

November 10, 2025

To whom it may concern:

Company name: KAMEDA SEIKA CO., LTD.  
Name of representative: Masanori Takagi, President & COO  
(Securities code: 2220; Prime Market of the Tokyo Stock Exchange)  
For inquiries: Akira Kobayashi, Senior Managing Director & CFO  
(Telephone: +81-25-382-2111)

## Notice Concerning Update on KAMEDA SEIKA Group

### Medium-to-Long-Term Growth Strategy 2030

We would like to inform you that we have updated the Kameda Seika Group "Medium- to Long-Term Growth Strategy 2030," which was announced on August 28, 2023, as follows:

#### 1. Reasons for updating the medium- to long-term growth strategy

Our group has positioned the United States as the most important region for overseas expansion in our "Medium- to Long-Term Growth Strategy 2030." In order to expand our business in the region, we have made TH FOODS, INC. (hereinafter referred to as "THF") a consolidated subsidiary and have restructured our growth strategy in North America.

Furthermore, given the significant changes in the business environment since the formulation of the Medium- to Long-Term Growth Strategy 2030, including the soaring price of raw rice, we are reviewing our business plans for our domestic rice cracker and food businesses.

The entire Group will work together to achieve our updated medium- to long-term growth strategy.

#### 2. Updated targets based on the review of key goals in the mid-to long-term growth strategy

	FY2030 targets	FY2030 Revised target
Net sales	140billion yen	160billion yen
Adjusted operating profit*1	14billion yen	14.5billion yen
EBIDA	25.6billion yen	26billion yen
Adjusted ROIC*2	8.0%	5.7%

\*1 Adjusted operating profit means the operating profit excluding goodwill amortization etc. associated with the acquisition of TH FOODS, INC. as a wholly owned subsidiary

\*2 (Adjusted operating profit x (1 - effective tax rate) / (interest-bearing debt + average of shareholders' equity for the last two fiscal years)



# **KAMEDA SEIKA Group**

## **Medium-to-Long-Term**

### **Growth Strategy**

## 2030 Update

**—Rice Crackers for the World, Rice for the Future—**

# AGENDA

- ① KAMEDA SEIKA Group's Vision**
- ② Review of Performance and Medium-term Business Plan**
- ③ Medium-to-Long-Term Growth Strategy 2030 Update**



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# KAMEDA SEIKA Group's Vision

# The KAMEDA SEIKA Group's Philosophy

In line with the Group philosophy framework as restructured in 2023,  
we aim to realize our aspiration to be a “Rice Innovation Company”



# Vision

# Rice Innovation Company

## —Rice Crackers for the World, Rice for the Future—

### Domestic Rice Cracker Business

Offer a distinctive rice cracker lineup centered around six key brands



- Casual gifts and experiential value in physical stores
- Excitement and humor that directly connect to the bounty of the heart



### Overseas Business

Expansion into the North American healthy snack market



Leveraging the Group's manufacturing technology to provide rice cracker products that meet the needs of each country



### Food Business

Delicious meal of Emergency stockpiles and portable meals , anytime, anywhere



- Rice-derived lactic acid bacteria compliant with the Foods with Function Claims system
- Brown-rice bread and plant-based foods with high health value





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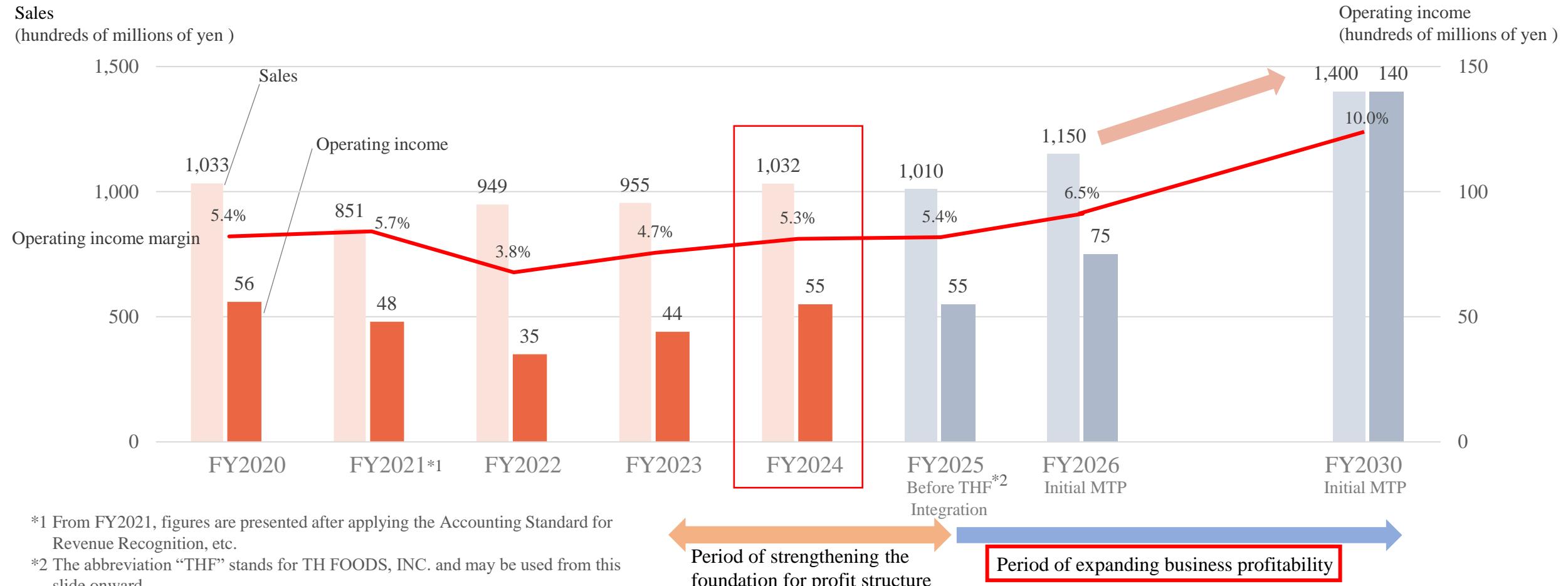
## Review of Performance and Medium-term Business Plan

# Review of Performance (Through FY2024)

In response to the rapidly changing external environment, we shifted the business model from “price appeal” to “value appeal.”

We accelerated the transition to a more robust profit structure, progressing as planned in the Medium-term Business Plan up to FY2024.

For the current Medium-term Business Plan, the next step is required.



# Summary of Achievements and Challenges of Each Business (up to FY2024)

## Domestic Rice Cracker Business

### Achievements

- Establishment of a revenue base through an increased composition ratio of key brands  
(Ratio of six key brands: 58% in FY2021 → 65% in FY2024)
- Strengthening profitability by promoting unique value  
(Average selling price\*: ¥150 in FY2021 → ¥175 in FY2024 (+17%))
- Strengthening new channel sales through Group companies

### Challenges

Further business growth and strengthening of profitability in KAMEDA SEIKA's non-consolidated rice cracker business  
(Responding to changes in the business environment due to inflation)

## Overseas Business

- Achieving the first operating income surplus in the segment (¥130 million in FY2024)
- Creation of synergy by leveraging the structure of the ALL KAMEDA (Renewal of our own brand in Vietnam subsidiary, etc.)
- Robust performance of the Asian business (own brand, OEM)

- Initiation of the restructuring of the North American business
- Monetization of the Asian business

## Food Business

- Capturing the expanding demand for long-life preserved foods (with record-high net sales)
- Expanding sales channels for functional ingredients such as lactic acid bacteria
- Completed capital investment in next-generation seed-stage businesses

Securing a return on business investments in Onisi Foods and others



Turning the three core businesses profitable

\* INTAGE Inc. SRI+ Rice Cracker Market  
Average Selling Price (Apr 2021–Mar 2022 / Apr 2024–Mar 2025)



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# Medium-to-Long-Term Growth Strategy 2030 Update

# Clarification of KAMEDA SEIKA Group's Policy

## With the power of rice crackers for the world, KAMEDA SEIKA moves to the next chapter

- Enhancing the resolution of strategies through bold structural reforms
- Selection and Concentration, pursuing synergy to the world

### Until now

#### A single pillar of domestic rice crackers

The group companies consist of less than ¥10 billion scale companies.

#### Individual resource allocation

Investment is individual by company and location, according to opportunities

#### Growth by individual companies

An aggregate of individual measures

#### Dividend policy

Stable dividends, with a target payout ratio of 30%

### For the future

#### Two pillars: domestic rice crackers and overseas rice crackers

Consolidation on rice crackers, strengthening the profitability of the overseas business, primarily in North America

#### Selection and Concentration

Identification of businesses with high potential for revenue and cash flow growth and allocation of resources accordingly

#### Pursuing Group synergy

Reorganization of roles in Japan, North America, and Asia

#### A dividend policy with steadfast commitment

Progressive dividends\* with a consolidated payout ratio target of 35% \*

\* Dividends are maintained or increased compared to the previous fiscal year's actual dividend per share

# Evolution and Winning Scenarios of the KAMEDA SEIKA Group

## -Change and Innovation System Diagram



### “ 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

#### KAMEDA 3.0

##### Evolution of business model

Optimization of Sales  
Portfolio (including OEM  
and Branded Business)

Overseas M&A/  
alliance partnerships

Production  
Collaboration in  
Lactic Acid Bacteria  
and Rice Crackers

~2050

#### KAMEDA 2.0 Expansion of business domains and regions

Expansion of  
sales regions

North American  
structural reform

Rice flour bread and  
Plant Based Food

~2030

Rice cracker market creation  
Mirai Beika

Allergen free, gluten free,  
NON-GMO

Food market expansion  
Rice/plant origin ingredients  
processing

~2027

Current

#### KAMEDA 1.0 Rice Cracker Business specialty model

Ingredients × manufacturing method  
Health value, new market creation

R&D  
M&A, Partnerships

Mass production technology and  
production technology  
(Safety, security, quality, and efficient production system)

Functionality research  
(Plant origin lactic acid bacteria, etc.)

Strengthening our management base  
(Strengthening human capital vitality,  
maintaining financial stability, etc.)

Challenge and innovation  
Operational evolution

Core competence

# Long-Term Direction and Business Concept Update

## Initial MTP

**The Direction Based on the issues we face and  
the changes in the environment”**

**Transforming to a business structure thoroughly  
focused on creating unique value**

We aim to transform into a business structure that pursues the unique value that can be offered by the KAMEDA SEIKA Group, to raise WTP (=willingness to pay), and to achieve sustainable growth by leveraging our core competence in rice and by using change and innovation to refine the value we offer

We will rebuild and integrate our business strategies, clarifying our uniqueness that will provide the KAMEDA SEIKA Group with a sustained market advantage



**<Update> Enhancing the resolution of strategies through structural reforms**

- (i) Global expansion through rice crackers**
- (ii) Pursuing further potential in the value of rice**

# Establishing “Three Pillars, Including Two Main Pillars” for Further Business Growth



## Expansion of overseas business mainly in North America

- Synergy between the rice cracker technologies of THF and KAMEDA SEIKA
- Creating collaboration between THF and various Asian locations

## Strengthening the profitability of each company in the domestic rice cracker business

- Synergy between rice cracker companies in the Group to capture the diversifying demand for snacks
- Deepening (Update) and evolving (Upgrade) the value of the domestic rice cracker business

## Establishing a revenue base for the food business

- Monetization of seed-stage businesses that address social needs such as disasters, environmental issues, food allergies, and food shortages

# Medium-to-Long-Term Growth Strategy 2030 Update

## - Rice Crackers for the World, Rice for the Future -

	FY2024 (Actual)	FY2025 (Plan)	FY2027 (Target)	FY2030 (Target)	Initial MTP
Consolidated net sales (hundreds of millions of yen)	1,032	1,375	1,470	1,600	1,400
Overseas sales ratio	17%	35%	37%	43%	-
Adjusted operating income *1 (hundreds of millions of yen)	55	95	115	145	140
Adjusted operating income margin	5.3%	6.9%	7.8%	9.1%	10.0%
Adjusted ROIC *2	3.9%	5.3%	5.1%	5.7%	8.0%
EBITDA (hundreds of millions of yen)	118	185	223	260	256
EBITDA margin	11.5%	13.5%	15.2%	16.3%	18.3%
Operating income (hundreds of millions of yen)	55	70	90	120	140
ROIC	3.9%	3.9%	4.1%	5.0%	8.0%

\*1 Adjusted Operating Income: Operating income on a “substantive basis,” excluding goodwill amortization and other related effects associated with the full acquisition of THF.

\*2 Adjusted ROIC = (Adjusted Operating Income × (1 – Effective Tax Rate)) / (Average of Interest-Bearing Debt and Shareholders’ Equity for the Last Two Periods)

FY2024

Overseas business net sales ratio: 17%

Single-year operating cash flow: ¥9.4 billion

Present

- ✓ Structural reform of the North American business
- ✓ Sustainable growth and new value creation in domestic rice crackers
- ✓ Full-scale expansion of the food business

KAMEDA 2.0

Establishing a foundation for growth in FY2027

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KAMEDA 3.0

Rice Innovation Company

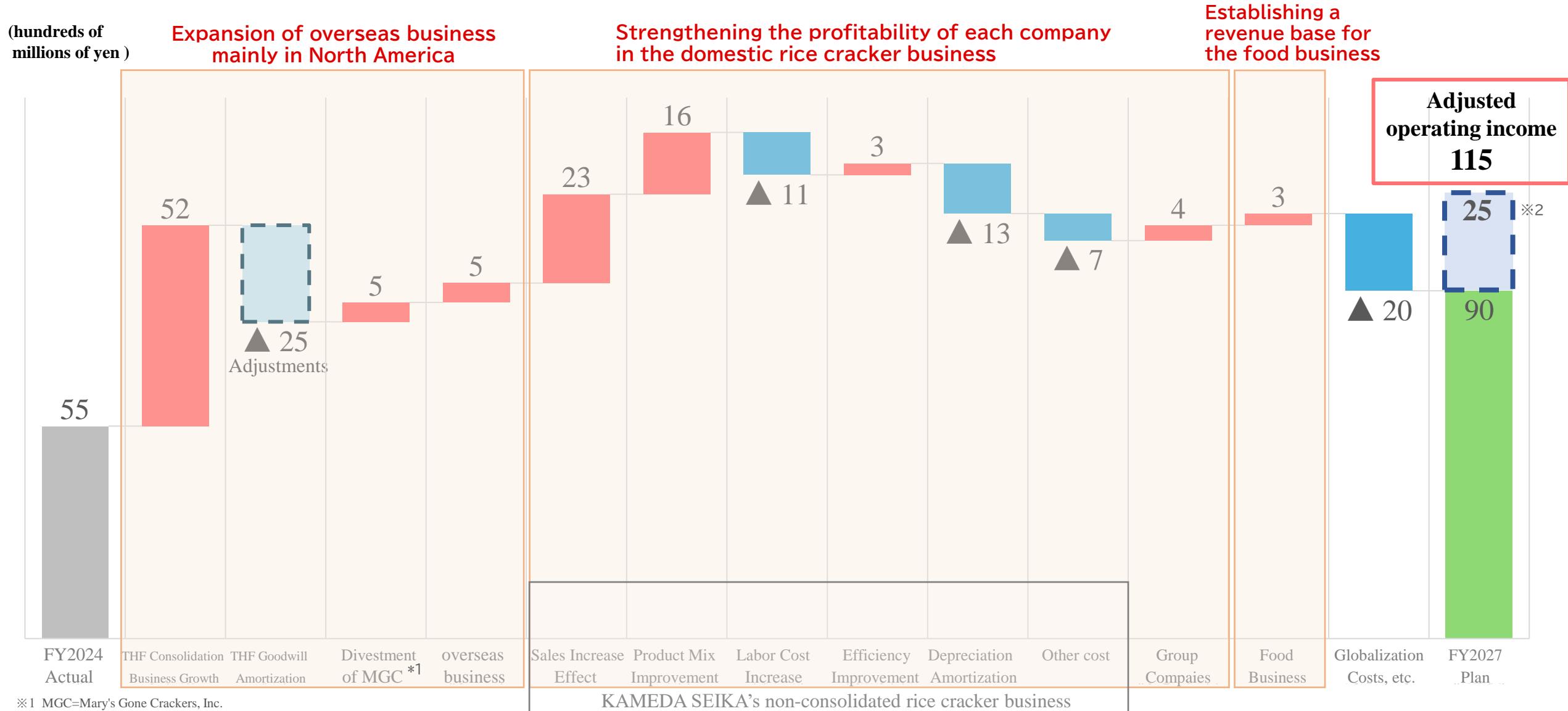
Overseas sales ratio: 43%  
Cumulative operating cash flow over three years: 54billion yen

Advancement of globalization in FY2030

The overseas sales ratio reached 37%  
Cumulative operating cash flow over the past three years totaled 46billion yen.

- ✓ Full-scale expansion of the overseas rice cracker business, primarily in North America
- ✓ Sustainable growth of the domestic rice cracker business and pursuit of Group synergy
- ✓ Growth of the food business and return on investment

# Overall Framework for Achieving Consolidated Operating Profit (FY2024–FY2027)



## Expansion of overseas business mainly in North America

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- Synergy between rice cracker companies in the Group to capture the diversifying demand for snacks
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## Establishing a revenue base for the food business

- Monetization of seed-stage businesses that address social needs such as disasters, environmental issues, food allergies, and food shortages

## Acquisition of all shares of “TH FOODS, INC.” in North America



Mutual understanding and trust built over more than 35 years

June 2025 Acquisition of all shares

1989 Beginning of capital and business alliance

1984 Establishment

Building a strong financial foundation and a high-profit business model

	FY2022	FY2023	FY2024
Total Assets	¥24.5 billion	¥28.5 billion	¥30.9 billion
Equity Ratio	86.1%	86.7%	86.3%
Sales	¥34.2 billion	¥35.2 billion	¥38.8 billion
Operating income	¥3.0 billion	¥2.6 billion	¥4.2 billion
Operating income margin	8.9%	7.5%	11.0%
EBITDA	¥4.6 billion	¥4.5 billion	¥6.1 billion

\* Fiscal year ended in March

The presence of TH FOODS, INC. in North America

The only large-scale rice cracker manufacturer in North America

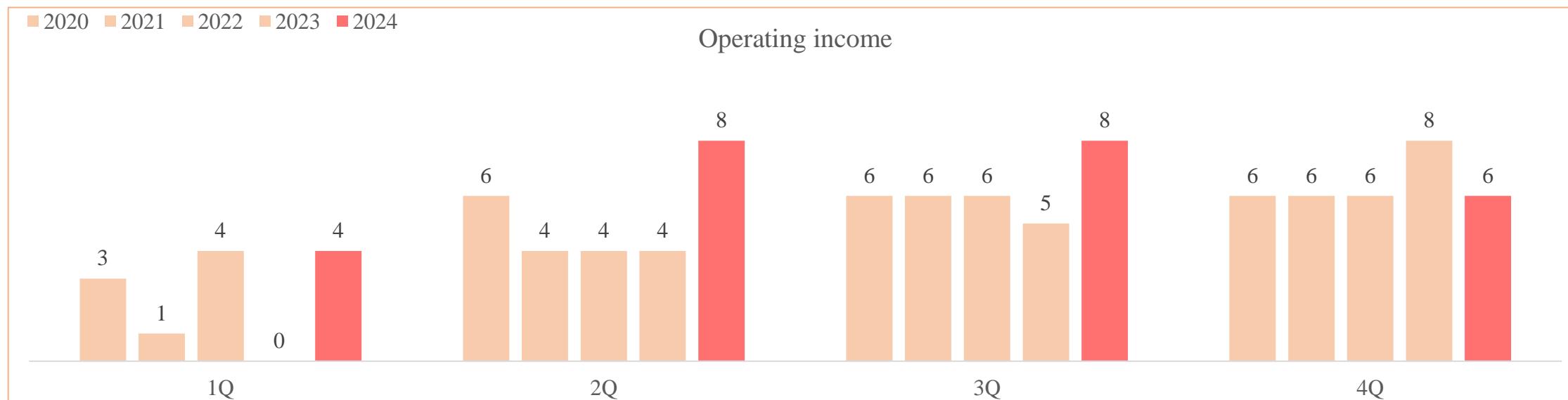
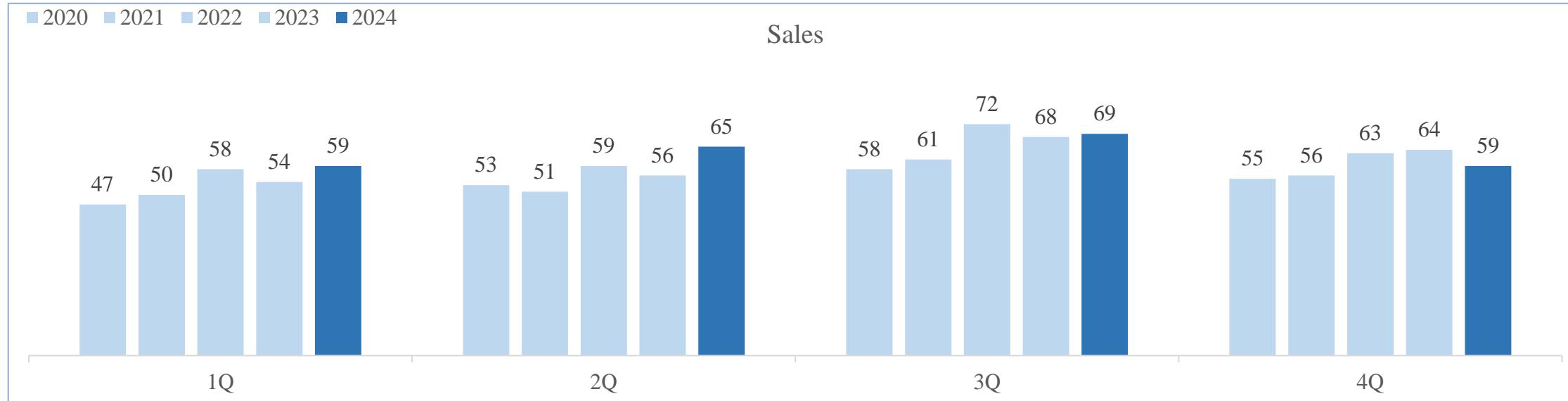
- In addition to the own brand, offers a diverse lineup of products for different distribution channels
- Adaptation to various packaging formats  
(Tray, bag, stand-up pouch, bag-in-box, bulk, etc.)
- Deployment of locations with the aim of efficiently covering the entire United States (Owns plants in Nevada and Illinois)

own brand: CRUNCHMASTER



# THF Performance Tracking(Quarterly Comparison over the Past 5 Years)

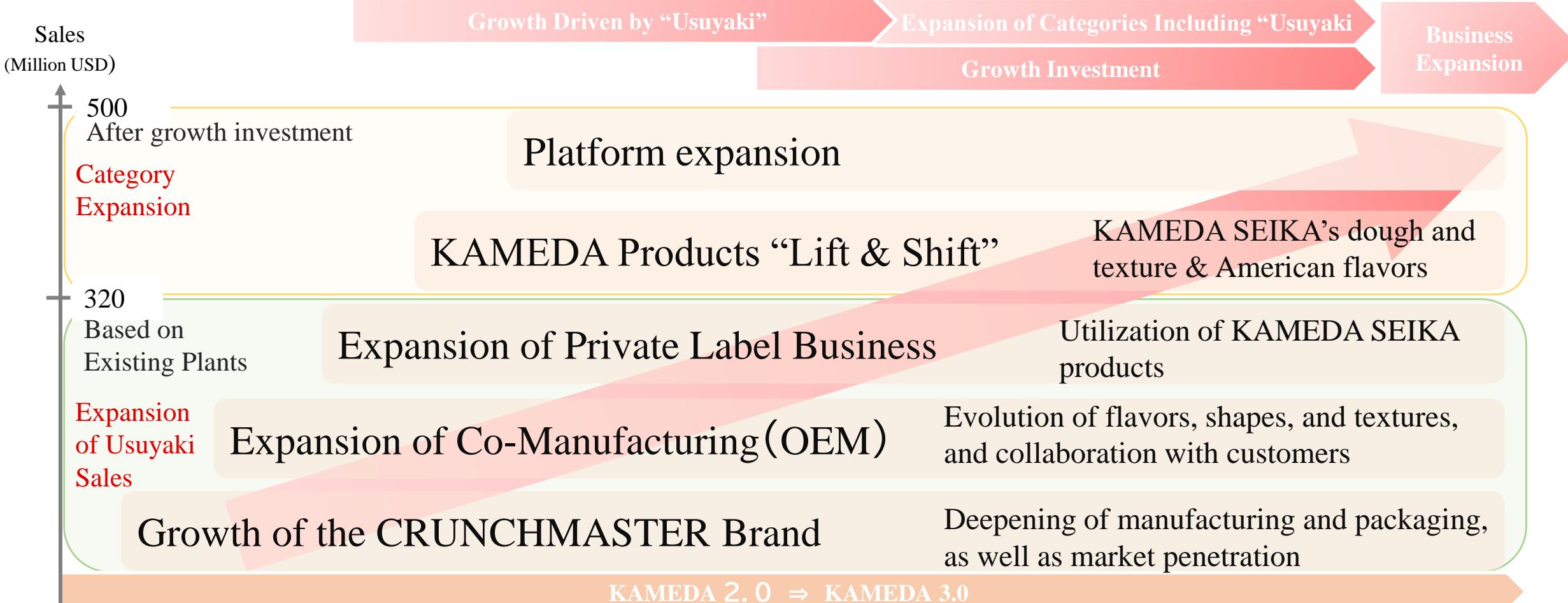
Unit: Million USD



# Overview of Sales Strategies for THF Business Expansion

Unit: Million USD

	FY2025 (Plan)	FY2027 (Target)	FY2030 (Target)	Early 2030s
Sales	252	280	360	500
Operating income	28	36	41	50



# Concrete Collaboration and Synergy Between KAMEDA SEIKA Group and THF

KAMEDA SEIKA's rice cracker manufacturing expertise & THF's business foundation & Asian production bases  
**Leveraging the comprehensive strength of KAMEDA SEIKA Group to develop localized products rooted in North American food culture**

## Key action plan as a group

### KAMEDA Products "Lift & Shift"

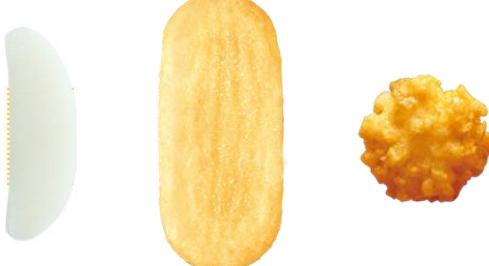
#### KAMEDA SEIKA's strengths

&

#### THF's strengths

#### Various doughs and textures

"Kaki-no-Tane" type    "Happy Turn" type    "Kotsubukko" type



Extensive Expertise in Rice Cracker Production and Product Development

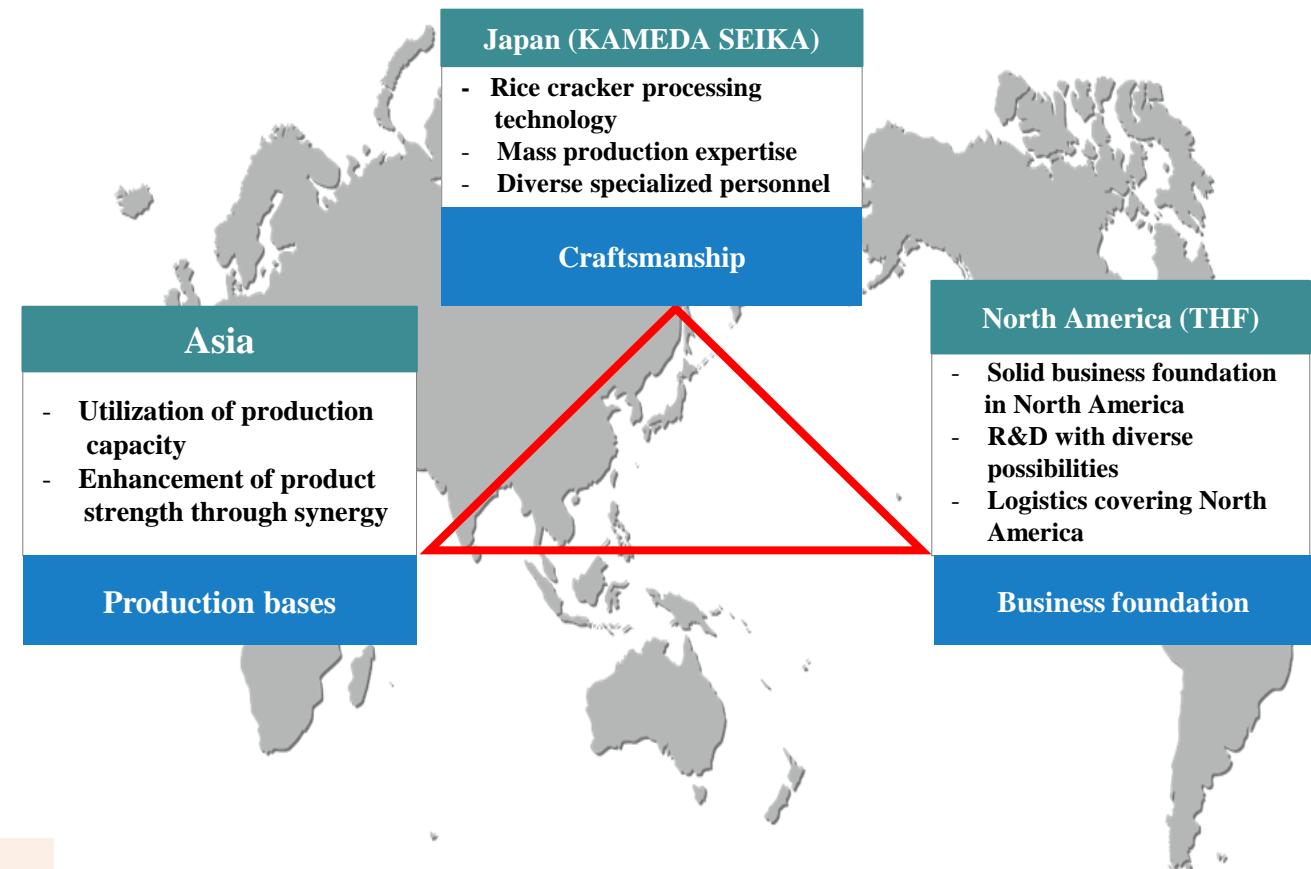
Logistics system covering North America

Connections with major customers

Extensive sales and proposal capabilities



Based on local market research, concentrate resources on the three types selected from among various doughs and textures that are expected to quickly demonstrate effectiveness



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- Monetization of seed-stage businesses that address social needs such as disasters, environmental issues, food allergies, and food shortages

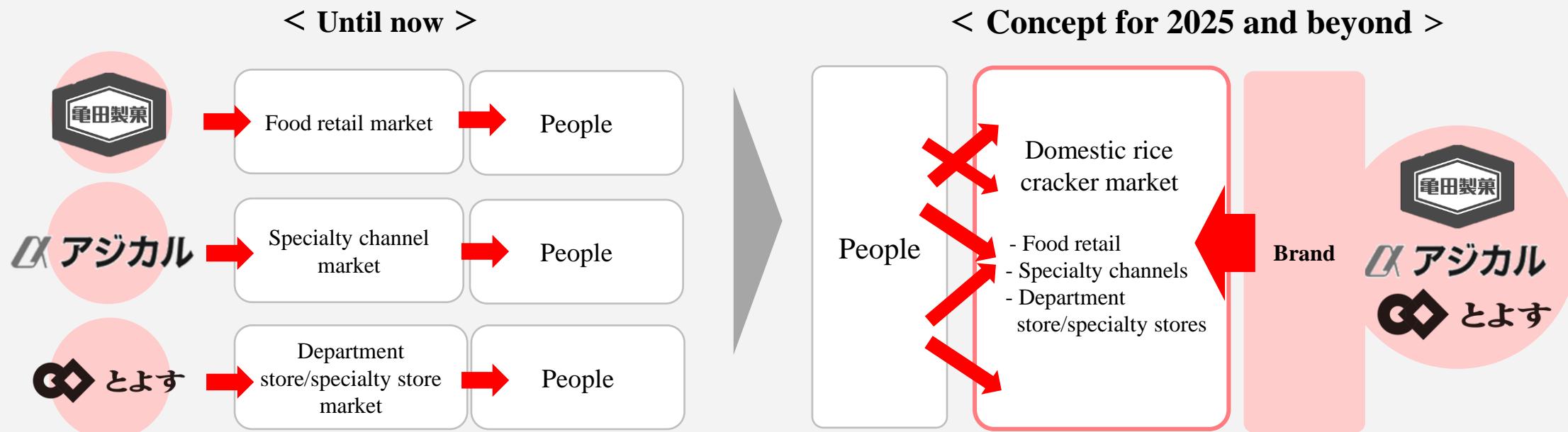
# Strengthening Group Synergies in the Domestic Rice Cracker Business

Flexibly respond to the diversifying demands of people by expanding collaboration in production, sales, and other areas among domestic rice cracker companies.

Transition from an approach targeting individual people based on each company's area of expertise to establishing a unified system that deploys brands across the Group, enabling the effective capture of people's demand.

## ONE KAMEDA for ONE MARKET

Unified Response to Domestic Confectionery Market through a people-Centric Approach



# Main Points of people Changes and Opportunities for Capturing Demand



## New permeating values and changes amid a long-term phase of population decline

Lifestyle changes that enhance our unique value and lead to increased demand = Opportunities

### Individual

Adapting to  
a super-individualistic society

- Rapid increase in single-person households
- The rise of individual meals within households (family members eating separately)

### Outside

Demand for outings  
& non-Japanese persons

Opportunities arising  
as the focus of activities shifts  
outward post-COVID-19

### In-between

Consumption during spare time  
or while doing other activities

Consumption during spare time  
or while doing other activities  
in a lifestyle that prioritizes  
time efficiency

### Health

Easy health habits

Health that can be easily  
Incorporated into daily life  
without being overly strict

### Joy

The universal emotional value  
of snacks

Fun, excitement and humor that  
directly connect to the bounty  
of the heart

Feasible  
Actions

Appropriate quantity  
and packaging  
E-commerce

Casual gifts  
Demand from  
overseas visitors

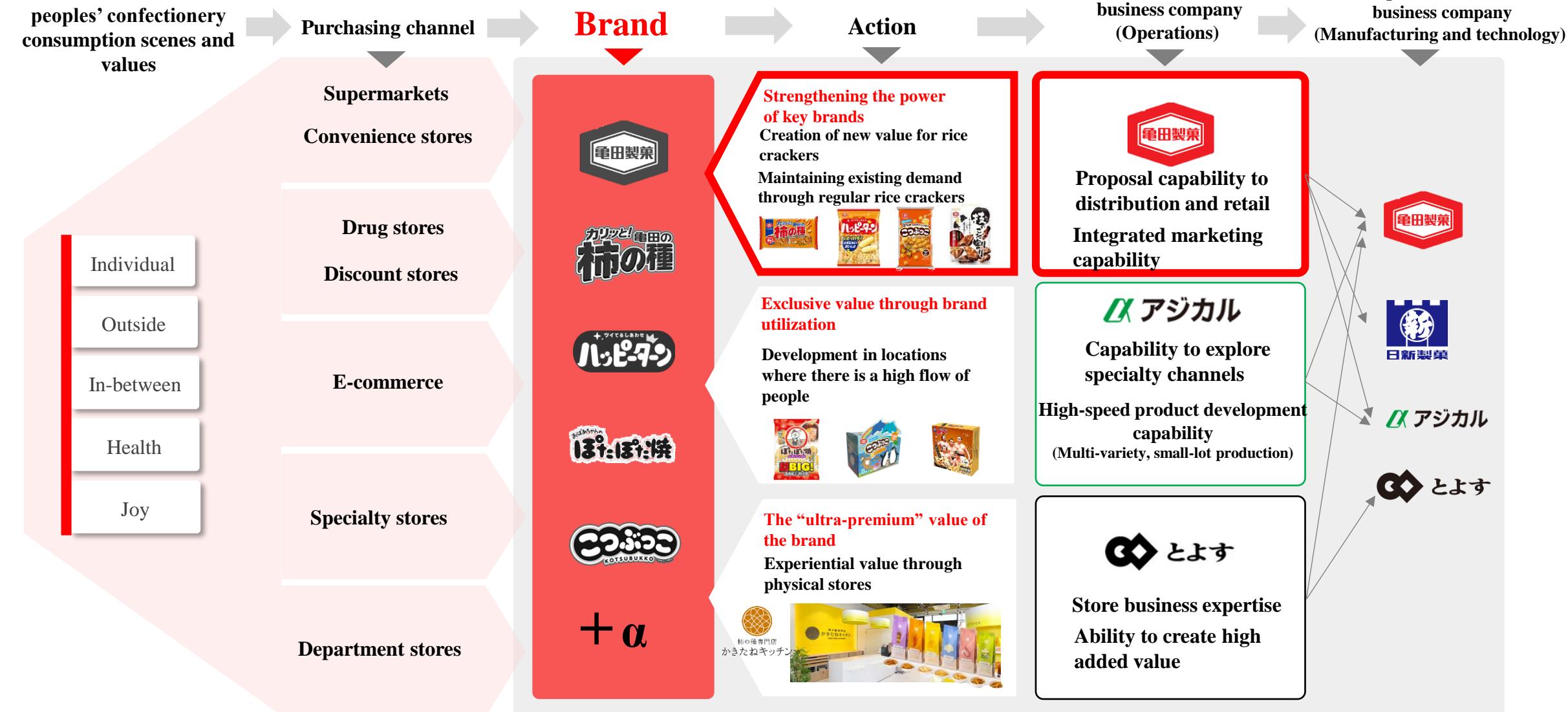
**“0.5 meals”**  
(more than a snack,  
less than a meal)  
Office demand

Rice flour and natural  
ingredients  
Rice-derived  
Lactic acid bacteria

Communication  
Experiential value  
(physical stores)

# Collaboration with Domestic Business Companies Based on the Values and Consumption Behavior of People

Maximize capturing diversifying confectionery demand through the synergy of Group companies while leveraging brand strength



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# Food Business: Plan Toward FY2030



**Develop and expand businesses that provide deliciousness, inspiration, and health, tailored to societal needs such as disasters, environmental issues, food allergies, and food shortages**

## Vision

long-life  
preserved  
foods  
(Onishi)

Strengthen the Onisi brand as a top manufacturer in the market for long-life preserved foods and establish a dominant position

Functional  
Ingredients  
such as  
Lactic Acid  
Bacteria  
(KAMEDA)

Expand domestic sales by utilizing the labeling system for foods with function claims and expand overseas operations through collaboration with partner companies

Rice flour  
bread  
(Tainai)

Expand the market and establish a solid brand as the No. 1 manufacturer of 100% rice flour bread

plant-  
based  
foods  
(Maisen)

Expand sales volume by exploring markets for plant-based foods

## Key initiatives

- Establish a production system capable of responding to the expanding demand for disaster preparedness
- Strengthen the lineup of high value-added products

- Acquisition of new evidence for function claims
- Collaboration with new partner companies
- Expansion of sales channels to Europe, the United States, and Asia

- Enhance exposure to promote the penetration of the TAINAI brand
- Expansion of DtoC business

- Expansion of products that capture changes in people values
- Expansion of BtoB business through collaboration

< FY2030 >

Consolidated net sales:  
¥15.7 billion  
CAGR: 12.0% increase  
(2025 - 2030)

Operating income:  
¥2.1 billion  
Operating income  
margin: 13.4%

# Group Financial Targets Toward 2030

- With the aim of capturing the business's true earning potential, "adjusted operating income," which deducts the impact of THF goodwill amortization, etc. from the accounting operating income, will be adopted as a financial target starting from this Medium-term Business Plan.
- In the current phase of front-loaded investment, we aim to achieve sustainable growth through cash flow expansion, while further enhancing capital efficiency from a medium- to long-term perspective.

	Unit	FY2024 (Actual)	FY2025 (Plan)	FY2027 (Trget)	FY2030 (Target)	2030年度 (Initial Mid-Term Plan)
<b>Sales</b>	hundreds of millions of yen	1,032	1,375	1,470	1,600	1,400
<b>Adjusted operating income*1</b>	hundreds of millions of yen	55	95	115	145	140
<b>Operating income</b>	hundreds of millions of yen	55	70	90	120	140
Impact of Goodwill and Related Items for THF	hundreds of millions of yen	-	25	25	25	-
<b>Adjusted operating income margin*2</b>	%	5.3	6.9	7.8	9.1	10.0
<b>EBITDA</b>	hundreds of millions of yen	118	185	223	260	256
<b>EBITDA margin</b>	%	11.5	13.5	15.2	16.3	18.3
<b>Adjusted ROIC</b>	%	3.9	5.3	5.1	5.7	8.0
<b>【Reference】</b>						
<b>ROIC</b>	%	3.9	3.9	4.1	5.0	8.0
<b>ROE</b>	%	7.4	28.4*3	4.4	5.5	10.0

\*1 Adjusted Operating Income:Operating income on a "substantive basis," excluding goodwill amortization and other related effects associated with the full acquisition of THF.

\*2 Adjusted ROIC = (Adjusted Operating Income × (1 – Effective Tax Rate)) / (Average of Interest-Bearing Debt and Shareholders' Equity for the Last Two Periods)

\*3 Includes one-time gain from step acquisition related to the THF acquisition

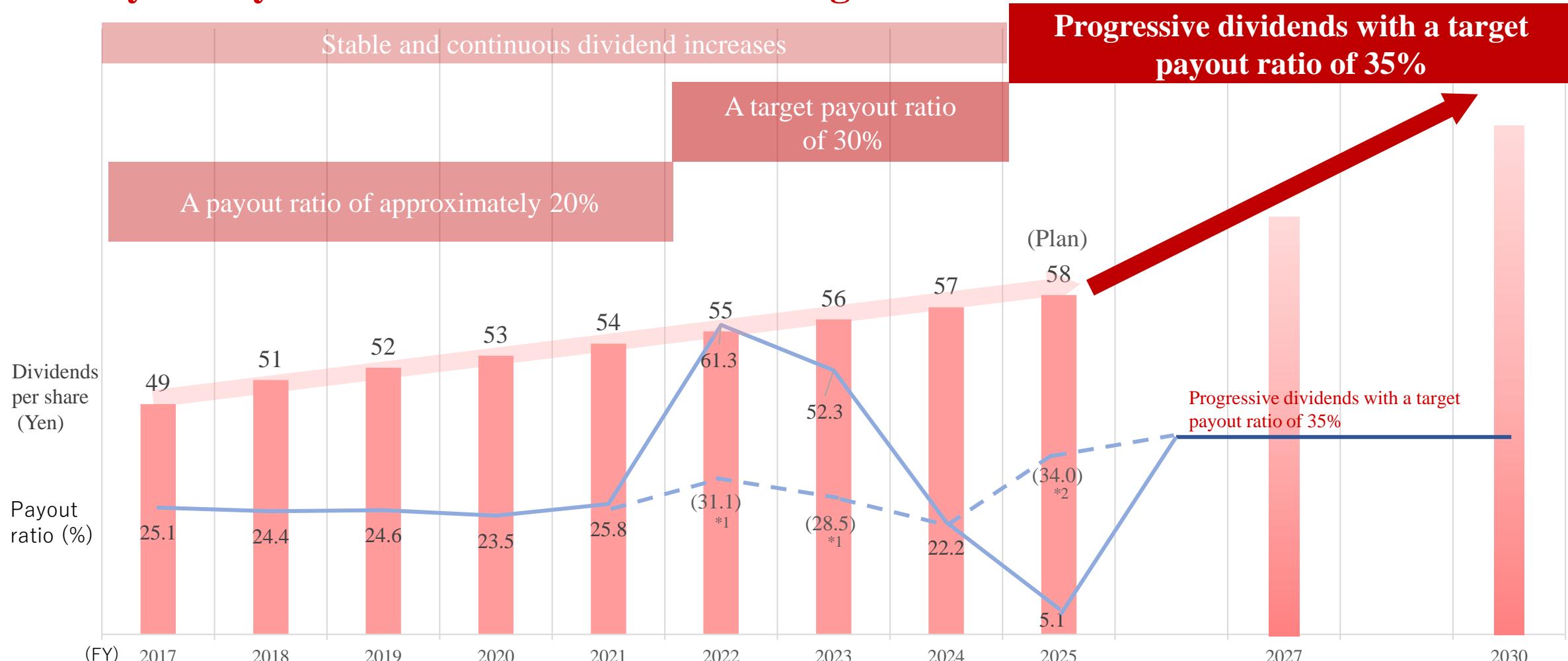
# Segment Performance

		Unit	FY2023 (Actual)	FY2024 (Actual)	FY2025 (Plan)	FY2027 (Target)	FY2030 (Target)	CAGR 2025-2027	CAGR 2025-2030
Domestic Rice Cracker Business	Sales	hundreds of millions of yen	663	697	728	780	844	3.5%	3.0%
	Adjusted operating income	hundreds of millions of yen	43	44	47	60	70	13.0%	8.3%
	Adjusted operating income margin	%	6.5	6.4	6.4	7.7	8.3	-	-
Overseas Business (THF)	Sales	hundreds of millions of yen	-	-	366	406	520	5.4%	7.3%
	Adjusted operating income	hundreds of millions of yen	-	-	41	52	60	12.4%	7.7%
	Adjusted operating income margin	%	-	-	11.4	12.9	11.6	-	-
Overseas Business (Asia, etc.)	Sales	hundreds of millions of yen	150	172	116	141	159	10.0%	6.4%
	Adjusted operating income	hundreds of millions of yen	▲4	1	3	10	11	79.0%	29.2%
	Adjusted operating income margin	%	-	0.8	2.7	7.2	7.2	-	-
Food Business	Sales	hundreds of millions of yen	72	90	89	120	157	16.1%	12.0%
	Adjusted operating income	hundreds of millions of yen	1	6	1	10	21	216.2%	83.8%
	Adjusted operating income margin	%	2.1	7.2	1.1	8.3	13.4	-	-

\* The total of segments does not match the consolidated total due to the inclusion of company-wide expenses, such as future risk adjustments and costs related to global operations.

# Shareholder returns

## Progressive dividends with a target payout ratio of 35% by steady commitment to the income targets in the Medium-term Business Plan



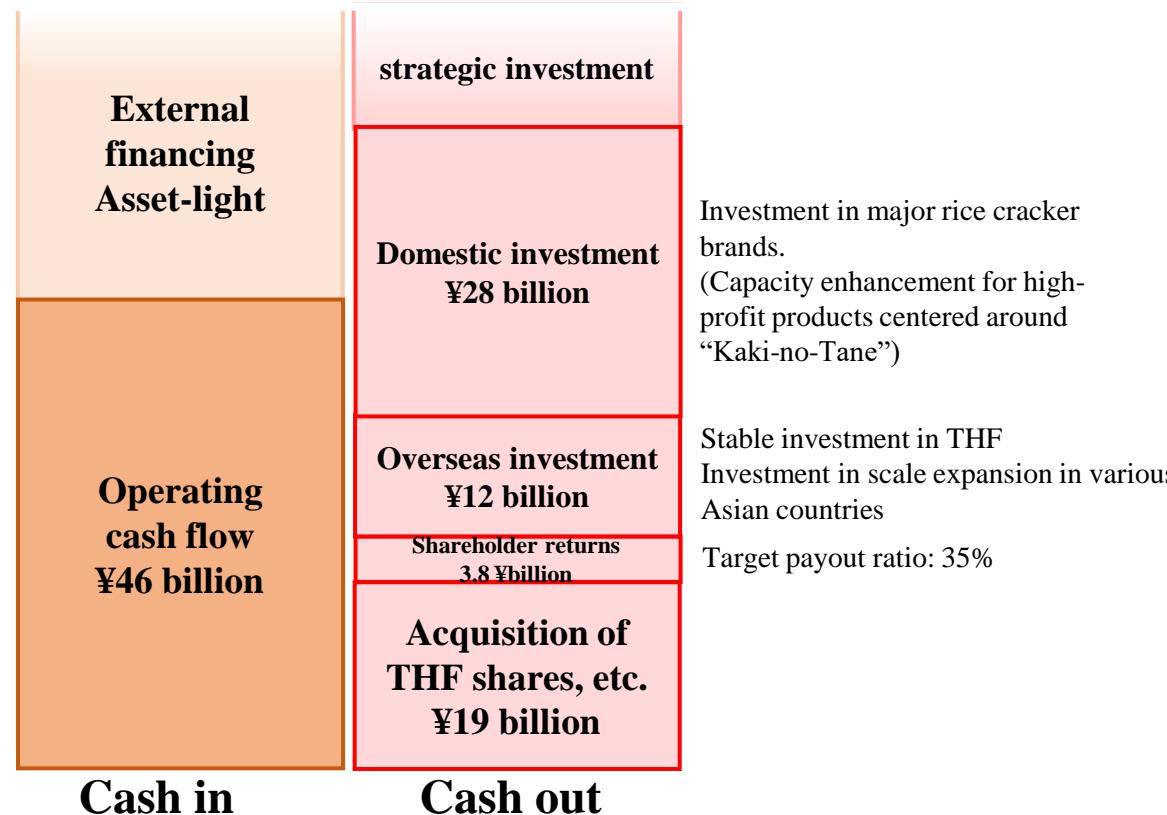
\*1 Figures excluding impairment losses of the sold subsidiary (Mary's Gone Crackers, Inc.)

\*2 Payout ratio based on net income excluding a one-time special gain of ¥20.6 billion arising from a step acquisition, from the projected net income of ¥24.2 billion for the fiscal year.

# Cash Allocation

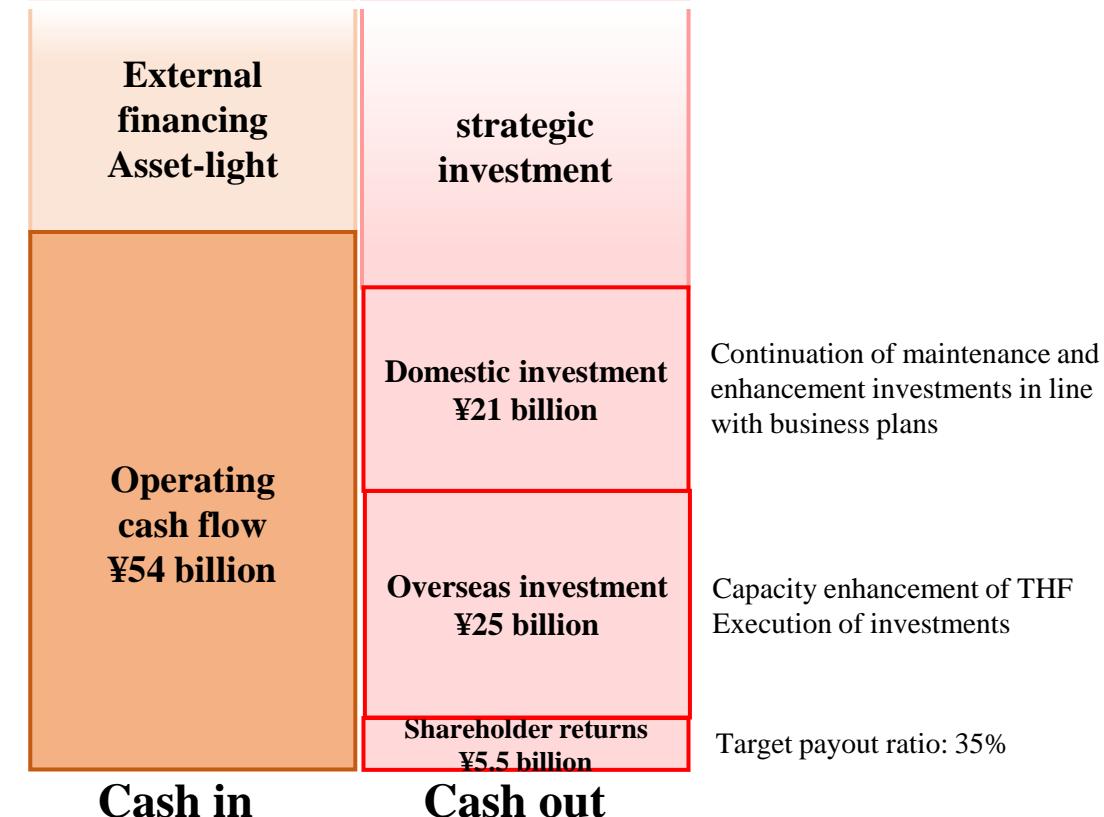
- ✓ Assuming the utilization of external financing, operating cash flow will be allocated to shareholder dividends, and capital investment for business growth in THF and the domestic rice cracker business.
- ✓ Clarify the dividend policy and aim for a progressive dividend with a payout ratio of 35%.

## First half: FY2025 - FY2027 (3-year total)



We will prioritize the allocation of investment for capacity enhancement of major domestic rice cracker brands. We will assume agile financing with an emphasis on reliability.

## Second half: FY2028 - FY2030 (3-year total)



We will focus on overseas investments, such as investment in capacity expansion in THF, to further strengthen cash generation capabilities beyond FY2030.

# Financial Plan

		Unit	FY2023 (Actual)	FY2024 (Actual)	FY2025 (Plan)	FY2027 (Target)	FY2030 (Target)	FY2030 (Initial plan)
BS	<b>Total assets</b>	hundreds of millions of yen	1,205	1,238	1,728	1,896	2,064	1,559
	<b>Net assets</b>	hundreds of millions of yen	737	789	993	1,083	1,267	1,112
	<b>Interest - bearing Liabilities</b>	hundreds of millions of yen	237	247	518	544	449	195
	<b>Equity ratio</b>	%	58.0	61.0	55.3	54.7	58.3	67.4
	<b>D/E ratio</b>		0.34x	0.33x	0.54x	0.53x	0.37x	0.18x
CF	<b>Operating CF</b>	hundreds of millions of yen	97	94	146	160	187	205
	<b>Investing CF</b>	hundreds of millions of yen	▲81	▲78	▲325	▲151	▲105	▲140
	<b>FCF</b>	hundreds of millions of yen	15	16	▲179	9	81	64
	<b>Financing Cash Flow</b>	hundreds of millions of yen	▲12	▲12	252	60	▲97	-
Shareholder returns	<b>Dividend per share</b>	yen	56	57	Progressive dividends with a consolidated payout ratio target of 35%			
	<b>Payout ratio</b>	%	52.3	22.2				

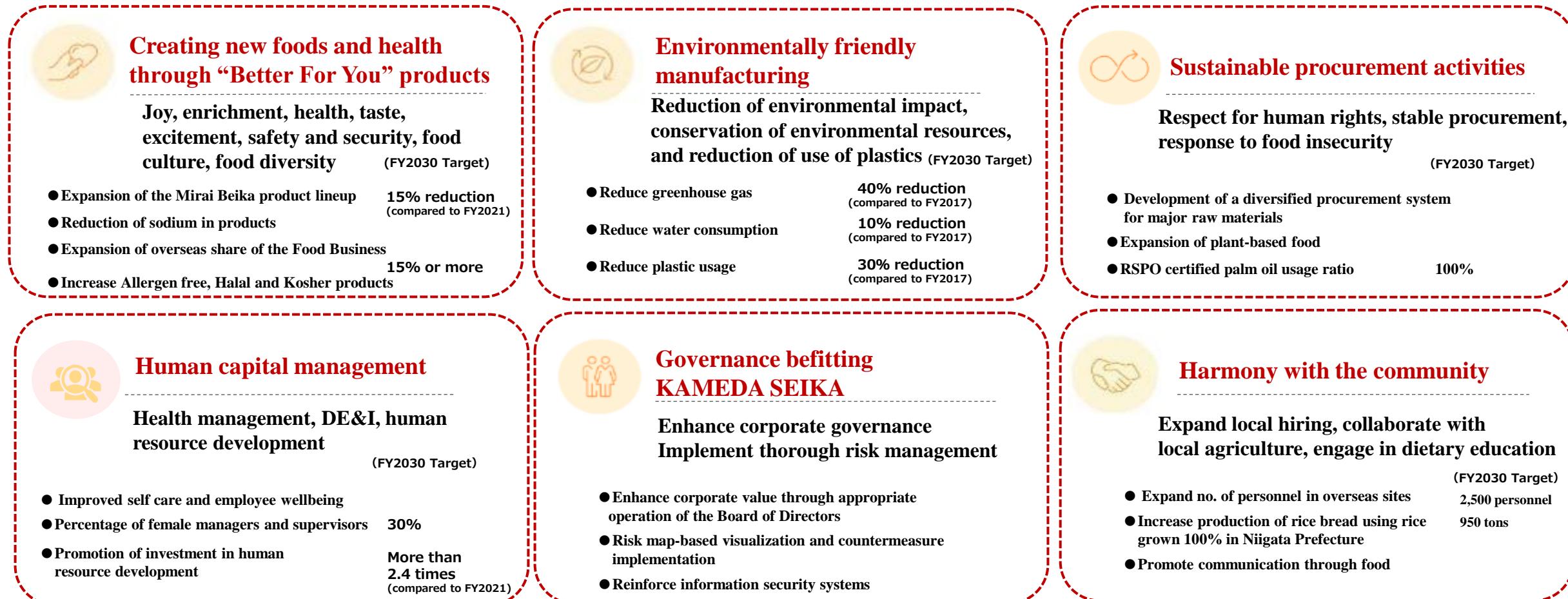


# Promotion of Sustainability Management



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

## Materialities (material issues) and primary KPI



\*The above materiality is organized into 6 categories and 19 specific issues.

# Sustainability Initiatives



## Environmentally conscious manufacturing

- Reduction of total greenhouse gas emissions and energy consumption.

We have made a conversion of the energy at all core facilities at the three plants in Niigata Prefecture to city gas. Furthermore, we are utilizing CO2-free renewable energy electricity generated 100% by hydropower. In addition, we are aiming for a 40% reduction\* in total greenhouse gas emissions by introducing solar power systems, visualizing energy usage, and continuing energy-saving activities.

\* Target for FY2030 compared to FY2017



## Sustainable procurement



- Establishment of Nice Rice Farm LLC

Established through joint investment with local farmers to collaborate with regional agriculture and ensure sustainable rice procurement. Nice Rice Farm works on building sustainable procurement by revitalizing regional agriculture, curbing abandoned farmland, and supporting those who have left the workforce.



## Harmony with local communities

- Dietary education activities

As part of dietary education activities, we conduct factory tours and outreach classes to teach local elementary school students about how rice crackers are made. We are developing activities for the future of the community and children.



- Community-based activities

As a uniform sponsor of the professional soccer club Albirex Niigata, we support regional sports.

Additionally, we engage in events to sell company products to local customers.



- Initiatives for building a recycling-oriented society

In addition to extending the shelf life of rice crackers, reducing food waste, and eco-feed activities, the upcycling project “Re Kameda” has been launched to reuse by-products generated during the manufacturing process. We are expanding into products with new value, such as business cards made from rice, paper bags, and sanitizing wet wipes, to promote the reduction of final waste. We are also continuing efforts in switching to ECO-packages to reduce waste.



-Rice Crackers for the World, Rice for the Future-

