

# Society

## Human Capital Management

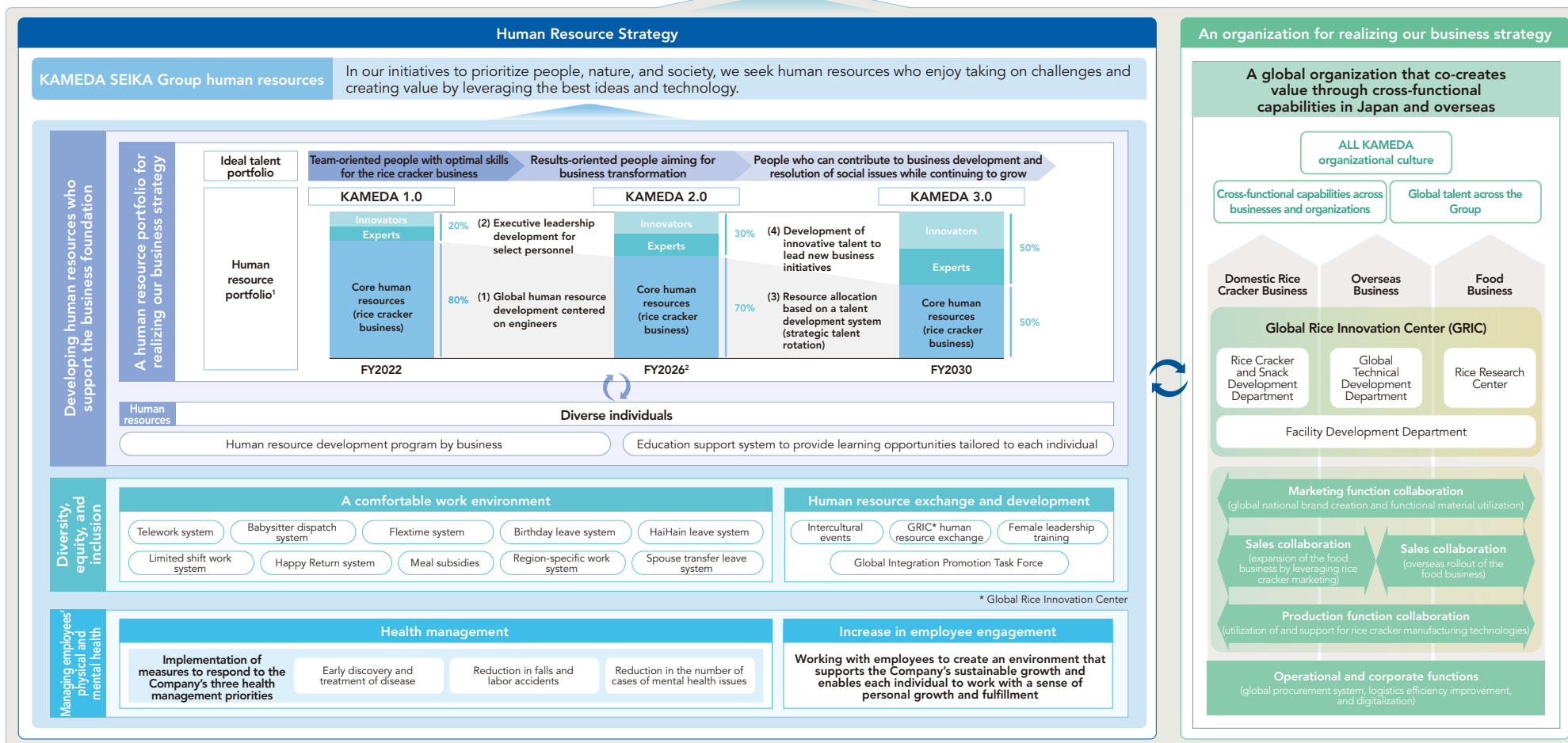
### Key Issues in Human Capital Management

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.

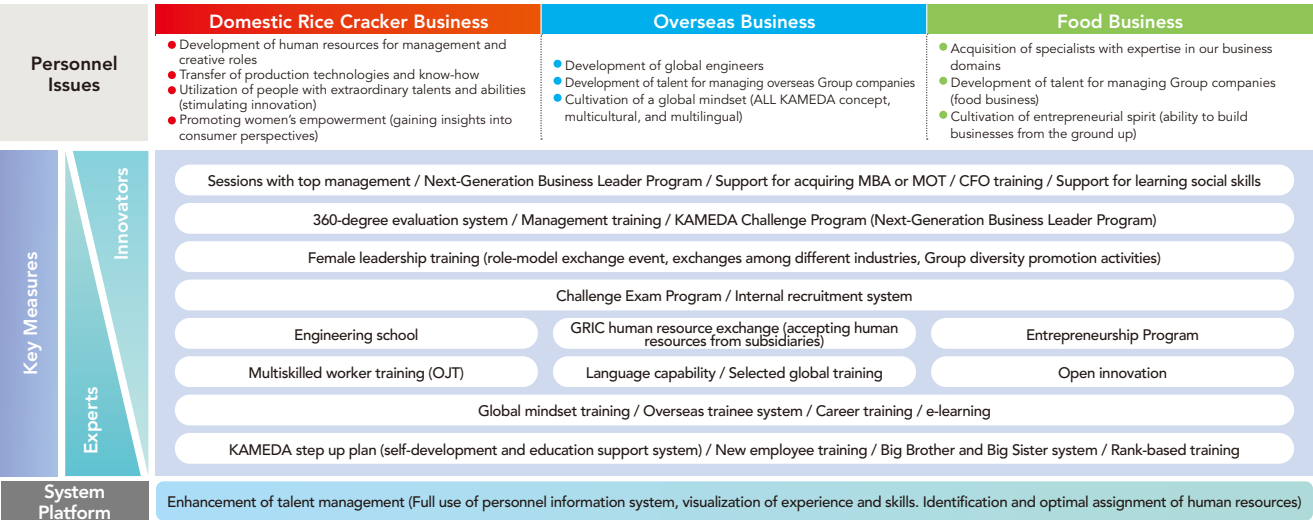
FY2024 Results

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
Innovators	New business entrepreneurs	• Entrepreneurship Program	0	1	3	10
		• Knowledge exchange among women from different industries	32	42	50	70
		• Exchanges among women from different food manufacturers	—	—	—	—
Experts	Rice cracker manufacturing process experts	• Engineering school (annual)	28	49	60	100
		• Establishment and expansion of short-term courses	—	53	60	100
		• Overseas dispatch training	0	23	30	60
Experts	Overseas business engineer pool	• Selective language training	0	23	30	60
		• Overseas dispatch training	0	23	30	60
		• Onboarding and developing talent at GRIC	0	1	7	20
Total	Innovators and experts	• Revision of requirements for hiring	148	356 (25.1%)	450	700
		• Review of personnel systems and indicators	—	—	—	—

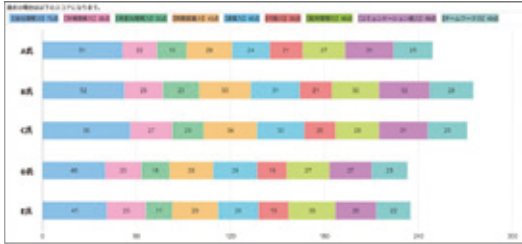
★ As of FY2024, 230 employees (16.2% of total KAMEDA SEIKA employees) were participating in innovator training courses and 126 (8.9%) were participating in expert training courses, for a combined total of 356 employees (25.1%). Through the process of mapping our human resource portfolio, we are able 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.



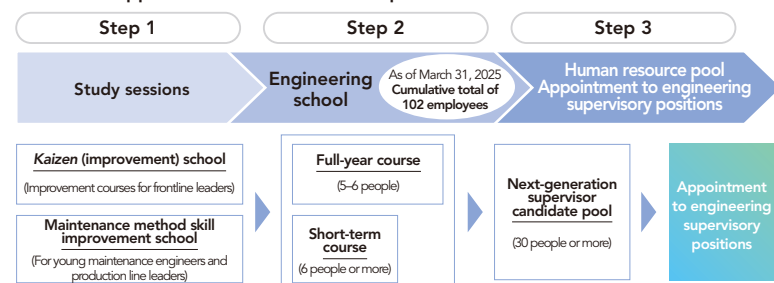
## Specific Measures

### 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.

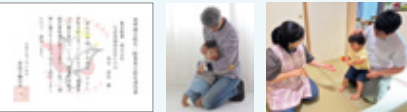
Priority Issues and Measures in FY2025

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.

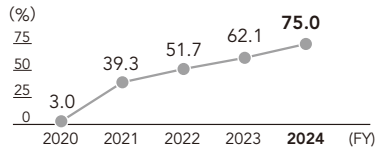
FY2024 Results

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

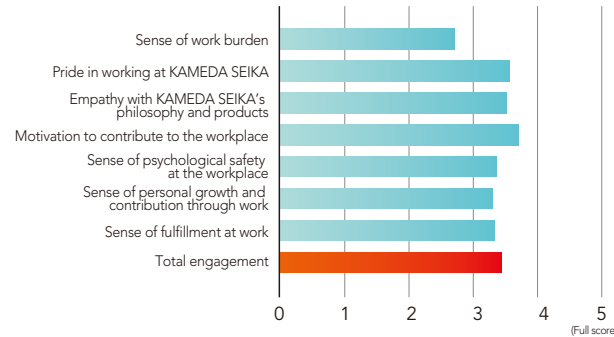
## Increase in Employee Engagement

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)

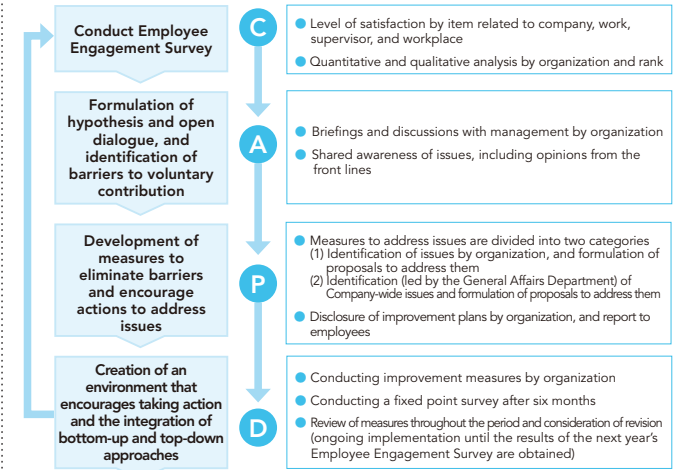


Priority issues to address were identified based on the results of the FY2024 Employee Engagement Survey.

<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.

## Workplace Improvement Activities Driven by the Employee Engagement Project



## 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