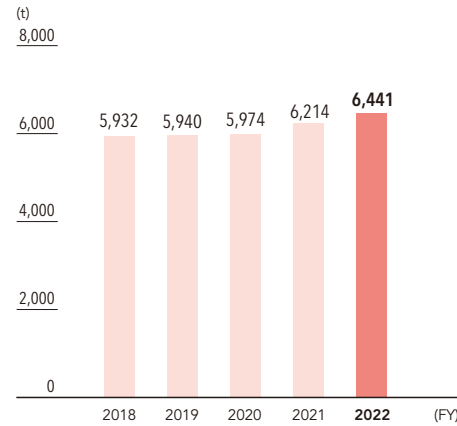
Total Greenhouse Gas Emissions (Scope 1 and 2)



Scope: KAMEDA SEIKA CO., LTD., Ajicul Co., Ltd., and Toyosu Co., Ltd. (Niigata Plant)*

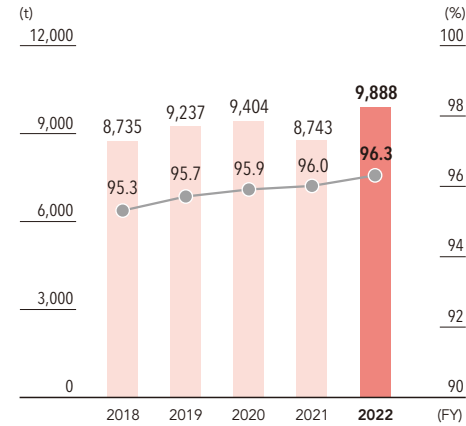
* Included in scope up to FY2021

Amount of Plastic Used



Scope: KAMEDA SEIKA CO., LTD. and domestic consolidated subsidiaries

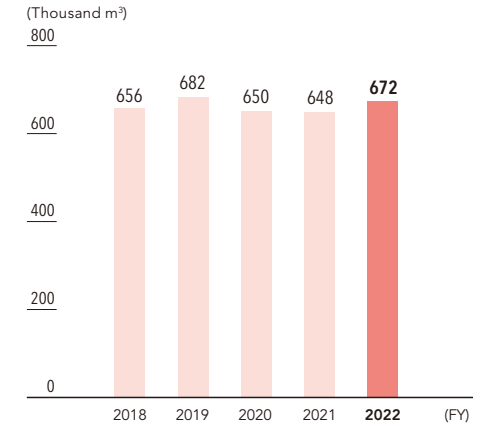
Waste Generated and Recycling Rate



■ Waste generated (left scale) ● Recycling rate (right scale)

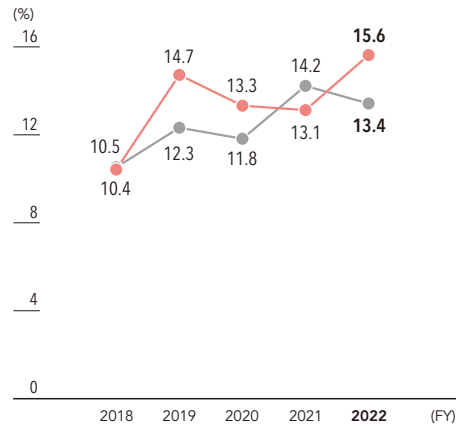
Scope: KAMEDA SEIKA CO., LTD. and domestic consolidated subsidiaries

Amount of Water Used



Scope: KAMEDA SEIKA CO., LTD. and domestic consolidated subsidiaries

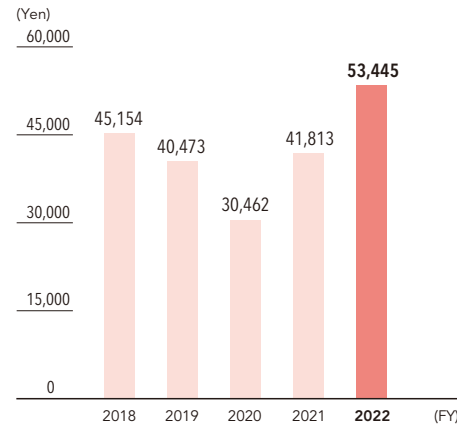
Ratio of Female Managers and Ratio of Female Supervisors



● Ratio of female managers ● Ratio of female supervisors

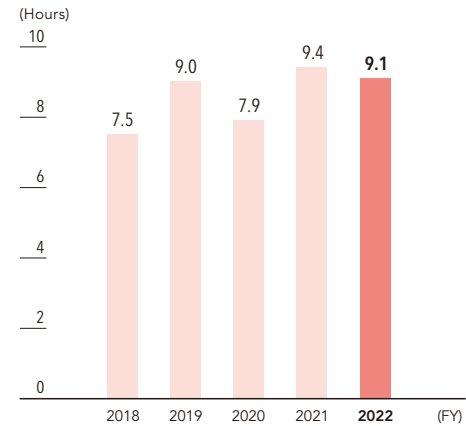
Scope: KAMEDA SEIKA CO., LTD.

Average Training Expenses per Employee



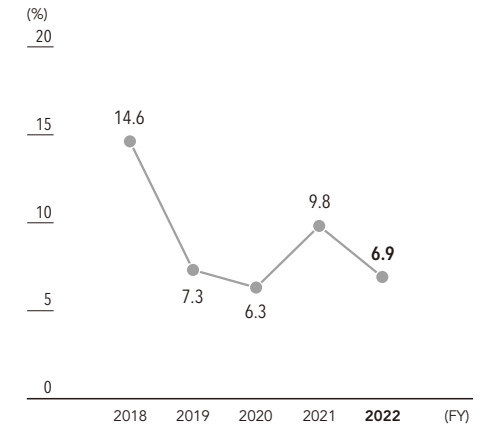
Scope: KAMEDA SEIKA CO., LTD.

Average Number of Overtime Hours per Month



Scope: KAMEDA SEIKA CO., LTD.

Turnover Rate of New Graduate Employees within Three Years of Hiring



Scope: KAMEDA SEIKA CO., LTD.

11-Year Financial and Non-Financial Highlights (Consolidated)

Fiscal years ended March 31 of the following year

Note: From FY2021, figures are presented after applying the Accounting Standard for Revenue Recognition.

(Millions of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Business Results											
Net sales	81,323	92,832	94,849	97,316	98,206	99,522	100,041	103,808	103,305	85,163	94,992
Operating income	3,496	2,991	4,001	4,579	5,618	5,007	5,338	5,813	5,620	4,832	3,564
Operating margin (%)	4.3	3.2	4.2	4.7	5.7	5.0	5.3	5.6	5.4	5.7	3.8
Ordinary income	4,294	4,215	5,127	6,108	7,122	6,451	6,573	6,909	6,889	6,068	5,215
Net income attributable to owners of the parent	2,842	2,400	3,317	3,953	2,702	4,110	4,402	4,463	4,757	4,419	1,892
Financial Position											
Total assets	64,664	66,130	67,167	72,597	72,606	77,052	83,251	85,825	92,888	103,421	111,182
Net assets	34,328	37,726	43,000	43,451	44,319	48,005	52,056	53,902	59,895	66,046	67,996
Equity ratio (%)	51.9	56.1	63.2	59.4	60.8	62.0	61.3	61.6	62.7	61.3	58.3
Ratio of ordinary income to total assets (%)	7.2	6.4	7.7	8.7	9.8	8.6	8.2	8.2	7.7	6.2	4.9
Interest-bearing debt	7,602	7,301	5,679	7,594	7,958	10,429	13,089	14,177	15,672	19,126	23,519
D/E ratio (%)	22.7	18.1	13.4	17.6	18.0	21.8	25.7	26.8	26.9	30.2	36.3
ROE (%)	8.9	6.8	8.3	9.2	6.2	8.9	8.9	8.6	8.6	7.3	3.0
Cash Flows											
Cash flows from operating activities	5,229	5,936	7,637	6,473	7,435	7,351	6,964	8,048	8,671	8,305	8,285
Cash flows from investing activities	(8,044)	(5,422)	(4,722)	(5,539)	(8,558)	(8,324)	(7,283)	(7,631)	(6,337)	(9,841)	(8,442)
Cash flows from financing activities	1,481	(1,627)	(2,595)	224	(1,001)	1,376	755	(161)	(257)	1,198	972
Free cash flow	(2,815)	513	2,915	934	(1,123)	(973)	(318)	416	2,333	(1,535)	(157)
Per-Share Indicators											
Earnings per share (Yen)	134.78	113.83	157.32	187.51	128.17	194.95	208.78	211.71	225.62	209.63	89.78
Net assets per share (Yen)	1,591.37	1,760.06	2,011.81	2,046.26	2,092.11	2,267.58	2,418.97	2,508.48	2,761.24	3,007.78	3,076.11
Annual dividend per share (Yen)	24.00	26.00	31.00	36.00	42.00	49.00	51.00	52.00	53.00	54.00	55.00
Payout ratio (%)	17.8	22.8	19.7	19.2	32.8	25.1	24.4	24.6	23.5	25.8	61.3
Other											
Capital investment	3,361	6,329	4,496	6,262	9,917	7,466	7,452	5,136	5,790	8,281	7,251
Depreciation and amortization	3,475	4,081	4,310	4,390	4,494	4,082	4,001	4,652	4,612	5,063	5,922
Research and development expenses	878	939	976	1,036	935	956	1,003	1,117	1,139	1,056	1,091
Ratio of research and development expenses to net sales (%)	1.1	1.0	1.0	1.1	1.0	1.0	1.0	1.1	1.1	1.2	1.1
Non-Financial Indicators											
Number of employees	3,010	3,048	3,043	3,049	3,152	3,428	3,197	3,379	3,362	3,776	3,858
Female employee ratio (%) ¹	34.9	34.8	35.1	35.4	35.4	41.4	39.7	39.3	38.7	40.9	42.4
Female manager ratio (%) ¹	5.9	3.9	6.5	8.4	11.0	10.6	10.4	14.7	13.3	13.1	15.6
Directors (Inside) ²	7	7	3	3	3	3	4	4	6	6	5
Directors (Independent outside) ²	2	2	4	4	5	5	6	6	7	7	6
Ratio of independent outside directors (%) ²	22	22	57	57	63	63	60	60	54	54	55

1. Figures for female manager ratio and female employee ratio for FY2012 through FY2016 are for KAMEDA SEIKA CO., LTD. only.

2. KAMEDA SEIKA CO., LTD. only.

Shareholder and Investor Information (As of March 31, 2023)

Stock Information

Stock Exchange Listing	Tokyo Stock Exchange, Prime Market
Securities Code	2220
Number of Shares Authorized	59,251,000
Number of Shares Outstanding	22,318,650
Number of Shareholders	13,677

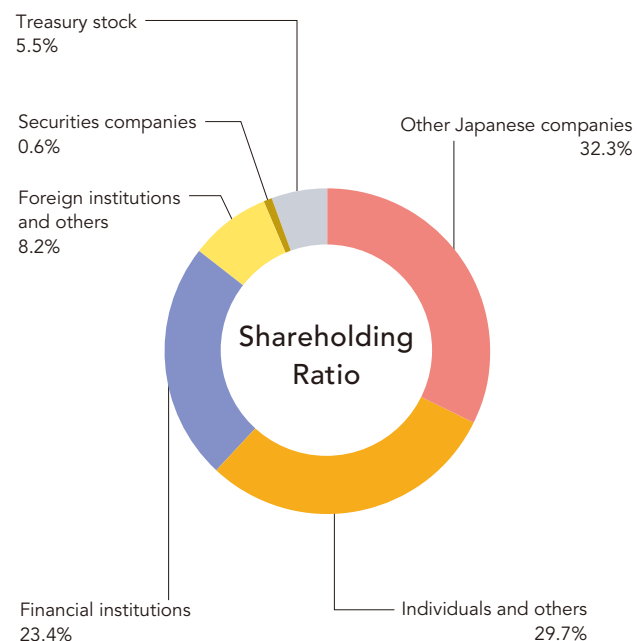
Major Shareholders¹

Name	Number of Shares Held (Thousands)	Shareholding Ratio (%) ²
EIKEI Corporation	2,102	9.96
Company's Kyoeikai	1,789	8.48
The Master Trust Bank of Japan, Ltd. (Trust account)	1,778	8.43
Daishi Hokuetsu Bank, Ltd.	1,039	4.92
Mizuho Bank, Ltd.	762	3.61
Custody Bank of Japan, Ltd. (Trust account)	627	2.97
Employees' Stockholding	450	2.13
DBS BANK LTD 700170	443	2.10
HARASHIN Co., Ltd.	414	1.96
Kikkoman Corporation	347	1.64

1. The Company holds 1,234 thousand shares as treasury stock, but it is excluded from the above list of major shareholders.

2. Treasury stock is excluded from shareholding ratio calculations.

Shareholder Composition

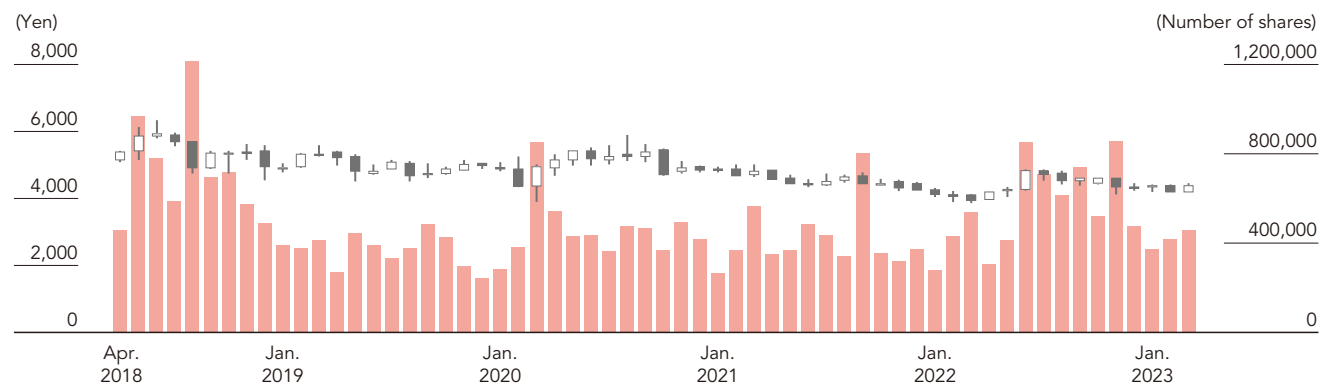


Stock Price and Trading Volume

Total Shareholder Return (%)

	FY2018	FY2019	FY2020	FY2021	FY2022
Total shareholder return	104.3	98.2	96.8	81.4	90.7
TOPIX (for comparison)	95.0	85.9	122.1	124.6	131.8

Stock price (left scale) Trading volume (right scale)



Company Data (As of November 30, 2023)

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.



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.



U.S.A.

KAMEDA USA, INC.

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



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



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.



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.



Vietnam

THIEN HA KAMEDA, JSC.

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



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.



Niigata Prefecture, Japan



KAMEDA SEIKA CO., LTD.



KAMEDA SEIKA headquarters

Domestic Network



* Equity-method affiliate

Company Overview

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

Please see the following website for more detailed information.

▶ Corporate Website



www.kamedaseika.co.jp/en/

▶ IR News



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



KAMEDA SEIKA CO., LTD.
www.kamedaseika.co.jp/en/

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Tel: +81 (0)3-6858-7473 (Corporate Planning Department)