

KAMEDA SEIKA Group Integrated Report

2025



Message from Management

KAMEDA SEIKA has continued to focus on rice crackers since its founding, accumulating unique expertise through the refinement of its technologies. In addition to rice crackers, we have expanded our operations into plant-based lactic acid bacteria and Alpha Rice long-life preserved foods. Through these efforts, we have established what we call "Kameda's Craftsmanship," which is the source of the Group's value. By continuing to make full use of our strengths and expanding the potential of rice, we will pursue our Vision of becoming a "Rice Innovation Company."

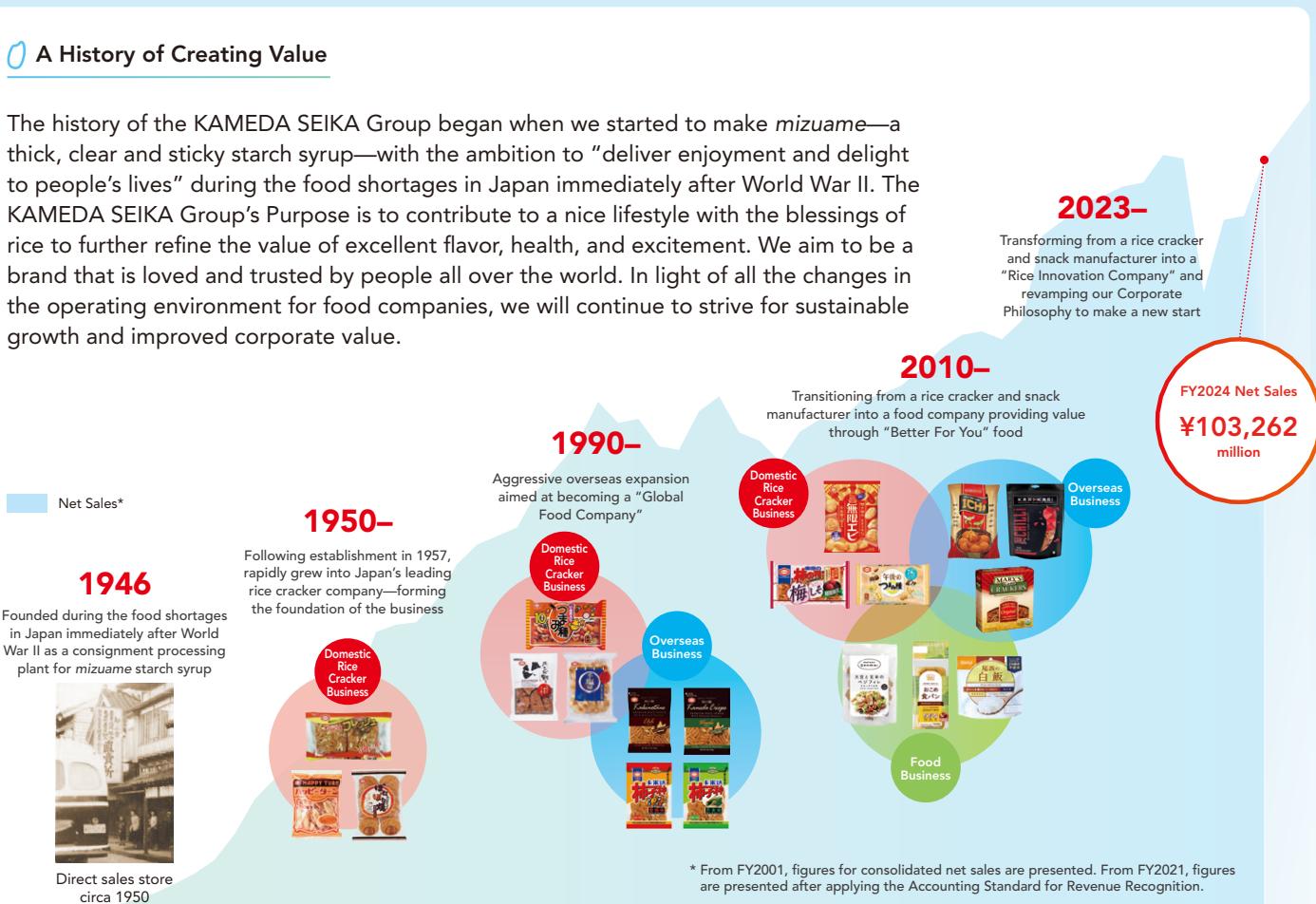


Lekh Raj Juneja
Chairman & CEO

Masanori Takagi
President & COO

0 A History of Creating Value

The history of the KAMEDA SEIKA Group began when we started to make *mizuame*—a thick, clear and sticky starch syrup—with the ambition to “deliver enjoyment and delight to people’s lives” during the food shortages in Japan immediately after World War II. The KAMEDA SEIKA Group’s Purpose is to contribute to a nice lifestyle with the blessings of rice to further refine the value of excellent flavor, health, and excitement. We aim to be a brand that is loved and trusted by people all over the world. In light of all the changes in the operating environment for food companies, we will continue to strive for sustainable growth and improved corporate value.



* From FY2001, figures for consolidated net sales are presented. From FY2021, figures are presented after applying the Accounting Standard for Revenue Recognition.

Founding Philosophy

During the food shortages in Japan immediately after World War II, our founder felt that "Men can find pleasure in drinking, but there is no enjoyment for women and children. I want to give them something that can bring enjoyment and delight to their lives." This became our founding philosophy, and KAMEDA SEIKA was born. With no prior experience, he began making *mizuame*—a thick, clear and sticky starch syrup.



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

Mission Statement

製菓展道立己 (*Seika-Tendo-Rikki*)

As a manufacturer and seller of rice crackers and snacks, we will explore the path to find our identity by seeking to grow through refining management and operations widely, including manufacturing technology, product development, and market development. Our identity refers to the Company itself and each individual employee making up the Company. We will work together to improve our social and economic standing.



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

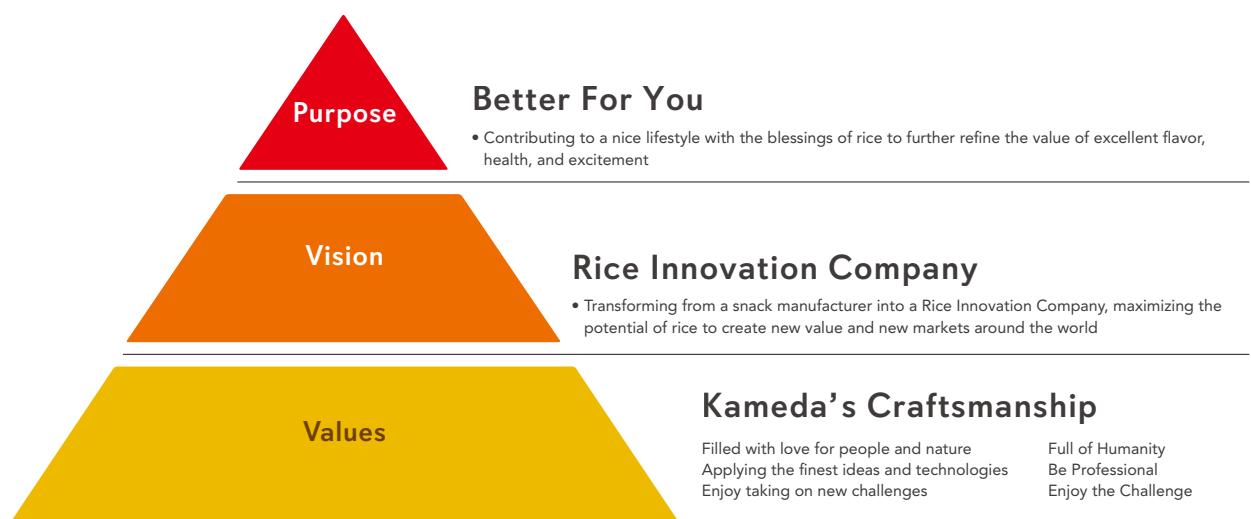
Management Philosophy

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

Basic Management Policy

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

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

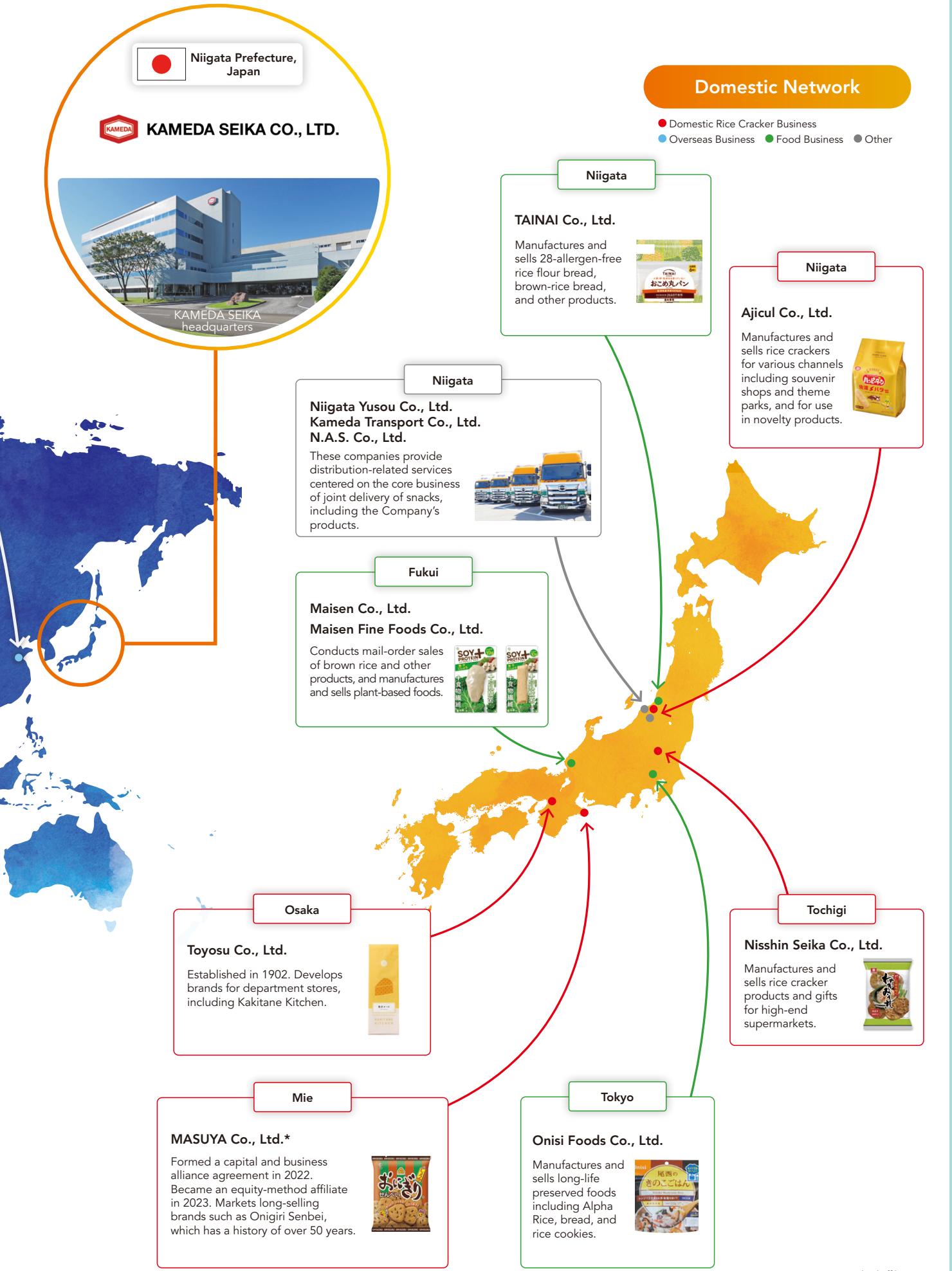


The KAMEDA SEIKA Group aims to achieve sustainable growth by leveraging its core competencies centered on rice and further refining its value through change and innovation to transform its business structure into one that pursues unique value. We have remained committed to our Founding Philosophy, Mission Statement, Management Philosophy, and Basic Management Policy since our founding. In 2023 we made the decision to evolve these constant values in order to address contemporary change. We have defined our Purpose, Vision, and Values and revamped the Corporate Philosophy of the KAMEDA SEIKA Group.

All executives and employees are united in working to contribute to a sustainable society by becoming a "Rice Innovation Company."

Overseas Network

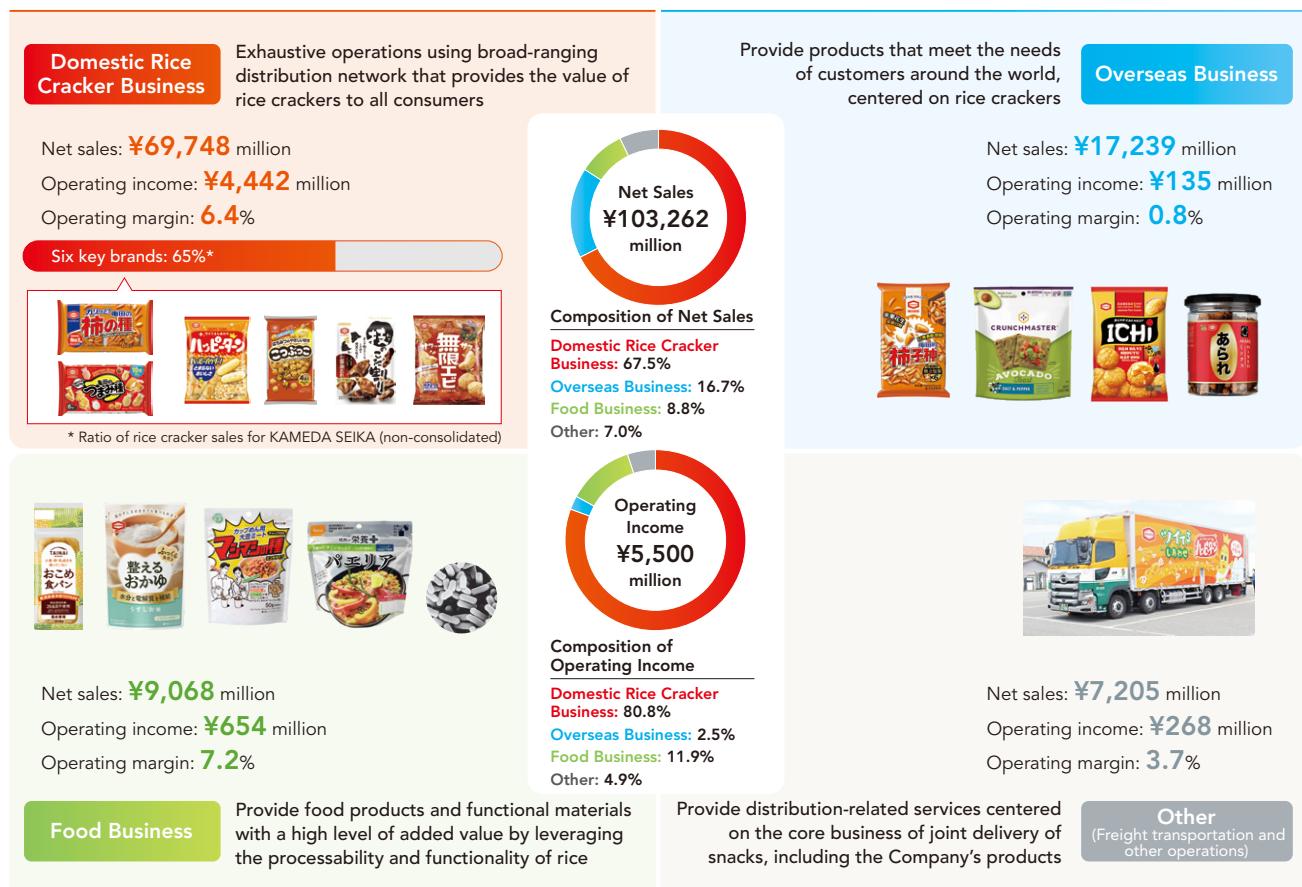




* Equity-method affiliate

Our Businesses (As of March 31, 2025)

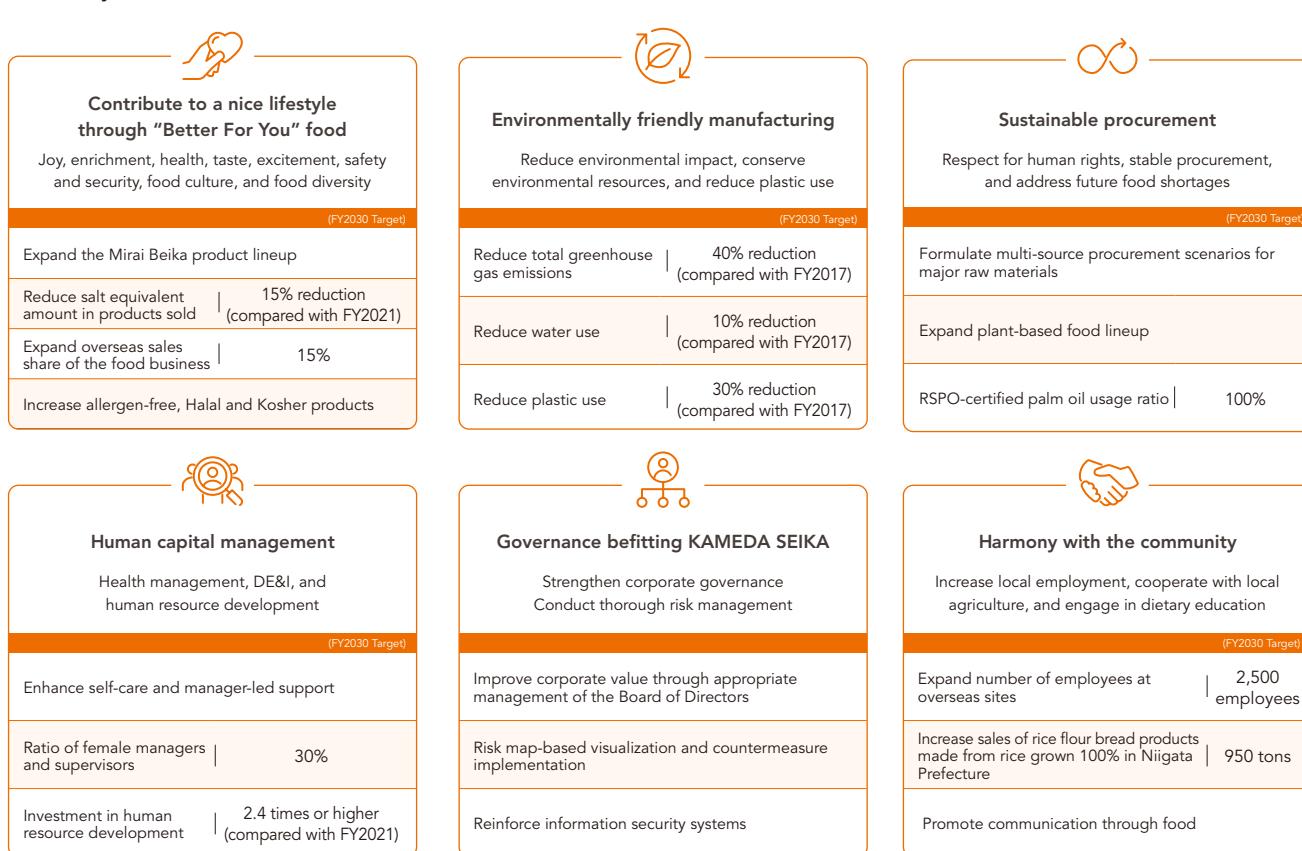
We continue to take on the challenge of becoming a "Better For You" food company that contributes to a nice lifestyle with the blessings of rice to further refine the value of excellent flavor, health, and excitement.



Promotion of Sustainability Management

Materiality (Material Issues) and Main KPIs

Contribute to a sustainable society across the entire value chain through change and innovation. Mitigate risks and seize opportunities through strategy execution and evolve into a "Rice Innovation Company."



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

Company Overview

0 The KAMEDA SEIKA Group by the Numbers

Scope: KAMEDA SEIKA and its consolidated subsidiaries
(As of March 31, 2025)

Financial Information



Net Sales

¥103,262 million

Operating Income

¥5,500 million



EBITDA

¥11,850 million

EBITDA Margin

11.5%



ROE

7.4%

ROIC

3.9%

Operating Margin

5.3%



Share of Japan's Rice Cracker Market*

33.0%

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

Scope: KAMEDA SEIKA and domestic consolidated subsidiaries.



Number of Group Companies

20

Note: As of November 1, 2025

Consolidated Subsidiaries

Equity-Method Affiliates

18

10 companies in Japan
8 companies overseas

2

1 company in Japan
1 company overseas



Number of Patents

60

Japan 24
Overseas 36



Number of Long-Selling Brands Launched 50 or More Years Ago

6



Number of Brands with Sales of ¥5 Billion or More

4



989

Japan 840
Overseas 149

Number of Trademarks

0 About KAMEDA SEIKA (As of November 1, 2025)

Company Name KAMEDA SEIKA CO., LTD.

Date of Foundation September 1946

Date of Establishment August 1957

Capital ¥1,946 million

Main Business (Consolidated)

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

Plants

Kameda Plant (Konan-ku, Niigata-shi, Niigata Prefecture)

Suibara Plant (Agano-shi, Niigata Prefecture)

Shirone Plant (Minami-ku, Niigata-shi, Niigata Prefecture)

Number of Employees (As of March 31, 2025)

4,090 (Consolidated)

1,418 (Non-consolidated)

Sales Office (Non-consolidated)

Three sales divisions and eight branches in Japan (Sendai, Tokyo, Nagoya, Osaka, and Fukuoka)

Please see the following websites for more detailed information.

Directors and Audit & Supervisory Board Members

Chairman & CEO

Lekh Raj Juneja

President & COO

Masanori Takagi

Senior Managing Director & CFO

Akira Kobayashi

Managing Director

Naoko Koizumi

Outside Director

Minesaburo Miyake

Outside Director

Yoshio Ito

Outside Director

Takayuki Kanai

Outside Director

Toshimasa Iue

Outside Director

Katsuo Shoyama

Full-time Audit & Supervisory Board Member

Jun Sasaki

Full-time Audit & Supervisory Board Member

Mari Tanabe

Outside Audit & Supervisory Board Member

Kazuyoshi Aoki

Outside Audit & Supervisory Board Member

Akihiro Ito

Integrated Report



<https://www.kamedaseika.co.jp/en/library/integrated-report/>



Sustainability



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



IR News



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

