

## Message from the Executive Responsible for Sustainability

We are committed to sustainability management and delivering healthy food to the world.

**Naoko Koizumi**  
Managing Director



### Further Enhancing Sustainability Initiatives 0

I am the executive responsible for promoting sustainability. Previously, I was responsible for promoting diversity, equity, and inclusion (DE&I), but DE&I is just one element of sustainability management, and going forward it will be necessary to take a broader perspective. Sustainability management is not only about the environment and corporate governance; it is essentially about building healthy, long-term beneficial relationships with stakeholders. Since the time of its founding, the Company's management philosophy has been "Respond to the needs of all those involved with the Company," and "Ensure the Company flourishes forever." These concepts are truly at the core of sustainability, and as such we will continue working to strengthen Company-wide initiatives. With regard to rice, our main raw material, issues such as instability caused by climate change and the aging of agricultural workers have become increasingly apparent. In response, we have begun participating in upstream rice production and are working to

establish a sustainable production system. "Sustainability is essentially the Company's management philosophy," and as a first step we have been working to broadly share this concept within the Company. We have also heard from material issue category leaders about the issues that we need to address, and are continuing to hold discussions about the approach we should take.

As our global operations continue to expand, primarily in North America and Asia, society's demands are also changing dramatically. Human rights, the environment, and food safety are themes that we need to address more directly as we expand our business. In conjunction with making TH FOODS, INC. a wholly owned subsidiary, we have also formulated a Group Human Rights Policy with the aim of understanding, preventing, and mitigating the risk of human rights violations in our supply chain. Furthermore, in line with our commitment to our material issues, we are working to reduce the use of plastic and greenhouse gas emissions to address environmental issues. In addition, we are promoting health-oriented products in Japan and overseas to address social issues. By acquiring certification




for global food safety standards such as FSSC and SQF, we will further strengthen our safe and reliable product manufacturing and quality assurance system.

### Taking the Value of Rice into the Future through the Promotion of Material Issues 0

The Group's material issues are well balanced between the three elements of the environment, society, and governance (ESG). I believe that the key to sustainable growth lies in incorporating ESG perspectives into the Group's business activities and performance metrics based on the material issues we have identified and the pursuit of both economic and social value. Moreover, it is important to foster understanding of this approach among the Group's executives and employees. Progress is assessed through interviews with category leaders and reported to the CEO at the Business Strategy Meeting and sessions of the Sustainability Promotion Task Force, after which matters are discussed at the Management Meeting and Board of Directors meetings. Through these systems, we share the essence of our material issues and build a foundation for all employees to take personal ownership. In particular, "Developing a rice-based food culture" is an important issue and an area where we can utilize our unique strengths. It is also a theme for which stakeholders have high expectations. Expanding the ratio of overseas net sales in the food business is only the first step. Going forward, we will further enhance our efforts and provide healthier food to customers around the world.

As the executive responsible for promoting sustainability, I am committed to putting our Corporate Philosophy into practice by engaging in sincere dialogue with stakeholders and building relationships based on trust, while seeking optimal solutions from a long-term perspective. I will continue working with stakeholders to create both economic and social value, and contribute to the realization of a sustainable society.

# Materiality (Material Issues) Initiatives and Progress

Important Social/ Environmental Issue to Be Addressed by the Group	Measures (Executive in Charge)	Results and Targets		
		FY2024 Results	FY2026 Targets	FY2030 Targets
<div> <b>Contribute to a nice lifestyle through “Better For You” food</b> <span>Category Leader: General Manager, Food Business Division</span></div>				
Provision of safe and reliable food	Obtain and retain third-party certification (FSSC 22000, JFS, AIB, etc.) Note: KAMEDA SEIKA Group General Manager, Quality Assurance Department	Acquisition rate among KAMEDA SEIKA Group companies		
		100%	Maintain at 100%	Maintain at 100%
Providing food that offers enjoyment, delight, health, deliciousness, and excitement	Expand the Mirai Beika lineup (innovation through new value and new manufacturing methods <sup>1)</sup> ) Note: KAMEDA SEIKA General Manager, Marketing Strategy Department	Composition ratio in KAMEDA SEIKA rice crackers and snacks		
		2.2%	3.5%	5.0%
		Number of Mirai Beika products launched <sup>1</sup>		
		2 SKUs	2 SKUs or more	2 SKUs or more
		Reduce salt equivalent amount in products sold Note: KAMEDA SEIKA General Manager, Rice Cracker and Snack Development Department	Compared with FY2021	
5.6% reduction	7% reduction		15% reduction	
Developing a rice-based food culture	Expand overseas sales share of the food business General Manager, Food Business Division	Overseas sales share		
		1.6%	3% <sup>2</sup>	15% <sup>2</sup>
Addressing diverse food-related values	Enhance Halal and Kosher lineup in the food business General Manager, Food Business Division	• Obtained Halal certification for select food business products	• Obtain Halal and Kosher certification for plant-based lactic acid bacteria for export	
			• Obtain Halal certification for plant-based foods	
<div> <b>Environmentally friendly manufacturing</b> <span>Category Leader: General Manager, Production Division</span></div>				
Reducing environmental impact of business activities	Reduce total greenhouse gas emissions (Scope 1 and 2) Note: KAMEDA SEIKA and Ajicul General Manager, Production Division	Compared with FY2017		
		38.3% reduction	20% reduction	40% reduction
Conserving environmental resources	Reduce water use Note: KAMEDA SEIKA and domestic consolidated subsidiaries General Manager, Production Division	Compared with FY2017		
		9.4% reduction	6% reduction	10% reduction
Reducing food loss	Implement initiatives to extend shelf life of products Note: KAMEDA SEIKA General Manager, Rice Cracker and Snack Development Department	Extended the shelf life of 4SKUs among key brands	Expand lineup of products with extended shelf life	Expand lineup of products with extended shelf life
Adapting to a society with less plastic waste	Reduce plastic use and promote environmentally responsible packaging Note: KAMEDA SEIKA and domestic consolidated subsidiaries General Manager, Marketing Strategy Department General Manager, Rice Cracker and Snack Development Department	Compared with FY2017		
		13% reduction	15% reduction	30% reduction
<div> <b>Sustainable procurement</b> <span>Category Leader: General Manager, Purchasing Department</span></div>				
Respecting human rights at suppliers	RSPO-certified palm oil usage ratio Note: KAMEDA SEIKA <sup>3</sup> General Manager, Purchasing Department	13.4%	30%	100%
Achieving and enhancing stable procurement	Formulate multi-source procurement scenarios for major raw materials Note: KAMEDA SEIKA General Manager, Purchasing Department	Verified suppliers and alternative raw materials	Determine suppliers and alternative raw materials, and verify production	Determine and begin using alternative suppliers and raw materials
Addressing future food shortages	Address the protein crisis and expand plant-based food lineup General Manager, Food Business Division	Net sales of plant-based food		
		¥0.07 billion	¥0.4 billion <sup>4</sup>	¥1.8 billion




In the update of our medium- to long-term growth strategy, the financial plan presents milestones for FY2027 and FY2030. However, since the basic policy for material issue targets remains unchanged, we continue to use FY2026 and FY2030 as its milestones.

## Full Version: Material Issue Initiatives and Results

[https://www.kamedaseika.co.jp/wp-content/uploads/2025/12/Materiality-Material-Issues-Initiatives-and-Progress\\_2025.pdf](https://www.kamedaseika.co.jp/wp-content/uploads/2025/12/Materiality-Material-Issues-Initiatives-and-Progress_2025.pdf)

Messages from Material Issue Category Leaders

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Important Social/ Environmental Issue to Be Addressed by the Group	Measures (Executive in Charge)	Results and Targets		
		FY2024 Results	FY2026 Targets	FY2030 Targets
 <b>Human capital management</b>		Category Leader: General Manager, Human Resources & General Affairs Division		
Managing employees' physical and mental health	Enhance self-care and manager-led support Establish an internal reporting system and hotline Create a safe and comfortable workplace Note: KAMEDA SEIKA General Manager, Human Resources & General Affairs Division	<ul style="list-style-type: none"><li>Employees undergoing regular health checkup: 100%</li><li>Further promote the internal reporting system and hotline</li><li>Occupational health and safety<ul style="list-style-type: none"><li>Continue to promote workplace monitoring by health and safety committees</li></ul></li><li>Severity rate: 0.12</li></ul>	<ul style="list-style-type: none"><li>Employees undergoing regular health checkup: 100%</li><li>Further promote the internal reporting system and hotline</li><li>Occupational health and safety<ul style="list-style-type: none"><li>Continue to promote workplace monitoring by health and safety committees</li></ul></li><li>Severity rate: 0.05<sup>5</sup></li></ul>	<ul style="list-style-type: none"><li>Employees undergoing regular health checkup: 100%</li><li>Further promote the internal reporting system and hotline</li><li>Occupational health and safety<ul style="list-style-type: none"><li>Continue to promote workplace monitoring by health and safety committees</li></ul></li><li>Severity rate: 0.05<sup>5</sup></li></ul>
		Ratio of female managers		
Diversity, equity, and inclusion	Ratio of female managers and supervisors Note: KAMEDA SEIKA General Manager, Human Resources & General Affairs Division	13.6%	20%	30%
		Ratio of female supervisors		
Developing human resources who support the business foundation	Investment in human resource development Note: KAMEDA SEIKA General Manager, Human Resources & General Affairs Division	18.8%	20%	30%
		Compared with FY2021 (Average annual investment in education per employee)		
		135.1% increase (2.4 times)	2.4 times or higher <sup>6</sup> ▶ See <a href="#">pages 35-36</a> for details.	2.4 times or higher <sup>6</sup> ▶ See <a href="#">pages 35-36</a> for details.
 <b>Governance befitting KAMEDA SEIKA</b>		Category Leader: General Manager, Corporate Planning Department		
Strengthening corporate governance	Improve corporate value through appropriate management of the Board of Directors Continue regular evaluation by a third-party organization Note: KAMEDA SEIKA General Manager, Corporate Planning Department	<ul style="list-style-type: none"><li>Conducted evaluation by third-party organization and responded to issues identified</li><li>Started review of corporate executive structure and executive remuneration framework</li></ul>	<ul style="list-style-type: none"><li>Evaluation by third-party organization, identification of issues and ongoing improvement activities</li></ul>	<ul style="list-style-type: none"><li>Evaluation by third-party organization, identification of issues and ongoing improvement activities</li></ul>
Conducting thorough risk management	Risk map-based visualization and countermeasure implementation Note: KAMEDA SEIKA and consolidated subsidiaries General Manager, Corporate Planning Department	<ul style="list-style-type: none"><li>Updated risk map</li><li>Risk Management Committee met four times</li><li>Held two crisis management seminars</li><li>Convened the Crisis Management Response Headquarters</li></ul>	<ul style="list-style-type: none"><li>Continue to visualize risks through risk mapping and implement action plan and review based on internal regulations and manuals</li></ul>	<ul style="list-style-type: none"><li>Continue to visualize risks through risk mapping and implement action plan and review based on internal regulations and manuals</li></ul>
	Reinforce information security systems Note: KAMEDA SEIKA and consolidated subsidiaries General Manager, Corporate Planning Department	Occurrences of serious incidents in operations		
		0	0	0
 <b>Harmony with the community</b>		Category Leader: General Manager, Corporate Planning Department		
Increasing local employment	Expand number of employees at overseas sites Note: Overseas consolidated subsidiaries General Manager, Overseas Business Department	1,504 employees	2,000 employees	2,500 employees
Cooperating with local agriculture	Increase sales of rice flour bread products made from rice grown 100% in Niigata Prefecture General Manager, Food Business Division	Amount of rice used from Niigata Prefecture		
		286 tons	450 tons <sup>7</sup>	950 tons <sup>7</sup>
Proposing fun, delicious and health-related dietary education	Promote communication through food Conduct on-site classes and factory tours for local elementary school students Note: KAMEDA SEIKA and consolidated subsidiaries General Manager, Corporate Planning Department	<ul style="list-style-type: none"><li>Promoted food education (Conducted on-site classes)</li><li>Social studies program</li></ul>	Continue food education	Continue food education

1. Changed definition, KPIs, and targets for Mirai Beika products: In conjunction with the medium- to long-term growth strategy (update), changed the definition of Mirai Beika to “innovation through new value and new manufacturing methods” and changed the KPI and targets from sales composition ratio to number of products launched. 2. Change in targets: Revision of targets in conjunction with medium- to long-term growth strategy (update). 3. Change in reporting scope: Due to changes in consolidated subsidiaries, the reporting scope has been temporarily revised to include only KAMEDA SEIKA on a non-consolidated basis. 4. Change in targets: Based on FY2024 results, FY2026 targets were revised downward. 5. Addition of target: Addition of target for severity. 6. Change in target: Target added. 7. Change in target: Review of rice flour bread sales and sales volume adjustment in response to raw material supply conditions.

# Messages from Material Issue Category Leaders

 <p>Contribute to a nice lifestyle through "Better For You" food</p>	 <p>Environmentally friendly manufacturing</p>	 <p>Sustainable procurement</p>	 <p>Human capital management</p>	 <p>Governance befitting KAMEDA SEIKA</p>  <p>Harmony with the community</p>
<p><b>General Manager, Food Business Division</b></p>  <p><b>Shinichi Furusawa</b> Managing Executive Officer General Manager, Food Business Division and Food Business Department</p>	<p><b>General Manager, Production Division</b></p>  <p><b>Akio Koizumi</b> Executive Officer General Manager, Production Division</p>	<p><b>General Manager, Purchasing Department</b></p>  <p><b>Akira Ikarashi</b> General Manager, Purchasing Department</p>	<p><b>General Manager, Human Resources &amp; General Affairs Division</b></p>  <p><b>Hiroyuki Kaneko</b> Managing Executive Officer General Manager, Human Resources &amp; General Affairs Division and Human Resources Department</p>	<p><b>General Manager, Corporate Planning Department</b></p>  <p><b>Satoshi Torigoe</b> Managing Executive Officer General Manager, Corporate Planning Department</p>

Amid the current dramatic changes in the food industry, the KAMEDA Group aims to realize its mission of "Better For You" food by providing products that deliver excellent flavor, health, and excitement in response to global issues such as disaster response, the environment, allergies, and food shortages.

For example, to provide opportunities for everyone in society to enjoy KAMEDA's products, we are developing allergen-free and Halal certified emergency food supplies and rice flour bread, promoting a plant-based food business in response to a potential protein crisis, and expanding environmentally considerate products including through ECO-packaging that helps to reduce the use of plastic.

Furthermore, after many years of research, plant-based lactic acid bacteria created from rice has finally started to gain momentum. Finally, we will share our passion with consumers living overseas through the products of the Company's food business.

The KAMEDA Group's Values are expressed in the concept of "Kameda's Craftsmanship." We are constantly considering how to embody "Filled with love for people and nature" in our actions.

Our history of evolving and enhancing our energy-saving initiatives started even before we acquired ISO 14000 certification. Today, we are also implementing new initiatives to improve engagement and increase job satisfaction. For example, we have established safer working environments, and allocated time for training to enable technology transfer and on-site improvements. In addition, we are promoting the digital transformation (DX) of production. By accumulating, analyzing, and visualizing production data, we can increase efficiency and improve the work environment from new perspectives.

The KAMEDA SEIKA Group will continue to pursue the best ways to engage with the environment and serve customers. By further strengthening links with the Production Division, Group companies, and contractors, we will take on challenges and deliver even more appealing products to customers.

Based on our Purpose ("Better For You"), we are promoting procurement with an emphasis on the quality, safety, and sustainability of raw materials. We aim to create products that offer enjoyment and delight, as well as ones that are healthy, delicious, and exciting.

For example, KAMEDA SEIKA conducts a CSR survey of all its suppliers to confirm human rights are being respected. One of the steps we are taking to respond to social issues such as deforestation and human rights is the use of RSPO-certified palm oil. To address climate change and geopolitical risks, we are diversifying procurement methods for raw materials. In addition, to ensure sustainable procurement of rice—our main raw material—and respond to the aging and attrition of the farming population in Japan, we have joined forces with farmers to enter the agribusiness through the establishment of Nice Rice Farm LLC.

Looking ahead, we will continue to provide environmentally and socially considerate products by promoting the sustainable and stable procurement of raw materials.

We are engaged in the development of human resources who can underpin our business base, with the aim of becoming a "Rice Innovation Company." In particular, we are focusing on the development of specialists who can support technological innovation, management personnel who will drive transformation, and global human resources who can adapt to different cultures. In working to create an environment that enables all employees to perform at their best, we are strengthening diversity through human resource development and promoting health management and diversity, equity, and inclusion (DE&I).

We monitor progress on human resource development using indicators such as self-development expenses to support employees in taking challenges and growing and the amount of investment in human resource development. As measures for creating a supportive work environment, we use indicators such as sense of motivation and the ratio of female managers.

We will also further raise awareness of human rights through risk assessments and training to ensure that we uphold our responsibility as a company.

Transparency, rapid decision-making, and execution are essential to increasing corporate value. In particular, our business risk profile is changing significantly due to factors that include geopolitical instability and reputation risk. Given this situation, our management philosophy and basic management policy embody a deeply rooted commitment to sustainability, emphasizing consideration for stakeholders and planned management. We will review the structure of the business we have built over the years and engage with stakeholders to explore what approach to corporate governance will be necessary going forward.

Our rice crackers are closely aligned with the lifestyles that have developed together with the food cultures intrinsic to each region. As our business expands globally, we will emphasize dialogue with customers as we work to grow sustainably with the people in each region and society.

# Environment

## Environmental Policy and Management

### KAMEDA SEIKA Group Environmental Policy

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

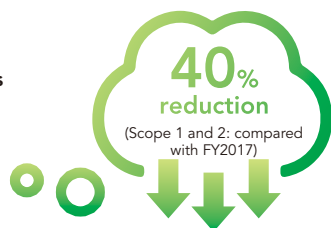
### Environmental Management System

The KAMEDA SEIKA Group promotes environmental management based on its Environmental Policy mainly through the Sustainability Promotion Task Force and the EMS Secretariat. In December 2002, the Group obtained ISO 14001 certification (environmental management systems) for the headquarters, the GRIC\* (Facility Development Department) of KAMEDA SEIKA CO., LTD., the Kameda Plant, the Suibara Plant, and the Shirone Plant. The Environmental Committee of each certified location meets on a monthly basis to discuss environmental issues, and the EMS Secretariat hosts a monthly EMS Meeting attended by representatives of each location to formulate environmental targets and manage progress.

\* Global Rice Innovation Center

## Response to Climate Change

**Total Greenhouse Gas Emissions (FY2030 target)**



KAMEDA SEIKA recognizes the impact of climate change on its business activities, and considers it an important management issue. We have set the goal of reducing total FY2030 greenhouse gas emissions by 40% compared with FY2017. We are working to curb emissions in the manufacturing process as well as during

transportation, including through the promotion of a modal shift. This also includes developing 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 pursued 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/4683/8a16/70ee3afecb07/2022062117292855s.pdf>

### Governance

KAMEDA SEIKA is addressing sustainability issues, including climate change, through a framework led mainly by management. In June 2025, we reorganized the Sustainability Promotion Task Force to ensure that environmental, social, and governance (ESG) perspectives are fully incorporated into management. The task force is headed by the Chairman & CEO. The managing director in charge of sustainability is responsible for directing its activities with the general manager in charge of sustainability management promotion serving as the secretariat. Details of the task force's activities are submitted regularly for discussion or reported to the Board of Directors via reporting sessions and Management Meetings to ensure that the Board can monitor the status of measures.

## Main Topics of Discussion and Reports in FY2024

### Sep. 2024: Sustainability Promotion Task Force reporting session

Each category leader and the main persons in charge reported to the Chairman & CEO regarding the status of material issues, including those related to climate change such as total greenhouse gas emissions and progress on model shift. The session also included a discussion.

### Oct. 2024: Management Meeting and Board of Directors Meeting

Members reported and deliberated on the status of issues such as progress related to material issues brought up at the Sustainability Promotion Task Force.

### Other

At Management Meetings, regular reports are made regarding the status of the procurement and pricing of raw materials impacted by climate change, and work to reduce procurement risk through discussion. At the Risk Management Committee, information on risks related to climate change and response measures with regard to raw materials procurement is shared, and ongoing countermeasures are put in place.

## Strategy (Scenario Analysis)

We have assessed the impact of climate change on the Group's entire value chain from procurement of products and services through to production and supply. We have considered two world views of the future: the 4°C scenario, in which the temperature continues to increase; and the 2°C scenario, in which progress is made to mitigate global warming. Based on this analysis, we identified our projected risks and opportunities for 2030.

Risks include a decrease in the quality and an increase in the price of raw materials due to abnormal weather, and rising logistics costs.

For opportunities, it appears that yields of rice—our main raw material—are expected to increase and prices to stabilize. According to projections by an external institution, the increase in CO<sub>2</sub> in the atmosphere will promote photosynthesis, contributing to the growth of crops, while temperature increases are likely to expand the areas where rice can be cultivated. As a result, the potential for stable raw material supply will expand, which will increase cost competitiveness. In addition, to respond to changing consumer preferences, we will accelerate product development that accommodates increasing health consciousness and interest in the environment, as well as higher awareness of disaster preparedness.

To respond to these trends, we are implementing energy-saving measures and upgrading the equipment used in our manufacturing processes, as well as reducing the amount of plastic



used. In addition, we are further promoting measures to reduce our environmental impact through steps to reduce greenhouse gas emissions during transportation (promoting a model shift and using double trailer trucks and joint deliveries with other companies). We are also working to reduce salt content in rice crackers and to offer products that contribute to solving social issues, such as plant-based foods, rice flour bread free from the 28 allergens subject to labeling under Japanese law, and plant-based lactic acid bacteria. In addition to these products, long-life preserved food, which plays a role in stockpiling for disasters and as emergency food, is important from the perspectives of social security and resilience, and represents a business opportunity for the Group.

Risk Management

Climate change-related risks are an essential consideration in the Company-wide risk management system, and are addressed mainly 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.

Raw material procurement risks are positioned as high risk on the risk map. We have taken measures such as diversifying suppliers and securing multi-year contracts for raw materials tied to specific varieties or production regions. The Sustainability Promotion Task Force has designated sustainable procurement as a material issue and is working to strengthen stable procurement. In FY2024, poor harvests of rice caused by heat damage in FY2023 triggered a significant decline in domestic inventories, which was further worsened by abnormal weather conditions in major production areas in FY2024. As market prices soared, procurement risk became apparent. Given this situation, we acted quickly to consider and implement countermeasures through ongoing reporting and discussion at Management Meetings and the Risk Management Committee. In addition, we also entered the agribusiness to respond to procurement risk of raw material rice grown in Japan, and promoted R&D into long-grain rice and substitute 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 emissions 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, among customers will affect the demand for conventional products	Medium	High


Classification	Risk	Impact on Business	Degree of Impact	
			4°C	2°C
Physical Risks	More extreme weather events	Losses and costs to respond to these issues will be incurred due to direct damage and disruption to 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 Greenhouse Gas Emissions and Energy Consumption

We converted the energy source for core machinery at all three Company plants in Niigata Prefecture from fuel oil A and liquefied petroleum (LP) gas to city gas. Carbon-free Yorisou 100% CO<sub>2</sub>-free renewable energy generated by hydroelectric power and supplied by Tohoku Electric Power Co., Ltd. was introduced at the Kameda Plant in August 2022, the Suibara Plant in August 2023, and the Shirane Plant in April 2025. It is now used at all three plants. We will also work to reduce energy consumption in rice cracker manufacturing processes through measures including reducing energy loss associated with production changeover, switching to energy-efficient production equipment, visualizing energy usage, and implementing energy-saving activities.


Moreover, in January 2025 we installed a solar power generation system on the rooftop of the GRIC<sup>1</sup> as part of efforts to promote further use of sustainable energy.




Yorisou renewable energy certificate of contract



Installed a solar power generation system at the GRIC<sup>1</sup>



Use of heat insulating sheets on rice cracker manufacturing equipment



Visualization of air leaks after the introduction of cameras to detect leakage

As a result of these efforts, Scope 1 and 2 greenhouse gas emissions of KAMEDA SEIKA and Ajicul Co., Ltd. (production site in Niigata) in FY2024 decreased by 38.3%<sup>2</sup> compared with FY2017, against the FY2030 target of a 40% reduction.

KAMEDA SEIKA obtained the highest rank as an excellent business operator (S class) in the Ministry of Economy, Trade and Industry's "Business Operator Classification and Evaluation System" (FY2024 Submission).

1. Global Rice Innovation Center  
2. At the Shirane Plant, renewable energy was introduced in April 2025, so the results are not included in the fiscal year under review.  
Reference: Ministry of Economy, Trade and Industry's "Business Operator Classification and Evaluation System"  
[https://www.enecho.meti.go.jp/category/saving\\_and\\_new/saving/enterprise/overview/institution/](https://www.enecho.meti.go.jp/category/saving_and_new/saving/enterprise/overview/institution/)

Total Greenhouse Gas Emissions

Total Scope 1 and 2 Greenhouse Gas Emissions and Reduction Rate					
KAMEDA SEIKA and Ajicul (Niigata Prefecture production site)					
	Unit	FY2021	FY2022	FY2023	FY2024
Total	Thousand t-CO <sub>2</sub>	72	70	52	46
Scope 1	Thousand t-CO <sub>2</sub>	46	46	37	35
Scope 2	Thousand t-CO <sub>2</sub>	26	24	15	10
Total Scope 1 and 2 emissions compared with FY2017	%	-3.6%	-5.8%	-30.3%	-38.3%

(Reference)

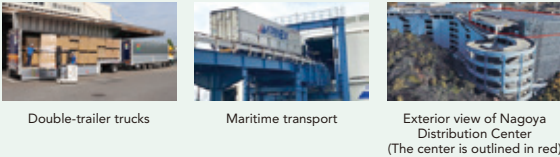
KAMEDA SEIKA and Domestic Consolidated Subsidiaries					
	Unit	FY2021	FY2022	FY2023	FY2024
Total	Thousand t-CO <sub>2</sub>	94	95	74	66
Scope 1	Thousand t-CO <sub>2</sub>	65	68	55	52
Scope 2	Thousand t-CO <sub>2</sub>	29	27	18	14
Total Scope 1 and 2 emissions compared with FY2021	%	-	1.1%	-21.3%	-29.4%

Promoting a Reduction in Environmental Impact in Logistics

As a measure for reducing environmental impact, we have been promoting a shift from truck to railway freight transport, which has lower CO<sub>2</sub> emissions, and we have been certified as an Eco-Rail Mark company. In FY2024, we continued to use railway freight transport, and expanded maritime transport using ferries for Kyushu and Hokkaido, resulting in a 30.4% modal shift rate, against our target of 30% or higher for FY2030.

In another measure to reduce environmental impact, in October 2024 we consolidated two separate warehouses into a single location and relocated operations to the Nagoya Distribution Center, which has more than three times the capacity of the previously-used facilities, thereby realizing more efficient distribution. Furthermore, by shipping products directly from the plant to our bases, and delivering them directly to customers, we are reducing intermediate transport and the total number of trucks used.

In addition, we have also changed all of the forklifts used at the distribution center to electric models, and are phasing in LED lighting at our distribution warehouses. These steps are part of our ongoing efforts to reduce environmental impact at our facilities. In June 2025, consolidated subsidiary Niigata Yusou Co., Ltd. started regular operations using double-trailer trucks. In this way, we are working to increase transportation efficiency and to reduce environmental impact.



## Initiatives to Contribute to Establishing a Circular Economy

To realize sustainable business activities, the Group recognizes that it is essential to establish a circular economy that effectively uses limited resources and reduces its environmental impact. As a company that handles food and as such appreciates nature's blessings, we recognize the importance of minimizing waste of raw materials and food throughout the supply chain. By working to make efficient use of resources, we will contribute to the realization of a circular economy.

### 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. The Group has made reducing the amount of plastic it uses a material issue. By FY2030, we aim to reduce the amount of plastic used by the Company and its domestic consolidated subsidiaries by 30% compared with FY2017 through measures such as the adoption of ECO-packages for all products. In FY2024, we achieved a 13.0% reduction in the amount of plastic used compared with FY2017, reflecting a decrease in the number of units sold following a price revision, as well as the impact of measures such as reducing the thickness of plastic trays, eliminating trays, reducing packaging sizes, and developing and promoting sales of products that do not rely on individual packaging.

We will continue our efforts to reduce plastic usage by reviewing the amount of plastic used in packaging and innovating product design.



Reducing the thickness of trays



Eliminating the use of trays

### Initiatives to Extend Shelf Life of Products

As part of our efforts to reduce food loss, we are working to extend the shelf life of rice crackers. In FY2024, we extended the shelf life of four more SKUs among key brands, following three SKUs in FY2023. For certain products, the labeling was changed from "year, month, day" to "year, month."

Reference: Notice regarding change of use-by date labeling to "year, month" and extension of shelf life  
[https://www.kamedaseika.co.jp/wp-content/uploads/2025/01/NR2501\\_](https://www.kamedaseika.co.jp/wp-content/uploads/2025/01/NR2501_) (Japanese only)

### Reduction of Food Waste and Final Landfill Waste

The Group continues working to reduce food waste generated in manufacturing processes. We participate in eco-feed activities, in which rice crackers broken during manufacturing are recycled as livestock feed or donated to food banks, or sold cheaply in factory outlet stores. Through these efforts we are reducing food loss.

In addition, to promote the use of by-products generated during the rice cracker manufacturing process, we launched the upcycling project "Re Kameda" in May 2024, and are promoting the development of products offering new value.



KAMEDA SEIKA factory outlet (Konan-ku, Niigata-shi)



### Efficient Use of Water Resources

Water is an essential resource for growing rice and a critical element of our manufacturing process. Given the impact of climate change on water resources, we have positioned efficient use of water as an important issue. By FY2030, the Company and its domestic consolidated subsidiaries aim to reduce water use by 10% compared with FY2017. In FY2024, water use by the Company and its domestic consolidated subsidiaries decreased 9.4% compared with FY2017, mainly due to initiatives such as a decrease in the number of production line item changes that require cleaning, efforts to save water during cleaning, a switch to components that require less water at production sites, and maintenance of aging water pipes.

In addition, for wastewater generated during manufacturing processes, we aim to reduce the impact on the environment while ensuring full compliance with applicable laws and regulations.

## Specific Measures

### Upcycling Initiatives

In our upcycling project "Re Kameda" launched in May 2024, we created "rice business cards" using paper made from rice that had become inedible as well as "rice paper bags." Furthermore, using non-standard

dough generated in the manufacturing process of our signature product, Happy Turn, we developed "antibacterial wipes made from Happy Turn."

Non-standard dough for Happy Turn generated in the manufacturing process cannot be used for products and was previously recycled as animal feed. However, with this project, it has been upcycled into an item that offers new value in the form of antibacterial wipes.

Reference: Upcycling Project "Re Kameda"

<https://www.kamedaseika.co.jp/sustainability/re-kameda/> (Japanese only)



Upcycled product symbol



Rice business cards



Rice paper bags



Antibacterial wipes made from Happy Turn

Reference: Non-standard Happy Turn Turned into "Antibacterial Wipes" in KAMEDA SEIKA's "Re Kameda" Upcycling Initiative  
[https://www.kamedaseika.co.jp/news/20240522\\_21550/](https://www.kamedaseika.co.jp/news/20240522_21550/) (Japanese only)

Reference: KAMEDA SEIKA CO., LTD.'s "Re Kameda" Upcycling Initiative Launched: Rice Reborn as Business Cards  
[https://www.kamedaseika.co.jp/news/20241129\\_22688/](https://www.kamedaseika.co.jp/news/20241129_22688/) (Japanese only)

# Society

## Human Capital Management

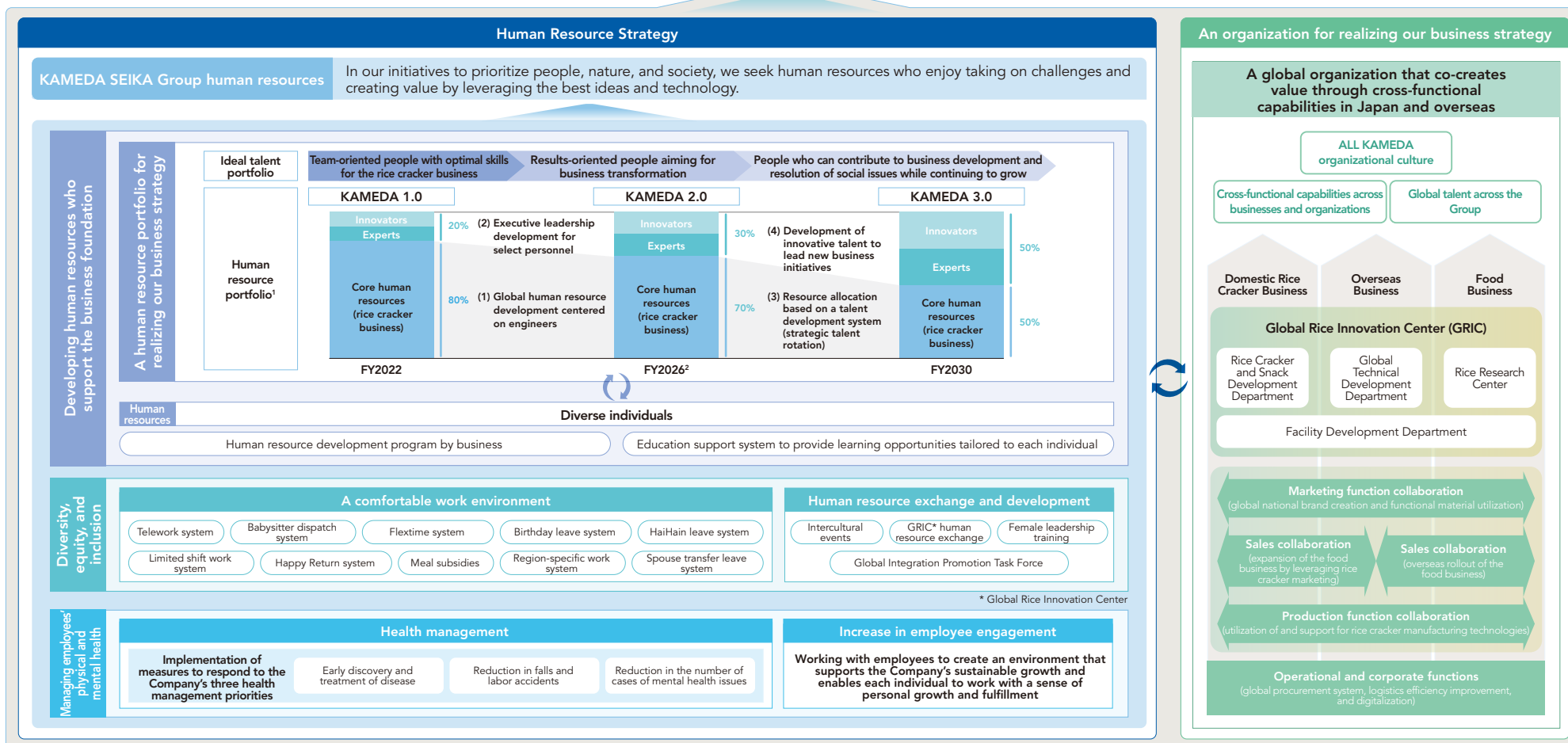
### Key Issues in Human Capital Management

In its initiatives to prioritize people, nature, and society, the KAMEDA SEIKA Group aims to develop human resources who enjoy taking on challenges and creating corporate value by leveraging the best ideas and technology. To this end, we have positioned human capital as the source of increasing corporate value over the medium to long term.

In order to make this a reality, the Group has identified three key social issues to address: developing human resources who support the business foundation; diversity, equity, and inclusion; and managing employees' physical and mental health. We have established various measures and set KPIs and are aiming to improve continuously through the PDCA cycle, while also promoting human resource strategies aligned with our medium- to long-term growth strategy.

Through these initiatives, we aim to create sustainable human resource value, which will lead to the realization of our Vision of becoming a "Rice Innovation Company."

**Becoming a "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.



1. The Group's ideal talent for its human resource portfolio are as follows:

- Innovators: Management personnel who will drive transformation - Experts: Specialists who will support technological innovation - Core human resources (rice cracker business): People who use the knowledge and skills that they have developed to deliver results

We are working to strengthen our global human resource base through measures to enhance the intercultural understanding of all employees.

2. In the update of our medium- to long-term growth strategy, the financial plan presents milestones for FY2027 and FY2030. However, since the basic policy of the human resource strategy remains unchanged, we continue to use FY2026 and FY2030 as its milestones.

Developing Human Resources Who Support the Business Foundation

Basic Human Resource Policy

Increase the sense of active participation and growth among all employees.

Based on our human resource policy, we have established an education system that supports the growth of each employee, and have designed and implement programs to address personnel issues in each business, with a view to realizing KAMEDA 3.0 as described in our medium- to long-term growth strategy.

In addition, we support autonomous growth by providing learning opportunities aligned with individual career goals and skill acquisition needs.

In our human resource development programs, we have identified the following three areas as priorities: specialists who can support technological innovation, management personnel who will drive transformation, and global human resources who can adapt to different cultures. These are defined internally as innovators and experts.

We are also working to optimize our human resource portfolio and promote strategic human resource placement by visualizing employee experience and skills through the use of a personnel information system.

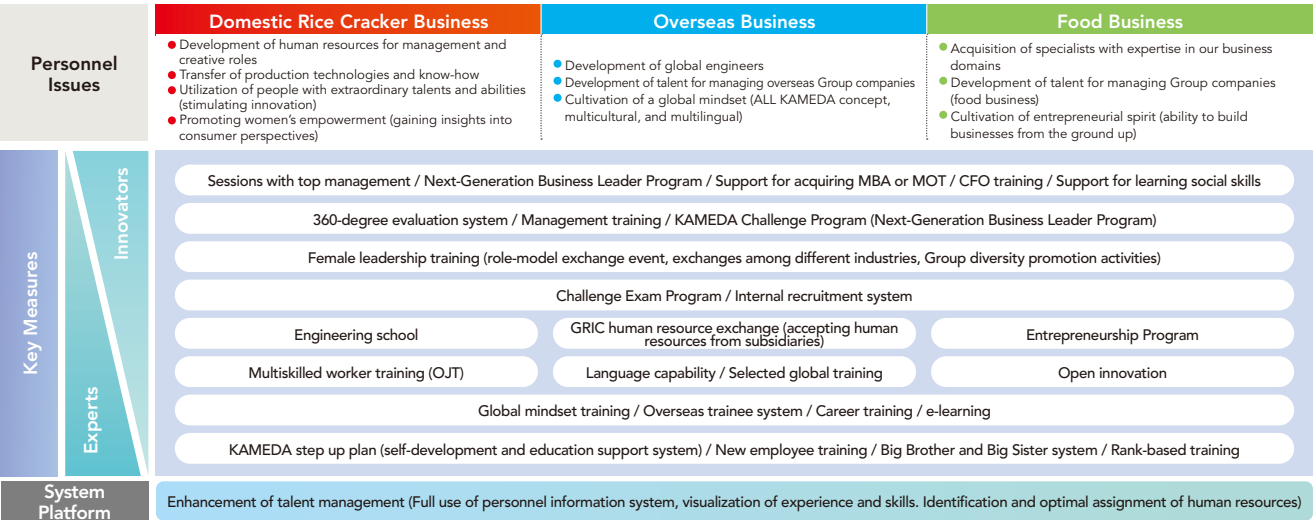
FY2024 Results

Average Annual Investment in Education per Employee

2.4 times (Compared with FY2021)

In FY2024, as a result of efforts to promote human resource development planning aligned with our human resource portfolio, the average annual investment in education per employee increased, and we expect it to continue growing. Accordingly, we have revised our targets for FY2026 and FY2030 upward to 2.4 times or higher compared with FY2021.

Human Resource Development Program by Business



Development Status of Innovators and Experts through the Human Resource Development Program

	Human resource development themes	Implemented measures	KAMEDA 1.0		KAMEDA 2.0	KAMEDA 3.0
			FY2022	FY2024	FY2026	FY2030
Innovators	Next-generation management leaders	• Dispatch to manager development training	16	26	40	70
		• KAMEDA Challenge Program	72	153	170	200
		• Technology management training	—	8	30	70
	New business entrepreneurs	• Entrepreneurship Program	0	1	3	10
	Female management leaders	• Knowledge exchange among women from different industries • Exchanges among women from different food manufacturers	32	42	50	70
EXperts	Rice cracker manufacturing process experts	• Engineering school (annual) • Establishment and expansion of short-term courses	28	49	60	100
	Overseas business engineer pool	• Selective language training • Overseas dispatch training	0	23	30	60
	Development of local engineers in the overseas business	• Onboarding and developing talent at GRIC	0	1	7	20
	Total	• Revision of requirements for hiring • Review of personnel systems and indicators	148	356 (25.1%)	450	700

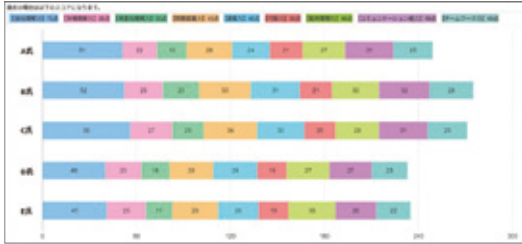
★ As of FY2024, 230 employees (16.2% of total KAMEDA SEIKA employees) were participating in innovator training courses and 126 (8.9%) were participating in expert training courses, for a combined total of 356 employees (25.1%). Through the process of mapping our human resource portfolio, we are able to target a combined ratio of 30% for innovators and experts in FY2026. As for the ratio of employees who have taken the training courses, the figure stood at 25.1% as of FY2024, indicating steady progress toward the target.

Examples of Visualization Using Personnel Information System

We are utilizing a talent management system to visualize employee skills.



The process of comparing each employee's skills is used for human resource development.





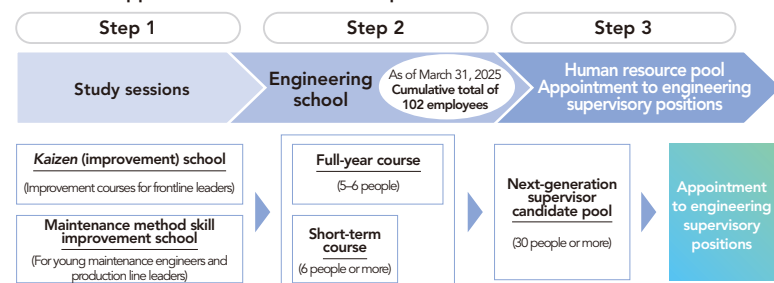
## Specific Measures

### Engineer Training

We have opened an engineering school aimed at cultivating leaders to drive manufacturing and develop human resources with highly developed expertise. The training follows a structured approach to help participants acquire theoretical knowledge and practical skills related to the manufacture of rice crackers. In FY2024, 11 members of the fifth cohort completed the curriculum, which lasts around one year. Subsequently, they were assigned to various departments as candidates for the next generation of supervisors.

We are also focusing on the development of engineers who are able to handle global assignments. Measures include the promotion of English conversation training, multicultural programs, and overseas training. In FY2024, one technical developer from our consolidated subsidiary in Vietnam, THIEN HA KAMEDA, JSC., took part in training in various departments of the Company, and in FY2025, five personnel from our consolidated subsidiary in China, Qingdao Kameda Foods Co., Ltd., are doing the same. Through these initiatives we are promoting human resource exchanges and increasing skill levels.

#### Structured Approach to Technician Development



### Development of Next-Generation Management Team

We conduct the KAMEDA Challenge Program to develop our future management team. In FY2024, 20 participants who had received training on topics such as self-awareness, management strategy, financial strategy, DX, and corporate transformation presented their assessment of the Company's management issues and measures to resolve them to the CEO.

#### KAMEDA Challenge Program (Overview)

Day 1		● Self-awareness—Who am I?
Day 2	Self-awareness	Personal goal setting as a management leader based on self-understanding and self-expression
Day 3		● Techniques that lead to management impact
Day 4	Amazing meetings	Creation of added value and strategic management thinking
Day 5		● Making innovation a daily practice
Day 6	Business innovation (1)	Practical problem solving, creativity, and cooperation
Day 7		● Professional foundations
Day 8	Business innovation (2)	Financial strategy, DX, and problem-solving skills
Day 9		● Tools for consistently delivering results as a professional
Day 10	High-performance management	Skills for delivering results, and for creativity and communication
Day 11		● Leadership that engages the world
Day 12	Presentation	Interim report meeting to hone creativity, communication skills, and resilience



Graduation ceremony at the engineering school



Engineering school practical study



Kaizen (improvement) school



## Respect for Human Rights

The KAMEDA SEIKA Group recognizes that respecting the human rights of all people involved in business activities is an important social responsibility it should fulfill as a corporate group. Based on this understanding, we 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 conduct ongoing human rights education to promote human rights awareness among employees. Moreover, under the guidance of the Risk Management Committee, each division identifies human rights-related risks and devises countermeasures.

Furthermore, we have established a Procurement Policy and a Code of Conduct for implement the Procurement Policy, and are promoting the idea of respecting human rights in our relationships with suppliers.

▶ See page 40 for details.

#### 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.

#### Response to Harassment from Customers

The Company formulated a Customer Harassment Response Policy in March 2025 in order to protect the working environment of employees. We take customer feedback seriously, and reflect it in the improvement and development of products and services. We will continue working to satisfy customers and earn their trust. Furthermore, we clearly communicate internally and externally that we take a firm stance against harassment.

Customer Harassment Response Policy

<https://www.kamedaseika.co.jp/en/company/policy/customer-harassment/>

Diversity, Equity, and Inclusion

The essence of diversity, equity, and inclusion (DE&I) at KAMEDA SEIKA lies in our Purpose, Vision, and Values, with a core focus on people. Each individual hones their unique strengths and diligently refines them. For the Group as well, focusing on our core strength—rice—and continually enhancing it is what enables us to provide value to the world as a truly unique presence.

To realize our Vision of becoming a “Rice Innovation Company,” we will promote DE&I policies centered on the establishment of comfortable workplace environments, as well as the promotion of human resource exchanges and development that fosters an organizational culture where individual employees can leverage their strengths and shine in their own way.

Through the creation of working environments where diverse human resources can work while respecting each other’s differences, we will evolve our values as a company and maximize the potential of our human capital.

Measures in FY2024

	Category	Target (FY2030)	Progress	Activities
Human Resources	Female managers Female supervisors	30%	Managers: 13.6% Supervisors: 18.8%	• Role model exchange event • Exchanges among women from different industries • Diagonal mentoring system <sup>1</sup> introduced
	Non-Japanese employees	—	25 employees	• Strengthening recruitment of new graduates and mid-career hires • Acceptance of overseas student internships
	Employment rate for seniors	Employment rate for those who wish to continue working after retirement: 100%	Employment rate for those who wish to continue working after retirement: 100%	• Improvement of conditions for re-employed personnel • Holding retiree briefings earlier and with updated content • Creation and application of a skill map
	Employment of people with disabilities	3.0%	2.6%	• Participation in joint recruitment information session • Acceptance of trainees from special needs schools
Work Style	Ratio of male employees taking childcare leave	80%	75.0% <sup>3</sup>	• Conducted interviews with personnel eligible for childcare leave • Introduced babysitter dispatch system
	Gender wage gap	• Regular employment: 85% • Non-regular employment: 75% • Overall: 80%	• Regular employment: 71.2% • Non-regular employment: 54.6% • Overall: 66.3%	• Conducted training for female manager appointments • Expanded appointments from part-time to partner employee <sup>4</sup> From partner employee <sup>4</sup> to regular employee
Culture	Work style reform	—	—	• Introduction of each system ▶ See <a href="#">page 39</a> for details.
	Creation of organizational culture	—	—	• Intercultural events (national dish parties) • English conversation classes

1. A mentoring system that features executive officers and select female managers designed to provide support for resolving issues and dispelling concerns regarding career formation.  
2. The employment rate for seniors was 95.2% and the employment rate for people who wished to work after retiring was 100%.  
3. The ratio of employees taking childcare leave was 75.0% and the participation rate among those who wished to take leave was 100%.  
4. The partner employee system enables employees to transition from part-time employment in manufacturing roles.

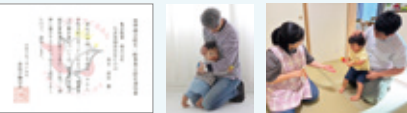
Priority Issues and Measures in FY2025

1. Diverse human resources	
Issue	Career building for female employees
Measures	Expanded the scope of the mentor system (creation of a pathway to division manager and executive officer roles)
2. Diverse work styles	
Issue	Enhanced support for balancing childcare with work
Measures	Discussion on extending the system (period of) shortened working hours for childcare Discussion on increasing the number of days available for telework
3. Diverse culture	
Issue	Individual employees take ownership of DE&I and work to eliminate interdepartmental barriers
Measures	GRIC* human resource exchange (accepting human resources from overseas consolidated subsidiaries and conducting dispatch training) Holding DE&I seminars with outside speakers * Global Rice Innovation Center

Specific Measures

Platinum Kurumin Certification

In March 2024, the Company acquired Platinum Kurumin certification. After receiving Kurumin Certification as a company that supports childcare in 2018, we have continued to promote initiatives such as encouraging male employees to take childcare leave. We are also creating a more flexible work environment, including the introduction of a telework system. In FY2024, we implemented support measures such as consultations and a babysitter dispatch system to help male employees take childcare leave.



3-Star Eruboshi Certification

In March 2023, we received 3-star Eruboshi Certification (Grade 3) as a company with outstanding initiatives to promote women’s participation and advancement in the workplace.

We are working to foster a change in the awareness of female employees through ongoing initiatives such as training and promoting knowledge exchange among women from different industries and role model exchange events where women in leadership positions in other companies share their experiences. In FY2024, we held role model exchange events especially for women in sales roles, and dispatched 10 people, including employees of the Company’s subsidiaries, for training and exchanges with people in different industries in Niigata Prefecture.



Knowledge exchange among people from different industries in Niigata Prefecture

Overseas Student Internships

The Company held an overseas student internship event in May 2025 (following the same event held in the previous year), as part of efforts to promote recruitment and diversity. Participants deepened their understanding of operations and the work environment through one-month internships in the Rice Cracker and Snack Development Department, the Rice Research Center, and the Quality Assurance Department.



Presentation on the final day of the internship

Global Integration Promotion Task Force

The Company launched the Global Integration Promotion Task Force in July 2020. The task force is working to generate synergies within the Group by raising global awareness among individual employees and promoting DE&I. In FY2024, the task force held intercultural exchange events and provided information about overseas companies through the Company’s internal newsletter, and supported contributions from employees of foreign nationalities to the newsletter. In addition, the task force promotes the sharing of overseas-related information through English translations to foster a global sense of unity.



Chinese and Vietnamese Lunar New Year lunch event

Employment of People with Disabilities and Seniors

We appropriately employ people with disabilities and senior human resources over the age of 60 to make them a vital force in our corporate growth.

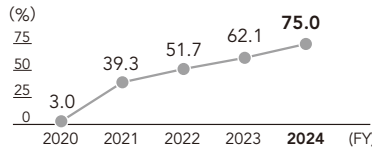
FY2024 Results

Employment Rate for People with Disabilities	Employment Rate for Seniors	Employment Rate for People Who Wish to Work after Retiring
2.6%	95.2%	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



Note: The ratio of employees taking childcare leave in FY2024 was 75.0% and the participation rate among those who wished to take leave was 100%.

## Managing Employees' Physical and Mental Health

The KAMEDA SEIKA Group believes that an essential part of promoting a human resources strategy that reflects its unique values is the creation of an organizational culture that encourages all Group employees to work as their true selves and to express their ideas freely. We believe that ensuring that our employees are healthy both physically and mentally will lead to an improvement in employee engagement and ultimately our corporate value over the medium to long term. As such, management and employees are united in promoting health management.

We make it a priority to maintain both the physical and mental health of employees and to increase engagement. We believe the creation of a work environment in which each employee can reach their potential leads to a sustainable base of human resources who will lead value creation.

## Health Management

### Health Management Declaration

KAMEDA SEIKA has identified its Purpose as 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.

We aim to become a "Rice Innovation Company" that maximizes the potential of rice and creates new value and new markets throughout the world. To achieve this, it is important to create an environment that enables our employees to be healthy both physically and mentally, so that they can achieve their full potential.

We are promoting health management through a united effort between management and employees to deliver the value of rice-produced by healthy and happy employees to people all over the world.



To create an environment that supports the physical and mental health of employees and enables them to achieve their full potential, we established the Health Management Project in December 2023, and formulated a strategic roadmap for promoting health management. We are focusing on three priority areas: Early discovery and treatment of disease, reduction in falls and labor accidents, and reduction in the number of cases of mental health issues. With the aim of encouraging each employee to understand the state of their own mental and physical health and promote greater health awareness and behavioral change, we formulated a Company-wide health strategy and are implementing various related initiatives.

In March 2025, the Company was recognized as a 2025 Outstanding Organization by the KENKO Investment for Health program (Large Enterprise Category), jointly run by the Ministry of Economy, Trade and Industry, and Nippon Kenko Kaigi. In May of the same year, one of our occupational health nurses presented the Company's health management initiatives at the Japan Society for Occupational Health.



Presentation at the Japan Society for Occupational Health



Health Management (Strategic Map and Promotion Structure)  
<https://www.kamedaseika.co.jp/sustainability/health/>  
(Japanese only)



## Specific Initiatives to Create a Comfortable Work Environment

### Happy Return System

This system is for people returning to work after leaving the Company, 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 be reemployed.

### 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.

### 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.

### 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.

### Flextime System

We have introduced a flextime system that is available to most of our employees, aimed at supporting flexible working styles. The system allows each employee to decide their starting and finishing times within a time frame specified by the labor-management agreement.

### Telework System

We introduced a telework system that is available to most of our employees in April 2023, with the goal of allowing individual employees to work flexibly and to increase their productivity.

### Region-Specific Work System

In April 2024, we introduced a system that exempts regular employees (excluding managers, etc.) who wish to limit their work location due to reasons such as marriage, childcare, or nursing care from being transferred to a worksite that requires relocation. The period for the region-specific work system is set at two years per request, with a maximum of three requests permitted.

### Spouse Transfer Leave System

To support employees in balancing work with their family commitments, in April 2024 we introduced a system that gives KAMEDA SEIKA employees the opportunity to take leave in order to accompany a spouse who also works at the Company on an overseas posting. The period of leave is, in principle, from the day of the spouse's assignment until two weeks after the day of return, with a maximum period of leave of five years.

### Babysitter Dispatch System

In January 2025, we introduced a babysitter dispatch system as part of our efforts to support employees who are balancing work with childcare. For employees who have infants and children up to the third grade of elementary school, or children up to the sixth grade who hold a Physical Disability Certificate or Intellectual Disability Certificate, the use of the system is partially subsidized.

### Meal Subsidies

We pay a meal subsidy to employees at workplaces that do not have access to the Company's employee cafeteria. The headquarters in Niigata-shi, Niigata Prefecture has an employee cafeteria.

### Expansion of Uses for Accumulated Expired Paid Leave

From April 2025, the special leave system that enables employees to accumulate expired annual paid leave has been expanded beyond personal injury or illness to also cover childcare (including nursing), caregiving, and fertility treatment.

### Recommendation to Keep Commute Time Within 60 Minutes

From April 2024, when an employee's commute time (using public transport) exceeds 60 minutes, we allow them to move into Company-leased housing or be posted on a solo assignment.



## Health Management: Specific Measures

## Early Discovery and Treatment of Disease

- Maintained a 100% examination rate through use of unified management system for regular health checkup reservations
- Use of healthy habits app
- Learning about health management and holding study sessions to encourage practical application (seminars)
- Measurement of vegetable intake
- Provision of Smart Meal Lunch\* program at the employee cafeteria

\* 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.



Measurement of vegetable intake



Seminar



Smart Meal Lunch

## Reduction in Falls and Labor Accidents

- Continued to promote workplace monitoring by health and safety committees
- Held fall prevention seminars
- Hazard prediction training using VR
- Bone density measurement



Fall prevention seminars



Hazard prediction training using VR



Bone density measurement

## Reduction in the Number of Cases of Mental Health Issues

- Use of stress checks
- Raise awareness of internal reporting system and hotline
- Introduction of well-being support service

## Other

- Improvement of work environment
- Support for the White Logistics promotion movement

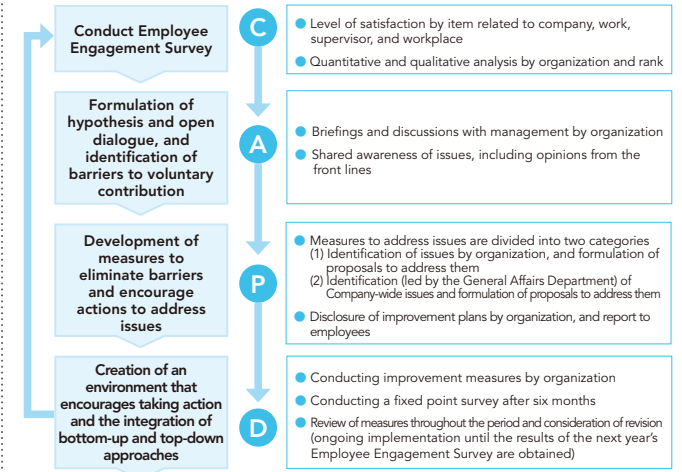


Roof repair work (partial) to reduce temperature inside plants and improve work environment



Palletization

## Workplace Improvement Activities Driven by the Employee Engagement Project



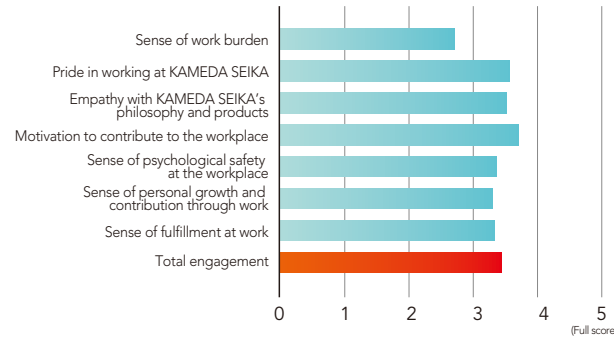
## Increase in Employee Engagement

Up until now, the Company has made workplace improvements based on a plan-do-check-act (PDCA) cycle, and has been using an Employee Awareness Survey to ascertain the level of employee satisfaction with the work environment and systems. The status of progress through the cycle is shared internally, as part of an effort to visualize efforts. However, recently the social environment has been changing dramatically, including a decline in the working population driven by accelerating population aging and low birthrates, diversification of work styles and values, and growing interest in independent career building. Furthermore, the KAMEDA Group's Values, expressed in the concept of "Kameda's Craftsmanship," highlight the importance of utilizing human capital.

Given this backdrop, we concluded that companies should not merely respond unilaterally to employee feedback, but to develop relationships in which employees and the organization engage with one another and grow. In FY2024, we switched from our traditional Employee Awareness Survey to an Employee Engagement Survey, which measures the strength of employee's bond with a company as well as employee enthusiasm and desire to contribute at work.

We will work to create even more fulfilling workplaces by continuing to make improvements using the PDCA cycle through the Employee Engagement Project, based on the results of the Employee Engagement Survey.

## FY2024 Employee Engagement Survey Results (Excerpt)



Priority issues to address were identified based on the results of the FY2024 Employee Engagement Survey.

<b>Key target group</b>	All manufacturing skilled workers and senior employees, including those re-employed
<b>Overall issues</b>	Operation of evaluation system and management's problem-solving abilities

Based on these results, the Employee Engagement Project (composed of the Human Resources & General Affairs Division and members from each division) is working with each department head to promote workplace improvement activities through the utilization of a PDCA cycle.

## Initiatives for Sustainable Procurement

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. We are also working with business partners to promote the procurement policy and promote initiatives throughout the supply chain.

## 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 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 help 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 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 shared social responsibilities toward the realization of a sustainable society.

## Specific Measures

### 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. has been using certified palm oil since FY2020. In FY2024, the ratio of certified palm oil used by KAMEDA SEIKA and its consolidated subsidiaries was 13.4%.

Note: Following the sale of Mary's Gone Crackers, Inc. in May 2025, the scope of reporting for the ratio of RSPO certified palm oil usage changed from KAMEDA SEIKA and its consolidated subsidiaries to KAMEDA SEIKA non-consolidated.

### Entry into the Agriculture Business

The Company established Nice Rice Farm LLC. in collaboration with local farmers in February 2025 in order to respond to procurement risks for raw material rice due to the aging of Japan's rice farmers, and an increase in the number of people leaving the industry. We are working to build a sustainable procurement network by revitalizing local agriculture, preventing the abandonment of farmland, and supporting people who have left the industry.

Moreover, working together with Nice Rice Farm, we will work to reduce labor and reduce environmental impact in farming, as well as promote research into varieties of rice that are resilient to climate change and highly suitable for rice crackers. In FY2025, we planted Akiakane\*—a variety with outstanding yields—and plan to conduct R&D on products that will offer new value using this rice.

\* A late-maturing, excellent-flavor variety harvested at least two weeks after Koshihikari rice

Reference: Nice Rice Farm—Creating the Future of Rice  
<https://www.kamedaseika.co.jp/sustainability/nice-rice-farm/>  
 (Japanese only)



Harvesting by new employees

### Procurement of Peanuts

The Company is strengthening its systems for ensuring the stable procurement and quality of peanuts. The Purchasing Department periodically checks the status of growing conditions on contracted farms and reports its observations to the Management Meetings to ensure the transparency and reliability of the procurement process. Furthermore, with regard to quality control, in 2019 we opened a Development Center in Weihai, China where we conduct rigorous pre-shipment quality inspections to ensure safety and quality. We also check with producers every two months to ensure that no human rights violations such as child labor or low-wage labor are taking place, and constantly work to confirm that there are no other relevant problems. Through these initiatives, we are promoting responsible procurement of raw materials in terms of both quality control and human rights.



After sowing



Growing in the rice paddy



Harvest



Development Center (Weihai, China)

### Use of FSC-certified Cardboard

KAMEDA SEIKA has switched to FSC-certified cardboard for use in the packaging of all of its products.

## Harmony with the Community

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.

### Increasing Local Employment

The Company is increasing the number of employees at its overseas sites as part of its global expansion with a focus on coexistence with the local community. In particular, we are strengthening our workforce in Southeast Asia to support increased production capacity.



Employee birthday celebration at LYLY KAMEDA CO., LTD.

### Cooperating with Local Agriculture

The Company established and made an investment in Nice Rice Farm LLC. together with local farmers in Niigata Prefecture (the location of its headquarters). We are working to invigorate the rice farming industry, expand consumption of rice grown in Japan, and build a sustainable raw material rice procurement framework. Furthermore, our consolidated subsidiary, TAINAI Co., Ltd. (Tainai-shi, Niigata Prefecture), is working to expand sales of rice flour bread made from rice grown only in Niigata Prefecture, and Maisen Co., Ltd. (Sabae-shi, Fukui Prefecture) is working to revitalize local agriculture through the sale of rice grown in Fukui Prefecture.

### Initiatives for Dietary Education

As an initiative for creating deeper connections with local communities, the Group conducts plant tours for local elementary school students. We also visit kindergartens, student clubs, and elementary schools to conduct dietary education activities that convey the appeal of rice and rice crackers through quizzes and other methods. In addition, consolidated subsidiary Onisi Foods promotes awareness-raising activities to communicate the importance of disaster preparedness and emergency supplies.



Dietary education class

### Activities with Close Connections to Local Communities

Since 1996, we have supported regional sports as a uniform sponsor of the professional soccer club, Albirex Niigata. We also conduct ongoing community contribution activities by inviting children to watch Albirex Niigata's home games. At our consolidated subsidiaries, we conduct periodic sales events of our own products to express our gratitude to local customers. Furthermore, at THIEN HA KAMEDA, JSC in Vietnam, we bring cheer to children in hospital by giving them our products as presents. This just one example of how we value our connections with communities in Japan and overseas.



KAMEDA SEIKA Thanks Day



Hospital visits by THIEN HA KAMEDA, JSC



Community events by Nisshin Seika Co., Ltd.

### 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, consolidated subsidiaries Maisen Co., Ltd. and Maisen Fine Foods Co., Ltd. have formulated their own "Maisen SDGs," and both are registered as a Fukui SDGs Partner and in the Sabae SDGs Glocal Club.



Megane-no-Machi ("Eyeglasses Town") Sabae SDGs Festival