

# KAGOME

# 2021

*Story*

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Company Guide

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## Using food as a means to resolve social issues, we aim to be a strong company capable of sustainable growth.

Kagome was founded in 1899, the day farm owner and company founder Ichitaro Kanie saw the budding of the first tomato seedlings that he had grown himself. From then on, we have been focused on food in Japan, bringing forth new concepts in food over the past 120 years.

We have made it a goal to establish the image of the Kagome brand in the year 2025 as that of a “strong company capable of sustainable growth, using food as a means to resolve social issues.” With our integrated value chain from agriculture to production, processing, and sales that makes Kagome one of its kind in the world, we are working to help people live longer, healthy lives, promote agricultural development and regional revitalization, and address world food shortages.

We are now also presenting our vision of transformation from a “tomato company” into a “vegetable company.” Kagome currently offers a variety of vegetable products, but the Japanese diet is still falling seriously short of the target level of vegetable intake. This is particularly why we continue to bring all kinds of innovative new products to the market one after another that utilize the value of vegetables as well as tomatoes. We hope to build sustainable growth by helping people live healthy lives.

Our corporate philosophy at Kagome is “Appreciation” “Nature” and “Corporate openness.” Rooted in our origin of nature and hand-in-hand with all of our stakeholders around the world, which include communities, customers, clients, farmers, shareholders, and our employees, we will spare no effort to enable ourselves to deliver valuable products and services. We hope for your understanding and support.

Kagome Co., Ltd. President and Representative Director

*Satoshi Yamaguchi*





# The “Let’s Eat Vegetables” Campaign



**Mobilizing every corporate resource as a company that aims to resolve vegetable deficiency in Japanese diets.**

Kagome’s mission is to help people live longer, healthy lives using the power of vegetables. Our long-term vision is to “Transform from a ‘tomato company’ to a ‘vegetable company’.” As such, we are engaged in efforts that include the development of products that will enable the easy and delicious intake of vegetable nutrients, research on vegetable functionality, and the provision of information on the health benefits of vegetables. In January 2020, we launched the “Let’s Eat Vegetables” Campaign with the goal of ending the insufficient consumption of vegetables in Japan. While the daily vegetable intake target is 350 grams (\*1), in reality, the intake is still roughly 60 grams short of the target, at about 290 grams per day (\*2). Under the slogan “Increasing vegetable intake per person per day by 60 g in Japan,” we have therefore rolled out various measures to motivate people to boost their vegetable consumption. The objectives of this activity are: ( i ) encourage self-awareness regarding insufficient vegetable intake, ( ii ) promote understanding of why vegetables are necessary, and ( iii ) spread information on smart and delicious ways of consuming vegetables. Furthermore, we will work to increase vegetable intake by increasing every occasion for consumers to eat vegetables, whether through home cooking, home meal replacements or eating out at a restaurant. Kagome will devote itself wholeheartedly to the “Let’s Eat Vegetables” Campaign activities and build the momentum in society to eat vegetables.

(\*1) The daily vegetable intake amount recommended by the Japanese Ministry of Health, Labour and Welfare (MHLW) under the “National Health Promotion Movement in the 21st Century (Health Japan 21)” is 350 grams.  
(\*2) The average daily vegetable intake of Japanese people between 2010 and 2020 according to the MHLW’s National Health and Nutrition Survey (MHLW) was approximately 290 grams.

## Vegetable intake promotion project

In collaboration with the many companies and organizations that support the “Let’s Eat Vegetables” Campaign, we will enhance the momentum to eat vegetables by conveying the appeal of vegetables from new angles.



## Vegetable Maestro Skills Test

A Vegetable Maestro Skills Test, originally developed by Kagome will be used to train all Kagome employees as missionaries to convey the appeal of vegetables and smart ways of consuming them.



## Kagome Shareholder Vegetable Ambassadors

We will seek “Kagome Shareholder Vegetable Ambassadors from among around 180,000 shareholders. Those who pass a vegetable skills test will serve as ambassadors who will spread the appeal of vegetables to their friends and families.



## VegeCheck® experience sessions

We are utilizing VegeCheck®, a device that estimates vegetable intake amounts, in experience sessions that help people understand whether they are consuming a sufficient amount of vegetables.



## Creating consumer contact points for vegetables

Through various products – including fresh vegetables, beverages, and foods – that make use of the value of vegetables, we will boost the demand to consume vegetables, and contribute to solving the issue of insufficient vegetable intake.





## Using food to help people live longer, healthy lives

### Paving the way to the future of Japan using the power of vegetables.

To improve contemporary dietary habits, such as not eating enough vegetables or ingesting too much sodium, we will deliver the functional value of vegetables through our products. At the same time, we will explain the importance of ingesting vegetables and propose easy and delicious ways to eat vegetables. By doing so, we will help people lead healthy daily lives.



### Release of a stream of products with functional claims.

For many years, Kagome has been carrying out research on the nutritional components of vegetables, with a focus on tomatoes, and we have successfully verified a variety of effects. For example, Lycopene has been reported to act in a way that increases “good” (HDL) cholesterol. With this, in 2016 we released Kagome Tomato Juice (265g, 720ml, 200ml) and Lycopene Cholest-Fine with functional claims on their labels. Furthermore, vegetable-derived GABA was reported to have an effect of lowering the blood pressure of those with mild hypertension. In 2017, we launched Kagome Vegetable Juice with a functional claim on the label. The same report was made for tomato-derived GABA, and in 2018, we added this functional claim to Kagome Tomato Juice. What is more, in 2020, we released Yasai Seikatsu 100 Care+ (Care Plus), the first Yasai Seikatsu 100 with a functional claim. This year, we also released the first Yasai Ichinichi Kore Ippon (Yasai Ichinichi Kore Ippon Plus) with a functional claim on the label.



### Health services business

Interest in the management of employee health is increasing as an important managerial challenge for companies. Kagome's Health Services Department has developed and offers health promotion services for companies and local governments. Registered Dietician Laboratory for Green-eating Lifestyle®, a specialized team consisting of Kagome employees with registered dietitian qualifications plays a part as professionals in food and health. There are 71\* such registered dietitians on the team. They provide support for the improvement of dietary habits through (in-person and online) seminars and e-learning that communicate information on the importance, benefits, and methods for vegetable intake. We also offer the rental or leasing of VegeCheck®, a device for estimating vegetable intake amounts, and provide apps for recording vegetable intake.

### Health seminars (in-person and online)



Members of the Kagome Registered Dietician Laboratory for Green-eating Lifestyle® serve as lecturers on themes such as dietary habit improvement, sodium intake reduction, metabolic syndrome care, measures against frailty, and women's health. The lecturers provide information on the importance of vegetable intake and tips on improving dietary habits in a fun and easy-to-understand manner.

### VegeCheck® (for lease or rental)



This is a device that measures estimated vegetable intake levels and amounts when a palm is pressed against the sensor for several tens of seconds. It is characterized by its ease of use, with results displayed on the spot. The device is being utilized on various occasions, such as at health checkups and during the provision of dietary guidance, and by companies and local governments at health-related events.

### 野菜生活 管理栄養士ラボ



\*As of January 2021

### Team Competition! Vege Senshuken® Four Week Vegetable Intake Tournament Challenge



This is a team competition in which participants earn points by entering their vegetable intake amounts for each meal in an app or by responding to vegetable-related quizzes. It is a program that enables people to have fun while aiming to improve their dietary habits. It can also be used as a way to boost communication within a company.

### E-learning materials



This is a service that enables people to take online courses wherever and whenever they like. Users can choose their teacher from among three characters, and the reactions of the characters change according to the user's level of understanding. There are many such surprises incorporated in the lessons to help users learn while having fun.



## Agricultural development and regional revitalization

### Supporting agriculture and helping communities achieve sustainable growth.

In communities where the workforce is dwindling and the population is super-aging at alarming rates, thinned infrastructure for agricultural production is becoming a problem. Kagome believes that agricultural development in Japan is the key to revitalization of communities. We will help turn agriculture in Japan into a growth sector.



### Kagome Yasai Seikatsu Farm Fujimi

Kagome Yasai Seikatsu Farm Fujimi opened in the town of Fujimi, in the Suwa District of Nagano Prefecture in April 2019, with the concept of being an interactive vegetable theme park that combines agriculture and production with sightseeing. With the majestic natural scenery of Yatsugatake as a backdrop, the facility gives visitors a rich experience of closeness with vegetables while allowing them to experience the agriculture, food, and other charming points about the region. Many people come to the farm from both within and outside Nagano Prefecture and enjoy the appeal of vegetables and the area.



## Partnering with producers and local governments to support agriculture in communities.

Kagome has concluded agreements with local governments and others around the nation to carry out such efforts as the development of products and recipes that utilize the agricultural products of the region, the provision of guidance on food education as well as on tomato cultivation. We are proactively engaged in regional agricultural development and the improvement of people's health in such ways.

[Agreements that Kagome has concluded in communities]

**A total of 27 agreements have been concluded with 1 town, 6 cities and 17 prefectures.**

\*As of the end of March 2021



## Reducing the burden on farmers while expanding production volume of tomatoes used for juice.

The aging of farmers has progressed in Japan, and an increasing number is ceasing or downsizing crop cultivation. Meanwhile, our domestic requirements in the amount of tomatoes for use in juice continue to increase. As part of the solution for this issue, we are engaged in the mechanization of harvesting, which is the most burdensome task for farming households. We joined hands with an agricultural machinery manufacturer to develop the Kagome Tomato Harvester (KTH). Furthermore, through a partnership with Minori Logistics Service Co., Ltd. (based in Omitama, Ibaraki Prefecture), which is contracted by Zen-Noh Ibaraki to transport tomatoes, we are expanding contracted harvesting services that dispatch workers in combination with the KTH.

## Energizing Japan with the "Yasai Seikatsu 100 Kisetsu Gentei (Seasonals) Series."

Yasai Seikatsu 100 Seasonals Series is the flagship product of the "locally grown, nationally consumed" campaign to consume regional agricultural products all over Japan. Today, 10 or more flavors are sold sequentially each year. Kagome will continue to support local agriculture as well as good health and longevity through collaborations and by exploring new vegetables and fruits.

Yasai Seikatsu 100 Seasonals Series (April 2020 – March 2021)





## Activities supporting food education

Developing curiosity and interest in food, and providing fun food experiences.

With the rise in health-consciousness and a diversification of eating habits in recent years, the importance of food education is being revisited. Since 1964, Kagome has been continually involved in various activities supporting food education, including the provision of food information to children and opportunities for them to take part in fun related experiences.



### Holding Kagome Theater musicals and giving away tomato seedlings

Every year during summer vacation, we invite children and parents to come see the musical Kagome Theater as a way to create opportunities for them to think about good eating habits. Since the first show was held in 1972, a total of 3.64 million families have received free invitations over the years to see the Kagome Theater. Furthermore, we have also been distributing, free of charge, saplings of either “Lylyco” or “Koama-chan” mini-tomatoes, which are used to make Kagome Tomato Juice, to elementary schools, kindergartens, and nursery schools throughout Japan. Our hope is that by growing the saplings, children will develop an interest in life as well as feelings of appreciation.



### Food and nutrition education activities with Houkago NPO After-School

The collaborative child-development project “Oishii! Vegetable Challenge” is being held to help children overcome their dislike of vegetables and with the aim of ending vegetable intake deficiencies. The project is being held nationwide in cooperation with Houkago NPO After-school. In 2019, it was held as an in-person event at 50 locations in Japan. In 2020, it was held online interactively at 60 locations nationwide. Hands-on type classes for learning the secrets of vegetables were held, which were highly recognized. In 2021, as in 2020, we will provide children with an online, interactive program as well as a face-to-face, visit-based program.



### Vege Kids nursery school where kids love vegetables

We opened a nursery school in 2019 (in Chuo-ku, Tokyo) under the concept of having infants, toddlers, and their guardians come to like vegetables. It is currently being used by our employees and people of the area. Eating habits formed during infancy are said to have an impact even after growth. In addition to basic childcare services, the Vege Kids nursery school carries out food education that uses the five senses to come into contact with vegetables. Infants under age one and two-year-olds will be provided various experiences to develop a love of vegetables as well as an environment to grow with vegetables as part of their lives. It will convey the deliciousness, fun, and importance of vegetables to the infants and toddlers.



## Environmental conservation activities

### Kagome Medium-Term Environmental Plan

The environment has become a social issue for the world, including the global warming of recent years, and the impact of oceanic pollution on the ecosystem. Kagome has formulated the three year Medium-Term Environmental Plan that incorporates the improvement of environmental performance and issues to which Kagome can make social contributions.



### Kagome Policy on Plastics

In 2019, we formulated the Kagome Policy on Plastics with the objective of coexisting with the natural environment and the aim of reducing environmental loads. The target is to end by 2030 the use of drinking straws made of petroleum-derived materials that are attached to paper beverage containers. In February 2021, we launched Yasai Seikatsu 100 Seasonals with paper straws, limited to those sold online. Furthermore, in regard to PET plastic beverage containers, we are sequentially switching to the use of plastics that are friendlier to the environment, such as by switching to recycled or plant-derived materials for half or more of all plastics used.



Switching the plastic screw-on caps on paper beverage containers to plant-derived materials

### Changing the “best-by” date from “day, month, and year” to “month and year”

To reduce food waste and lighten the burden on those engaged in the distribution of our products (logistics, warehousing, and retailing), starting in October 2020, we will sequentially start switching the format of the best-by dates of beverages for consumer use (sold in cans and PET plastic containers) that have best-before periods of 360 days or more, from “day, month, and year” to “month and year.” Kagome’s target is to reduce food waste by half (as compared to 2018) by 2030. Going forward, we will continue to review how the best-by dates will be shown as well as engage in ways to extend the best-before period.



### A farm that will coexist with living organisms launched at Yasai Seikatsu Farm

We commenced agriculture that gives consideration to the protection of biodiversity at a field located adjacent to Kagome Yasai Seikatsu Farm Fujimi – a vegetable theme park. Ways have been devised for the field to coexist with living organisms that are useful to farming. Quizzes related to birds, insects, and plant are set up to help visitors enhance their understanding of the importance of biodiversity. It aims to become a future model case for coexistence with diverse living organisms as well as sustainable agriculture.



Bamboo bug hotel used by potter wasps to raise young



Rock pile bug hotel that becomes a home for lizards and ladybugs




# Vertically Integrated Business

Full-cycle value creation, from seed to table.

Kagome owns roughly 7,500 varieties of tomato genetic resources. From these seeds to soil cultivation, growth, harvest, production, all the way to the final product, our business model guarantees the values of safety and reassurance. That is what Kagome has to offer, a vertically integrated business that is the only one of its kind in the world.



## Horizontally: Main global locations

Demand creation	Communicate the value of our products to our customers, with value-communicative activities that generate demand.	
Product production	Production processes and quality control that maximize the value of raw materials, with the optimal combination of good raw materials and technology.	
Primary processing and procurement	We only procure raw materials that meet our own standards for quality, and our primary stage of processing keeps all of the flavor intact.	
Farming	Contracted farming and agricultural guidance for specified varieties of plants, and growing fresh tomatoes in high-tech greenhouses.	
Development of new varieties and seedling production	Producing and supplying seedlings that have a competitive edge, with useful new varieties created by cross-breeding our genetic resources of agricultural products.	
Research and development	Integrated research and development that maximizes the value of agricultural products which are nature's bounty and contributes to greater longevity and good health.	

# Fields are the Primary Production Plant

Good ingredients come from good fields. That is the philosophy behind our products.

Based on a manufacturing ideology that “fields are the primary production plant,” we continue to grow crops with contracted farmers as we have since the founding of our business, while also increasing production areas in Japan that grow the ingredients for tomato juice. At the same time, we leverage our expertise and track record from years of experience with contracted farming to procure agricultural raw materials from overseas.



## We call our professional farmers “field masters.”

Since its founding, Kagome has stayed true to the ideal that good ingredients come from good fields, and has engaged in “contracted farming” for crops such as tomatoes in order to procure safe and reliable ingredients. For contracted farming, in which Kagome and Japanese farmers work together for mutual benefit, we enter into agreements with the farmers to buy their entire crop before they plant it. Then Kagome employees called “field masters” survey the fields of the contracted farmers and give out proper advice in relation to the growth stage of the tomatoes, including Kagome’s very own brand of meticulous farming guidance. “Contracted farming” frees farmers from their concerns about waste or price fluctuations, and lets them concentrate on producing high-quality ingredients. At the same time, this allows aging farmers in Japan to train younger, inexperienced farmers.



## Our seeds and seedlings business now reaches more than 80 countries.

In November 2013, Kagome acquired ownership of US seedling company United Genetics. This company develops its own non-genetically modified tomato and vegetable seeds, and sells them in markets in over 80 countries worldwide, with a focus on the Unites States. This allows Kagome to expand its tomato business worldwide with seeds as a starting point. Kagome is globalizing faster than ever, equipped with a horizontal lineup of companies spanning the globe, and a unique vertically integrated business model for full-cycle value creation, from seeds to ingredients, processing, and sales.





## Expanding the Fresh Vegetables Business

With our lineup of cutting edge technology, our fresh vegetables business is turning agriculture into a growth sector.

Our fresh tomatoes business is invigorating fresh vegetable markets with focus on high-lycopene tomatoes, while at the same time developing new varieties of tomatoes. We are also expanding the sales area and product lineup of baby leaf lettuce as we broaden our range of business domains to transition from being a “tomato company” to a “vegetable company.”



## Global rollout

Have the whole world say, “If it’s tomatoes, it’s Kagome”.

Global demand for food and tomatoes is expected to increase drastically as the world population grows towards what many say will be 9 billion people in 2050. Kagome aims to use tomatoes and food in general to help solve the various problems the world faces, and become the top global tomato supplier.

### Developing large, high-tech greenhouses across Japan

Our fresh tomato business took off in earnest in 1998. The fresh tomatoes are cultivated at large-scale greenhouses and sold to mass merchants and others nationwide. The temperature, humidity and irrigation are regulated by computer. The risk of disease and insect damage is suppressed because exposure to the outside world is limited. The yield per unit area is maximized through three-dimensional modeling. Uniform environments and uniform management operations enable consistent shipment volumes and high yields per unit area throughout the year. The greenhouses cultivate tomatoes in an environmentally friendly manner, including the use of green energy, measures to curb CO<sub>2</sub>, water conservation, and considerations made for the ecosystem.

### Boosting sales of baby leaf lettuce

Baby leaf lettuce was the first vegetable product other than tomatoes sold by Kagome. Baby leaf lettuce is the collective term for young vegetable leaves. They are characterized by their softness and little bitterness. Baby leaf lettuce can be eaten uncooked, and it is used in salads and as toppings and garnishes for various dishes. Since 2017, Kagome has been operating Takane Baby Leaf Green Farm Co., Ltd. in Hokuto, Yamanashi Prefecture. While strengthening our supply system and sales, we have also been rolling out new recipe suggestions. In the summer of 2019, we launched baby leaf lettuce mix, which is ready to eat without washing.

### New vegetable Kaleish® created from kale and daikon, now available

In October 2019, we released Kaleish® (\*1) a new vegetable that contains large amounts of sulforaphane (\*2), a healthy nutrient. Kaleish® was created by crossing kale with daikon radish. Eaten raw, it has the sharp flavor of daikon or arugula. When cooked, it produces a thick umami flavor. While it can, of course, be served raw, Kaleish® is also well-suited for soups, simmered and stir-fried dishes, and more. It gives consumers more ways to increase their sulforaphane intake. Kagome will be helping people eat well and healthy by bringing Kaleish® to more and more consumers.

(\*1) Kaleish (Santé Verte 48) is a registered trademark of Kagome Co., Ltd..

(\*2) Exists in food as SGS (sulforaphane glucosinolate) and turns into sulforaphane when broken down inside the body.



### Global foodservice efforts

We primarily sell processed tomato products to major foodservice companies that are globally active. We are leveraging the findings of our research on the nutritional content and functionality of tomatoes and vegetables to cater to the ever-increasing demand for low-sugar, low-sodium, low-fat items, with the aim of enabling good health through food. We are also proactively pursuing business opportunities and cultivating clientele in Asia, South America, and the Middle East.



### Launch of the smart-agri business

In April 2020, Kagome and NEC Corporation launched agricultural management support services utilizing artificial intelligence (AI) for the agricultural production of tomatoes for processing use. Developed over five years, it offers a service to visualize tomato growth and soil conditions using sensor data and satellite images. In the other service, AI that has acquired the expertise of skilled growers, provides farming management recommendations. The production of tomatoes for processing is facing issues, such as the decline in the number of growers and the need to take measures to lower environmental loads. The services will initially be rolled out toward primary tomato processing companies in Europe. Verification testing is also scheduled at Japanese tomato production sites, with an eye to future commercialization of the services in Japan.



Farming advisors using devices to offer guidance to producers

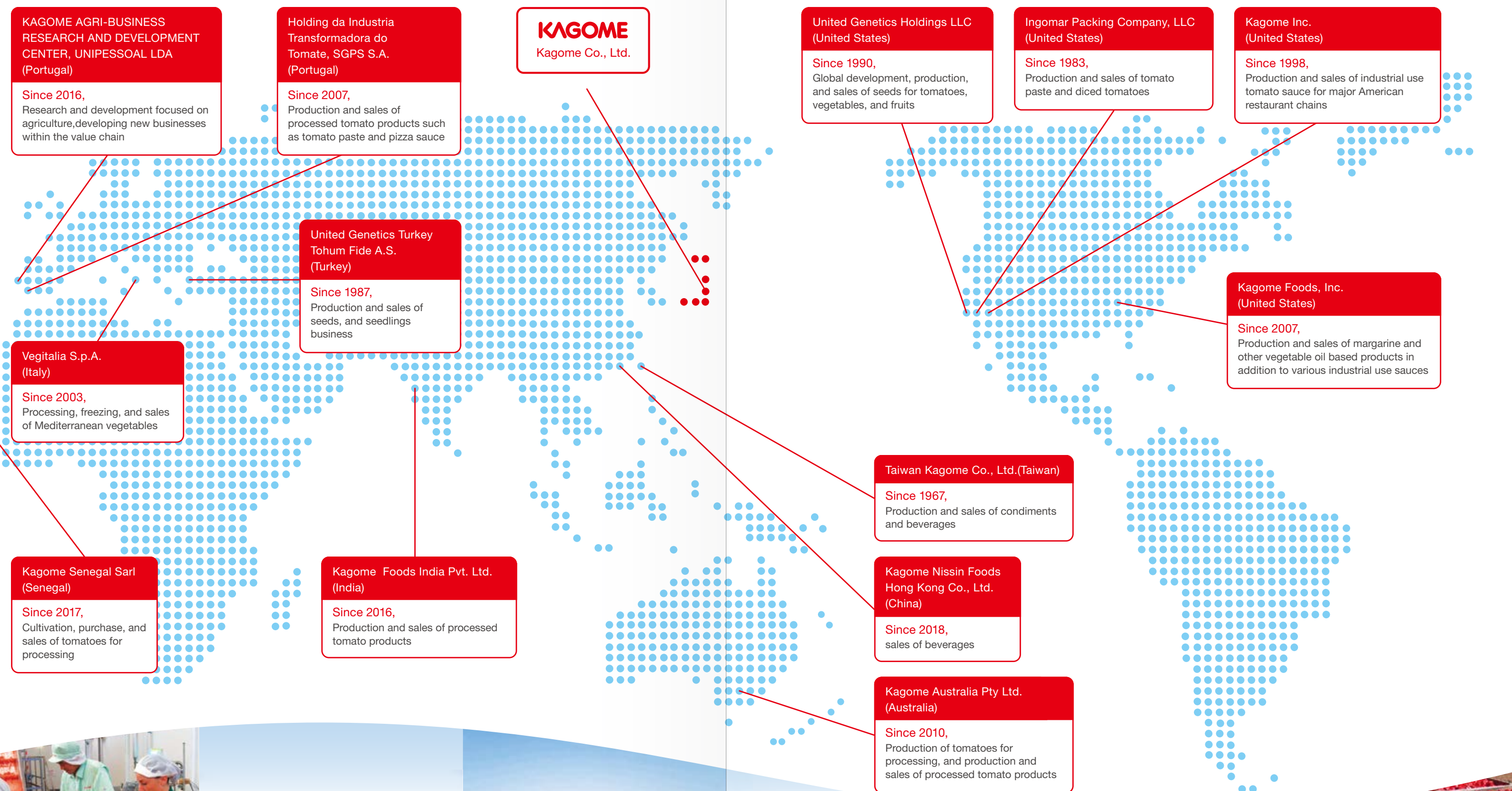
### Export of vegetable beverages to other parts of Asia

In our B2C business, we are focusing our efforts on the export to and sale of vegetable beverages in Asia. Against the backdrop of an interest in products made in Japan and a rise in health awareness, the vegetable beverages are being exported to and sold in seven countries and regions: Hong Kong, China, Mongolia, and Singapore, and business is expanding. Development and cultivation of the vegetable beverage market in Hong Kong and Macau are progressing with the establishment of KAGOME Nissin Foods Hong Kong Co., Ltd., a joint venture with Nissin Foods Company Limited. Going forward, we will expand demand in Asia by spreading the value of vegetable beverages and making its consumption into habits. The business will be developed so that it becomes a core Kagome business in the future.





## Bringing flavor and health to people all over the world.



Based on the expertise we have accumulated in Japan, Kagome explores global locations to examine which of them are optimal for cultivation, and we operate businesses in countries throughout the world.



# Kagome's History

Since our founding in 1899, we have given consumers products made with “the desire to contribute to people’s health, using the value of agricultural products which are the bounty of nature.” This history that spans over 100 years is also a history of “technological innovation” in which we have continued to develop products that never existed before in order to satisfy the needs of the times.



Began production of tomato ketchup and Worcestershire sauce



Released tomato juice for sale



Began selling ketchup in a plastic bottle



Launched Carrot 100 Series



Launched Yasai Seikatsu 100



Launched Anna Mamma

1908

1933

1966

1992

1995

1998

1899

Founder Ichitaro Kanie  
Began growing western vegetables



1903

Began production of tomato sauce (now tomato puree)

1906

Built a production plant in Nishiyashiki, Araomachi, in the city of Tokai in Aichi Prefecture.  
Entered full-scale production of tomato sauce

1963

Renamed company “Kagome Co., Ltd” and established the tomato logo



1967

Established Taiwan Kagome Co., Ltd.  
First Kagome operations outside of Japan

1972

Launched “Kagome Theater”

1978

Publicly listed on the First Section of the Nagoya Stock Exchange

Publicly listed on the First Section of the Tokyo Stock Exchange

1988

Established Kagome USA, Inc.



Launched “Yasai Ichinichi Kore Ippon” (and the larger “Kore Ippai”)



Began sales of fresh tomatoes (Kokumi Tomatoes)



Launched salad vegetables



Launched Plant-Based Lactic Acid Labre



Launched GREENS

2001

2004

2006

2014

2015

2003

Made “True to Nature, the Flavor of Kagome” into our brand statement



2000

Announced corporate philosophy (“Appreciation,” “Nature” and “Corporate openness”)

2005

Surpassed 100,000 shareholders

2010

Established Kagome Australia Pty Ltd.

2017

Launched the Registered Dietician Laboratory for Green-eating Lifestyle®



2019

Developed VegeCheck®

Opened Kagome Yasai Seikatsu Farm Fujimi









## Kagome by the Numbers

Kagome as seen  
primarily through numbers

# 122

Years  
in Business

The history of Kagome began in 1899 with enterprising efforts to cultivate and later to process tomatoes, foreign vegetables which were unfamiliar to Japan at the time. Since then, Kagome has been dedicated to vegetables, making fields its foundation, and offering new food concepts, marking its 123rd anniversary this year.

## Supply of Green and Yellow Vegetables by Kagome

# 17.3%

in Japan

Kagome supplies 17.3% of the green and yellow vegetables and 4.4% of all the vegetables\* consumed in Japan.

\*Pale-colored vegetables + green and yellow vegetable

Overall vegetable  
consumption in Japan

13,900,000 tons

Green and yellow vegetable  
consumption in Japan

3,340,000 tons

Supplied  
by Kagome

613,000 tons

577,000 tons

Sources: VEGE-DAS (Kagome vegetable supply calculation system),  
FY2019 estimates from the Ministry of Agriculture, Forestry and Fisheries "Food Supply/Demand Table"

## Market share in Japan NO.1

\*Pictured is a representative  
product in this category.

Tomato ketchup

60.3%



Source: Intage SRI+ / Period: January through December 2020 / Based on monetary amount  
Target area: nationwide  
Target business types: supermarkets, convenience stores, drug stores, and home improvement stores

Fruit & vegetable mixed juice

62.4%



Source: Intage SRI+ / Period: January through December 2020 / Based on monetary amount  
Target area: nationwide  
Target business types: supermarkets, convenience stores, drug stores, and home improvement stores  
Other: dry, chilled, and fruit & vegetable mixed juice category

Tomato juice

58.0%



Source: Intage SRI+ / Period: January through December 2020 / Based on monetary amount  
Target area: nationwide  
Target business types: supermarkets, convenience stores, drug stores, and home improvement stores  
Other: dry, chilled, and tomato juice category



## Tomato genetic resources

\*Around 70 varieties are registered

# Around 7,500

varieties

The Innovation Division manages an abundance of genetic resources including roughly 7,500 varieties of tomato seeds, while maintaining the information in a database. We utilize these to develop new varieties of tomatoes for fresh and processed products, without any genetic modifications.

## Dietary Education Assistance

# 3,640,000

people



Kagome "Dietary Education Assistance" develops children's interest in food and helps them grow up healthy. This began in 1964, long before the term "dietary education" became commonplace, when we began distributing picture-story shows and picture books to kindergartens across Japan to support childcare. In 1972 we launched the musical "Kagome Theater" to teach parents and children the importance of food and health, and have distributed free invitations to as many as 3,640,000 people to this point. We also continue to provide seedlings of "Lylyco" tomatoes or "Koama-chan" mini-tomatoes, which are used to make Kagome Tomato Juice, along with educational materials, free of charge to about 10% of elementary schools and childcare centers across Japan.

## Number of shareholders

# 179,000

shareholders

Individual  
shareholder ratio  
99.5%

With "Corporate openness" as part of our corporate philosophy, in 2001 we started working toward our "Vision of 100,000 Kagome Fans (shareholders)," and in September 2005 we surpassed the 100,000 mark. We proactively listen to what shareholders have to say, and put it to use in developing products and planning events.

\*179,340 shareholders at the end of 2020

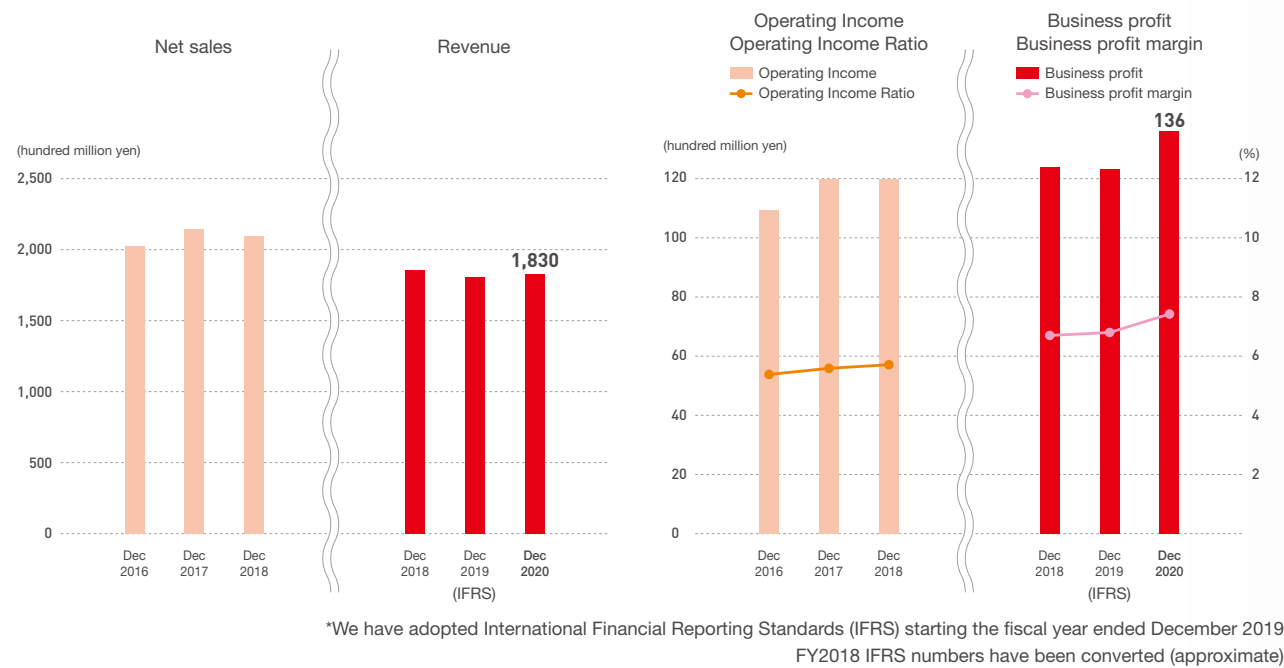


Gifts for shareholders



Company Overview

Consolidated Non-Financial Performance



Company Overview (As of the end of 2020)

Founded	1899	Main consolidated subsidiaries
Established	1949	Hibikinada Green Farm Co., Ltd.
Head Office	3-14-15, Nishiki, Naka-ku, Nagoya, Aichi Phone: +81-52-951-3571 (Main) Fax: +81-52-968-2510	Iwaki Onahama Green Farm Co., Ltd.
Tokyo Head Office	Nihonbashi-hamacho F-Tower, 3-21-1 Nihonbashi-hamacho, Chuo-ku, Tokyo Phone: +81-3-5623-8501 (Main) Fax: +81-3-5623-2331	Kagome Axis Co., Ltd.
Capital	19.985 billion yen	Kagome Agri-Fresh Co., Ltd.
Number of Employees	2,684 (consolidated)	Kagome Inc.
Places of Business	Head Office, Tokyo Head Office, 1 division office, 8 branches, 6 plants, the Innovation Division Tokyo Laboratory	United Genetics Holdings LLC
Description of Business	Production and sales of food seasonings, preserved foods, beverages, and other food products; purchasing, production, and sales of seedlings, fruits, and vegetables	Vegitalia S.p.A.
		Holding da Industria Transformadora do Tomate, SGPS S.A. (HIT)
		Taiwan Kagome Co., Ltd.
		Kagome Australia Pty Ltd.

Please refer to our Integrated Report for CSR and financial information. <https://www.kagome.co.jp/english/company/ir/data/report/>

What we aim to be in 2025, and social issues

“To become a strong company capable of sustainable growth, using food as a means to resolve social issues”

Social issues being addressed by Kagome

**Give longer healthy lives**

In domestically processed foods, we will increase the provision of vegetables and aim to help people live longer healthy lives.

**Agricultural development and regional revitalization**

In the domestic agricultural business, we will support agricultural development and regional revitalization through the development of vegetable production sites and processing bases.

**The world's food issue**

In our international business, we will address the world's food issue through a global, vertically integrated tomato business.

Long-term vision

**by 2025**

**Shift from a “tomato company” to a “vegetable company”**

- We will be a unique company providing products that use vegetables through a variety of ingredients, categories, temperatures, containers, and volumes.
- We will be a company that provides not only goods but also services by expanding our businesses from tomatoes to vegetables.

**by about 2040**

**50% of the workforce consisting of women (from employees to executive officers)**

- We will promote our business from various viewpoints and meet the varying needs of customers.
- We will be a strong company where both men and women can work enthusiastically, achieving high productivity.

Corporate Philosophy

An inherited management spirit that pervades through changing times



Appreciation

We are thankful for nature's bounty and for human relationships. We respect natural ecosystems and value human sensibility.

Nature

Through nature's bounty, we endeavor to create rich value that is ahead of the times and to contribute to consumers' health and wellbeing.

Corporate Openness

We aim to be an open company that engages in fair and transparent corporate activities and respects each person's individuality and abilities.

Brand Statement

Our promise to society and customers



Nature

To strive for healthier food that makes the most of the antioxidants and immunological capabilities of nature's bounty.

True

To produce healthy, great tasting foods without relying on unnatural additives and technologies.

Flavor

Create new demand for delicious food, paying attention to the needs of our bodies and our planet.



## Mutual support initiatives

### Valuing mutual support with communities.

One of the codes of conduct that Kagome values is the spirit of “mutual support.” We will work with local communities to address social issues, natural disasters, and other matters that cannot be readily solved through self-help or public help alone.



## Establishment of the Kagome Mirai Yasai Foundation



With the objective of supporting organizations and others engaged in food education and implementing measures to fight childhood poverty, we established the Kagome Mirai Yasai Foundation on October 1, 2020. Under the philosophy of bringing smiles to the faces of children and to communities, the Foundation provides support, with a focus on the donation of money (total of 30 million yen per year in total), so as to contribute to the achievement of a society that nurtures a sound, rich spirit.



Details can be found on the foundation's website.

Mirai Yasai Foundation

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## Farmer development through activities supporting reconstruction from the Great East Japan Earthquake

Kagome has tied “bonds of mutual support” with the disaster victims of the Great East Japan Earthquake as well as those involved in reconstruction. We have continued to carry out various activities with emphasis placed on agricultural reconstruction, the development of those involved in regional revival, and rejuvenating the body and mind. In 2012, we launched the provision of support at agricultural high schools in afflicted areas for the development of the Tohoku region's future farmers. We distribute the seedlings of tomatoes for processing to be used as teaching materials. We also provide hands-on social experience classes in the open-field production of tomatoes as well as in cooking, processing, and sale to support the dreams of the future farmers of Tohoku, who will be responsible for the reconstruction of the region.



## The MICHINOKU Future Fund - providing support to enable disaster-affected children to continue on to higher education



In 2011, Kagome, Calbee, Inc. and Rohto Pharmaceutical Co., Ltd. established The MICHINOKU Future Fund in Sendai, Miyagi Prefecture, to support the dreams of children who were affected by the Great East Japan Earthquake to continue on to higher education. We received donations from all over Japan as funds to enable children who lost one or both parents in the earthquake disaster to go on to higher education after graduating from high school. The funds fully cover the school enrollment fee as well as tuition up to graduation (annual ceiling of 3 million yen) as a scholarship that does not require repayment. We will continue this activity for many years, until children who were still in their mothers' womb at the time of the Great East Japan Earthquake graduate from university or graduate school. The Fund also emphasizes the provision of emotional care in addition to scholarships. The fund hosts events that provide opportunities for students supported by the MICHINOKU Fund to get together and build friendships. What is more, even after the students move on to higher education, face-to-face interviews are also carried out once a year to provide follow-up support to such students.



Details can be found on the foundation's website.

The MICHINOKU Future Fund

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