

Briefing Materials for FY2025 Financial Results



Kagome Co., Ltd.
Securities Code: 2811

Figures in these materials

- Amounts are rounded down to the nearest 0.1 billion yen.
- Percentages are rounded to one decimal place.

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1 Financial Results for FY2025

2 FY2026 Earnings Forecast

1 FY2025 Consolidated Results

- **Revenue:** Revenue of the International Business declined due to the downturn in the tomato paste market and other factors
- **Core operating income:** Declined due to the impact of one-off losses such as a manufacturing process defects in addition to lower revenue from the International Business
- **Operating income/Net income:** Includes a one-off valuation gain of 9.3 billion yen in the previous fiscal year from the consolidation of Ingomar

Unit: billion yen	FY2025 Result		YoY		FY2024 Result
		Margin		Change	
Revenue	294.2	-	-12.6	-4.1%	306.8
Core operating income	22.6	7.7%	-4.4	-16.2%	27.0
Operating income	22.6	7.7%	-13.5	-37.5%	36.2
Net income [※]	14.8	5.0%	-10.2	-40.8%	25.0

※Net income attributable to shareholders of parent

1 FY2025 Results by Segment

- **Domestic Processed Food Business:** Beverages drove overall sales growth, and core operating income remained flat as advertising expenses declined, but costs continued to rise
- **International Business:** Revenue declined due to the downturn in tomato paste market and core operating income also declined due to lower revenue and the impact of one-off losses such as manufacturing process defects

	2024	2025
USD/JPY	151.58	149.71
EUR/JPY	163.95	169.00

Revenue

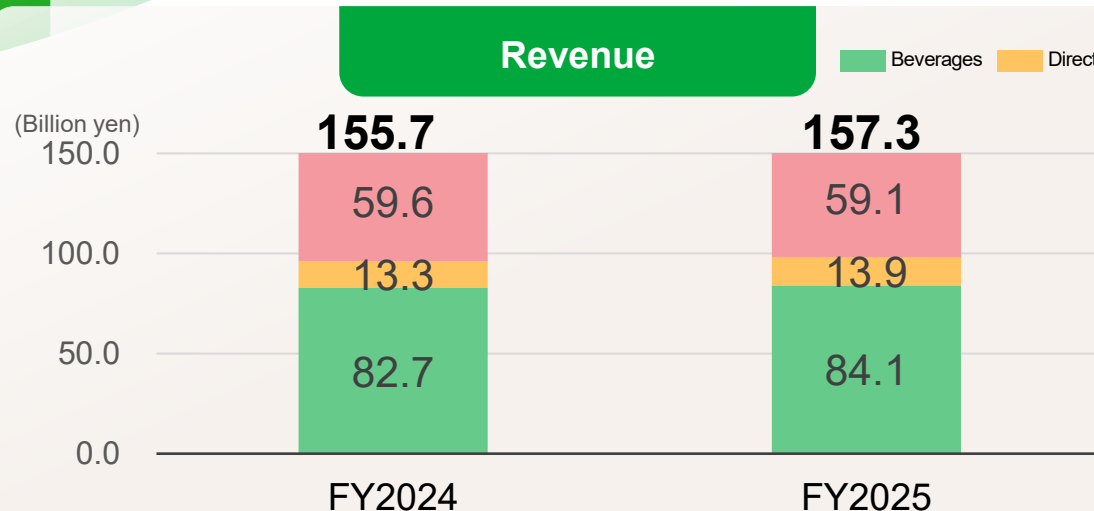
Unit: billion yen	FY2025 Result				FY2024 Result
		YoY	Change	Forex effects	
Beverages	84.1	+1.4	+1.8%	-	82.7
Direct marketing	13.9	+0.6	+4.7%	-	13.3
Food - Other	59.1	-0.4	-0.8%	-	59.6
Domestic Processed Food Business total	157.3	+1.6	+1.0%	-	155.7
Tomato and other primary processing	69.6	-12.6	-15.3%	-0.2	82.2
Tomato and other secondary processing	63.6	-6.9	-9.8%	-0.3	70.5
Adjustments	-3.4	+0.0	-	+0.0	-3.5
International Business Total	129.8	-19.4	-13.0%	-0.5	149.3
Others/Adjustment:	7.1	+5.2	+283.1%	-0.1	1.8
Total	294.2	-12.6	-4.1%	-0.7	306.8

Core Operating income

FY2025 Result				FY2024 Result
	YoY	Change	Forex effects	
8.6	-0.4	-5.3%	-	9.1
0.9	0.7	+313.3%	-	0.2
5.9	-0.3	-5.3%	-	6.2
15.5	-0.0	-0.4%	-	15.5
5.3	-3.0	-36.0%	+0.0	8.3
4.4	-2.5	-36.9%	-0.0	7.0
-0.5	0.9	-	-	-1.4
9.2	-4.6	-33.4%	-0.0	13.9
-2.0	0.3	-	+0.0	-2.4
22.6	-4.4	-16.2%	-0.0	27.0

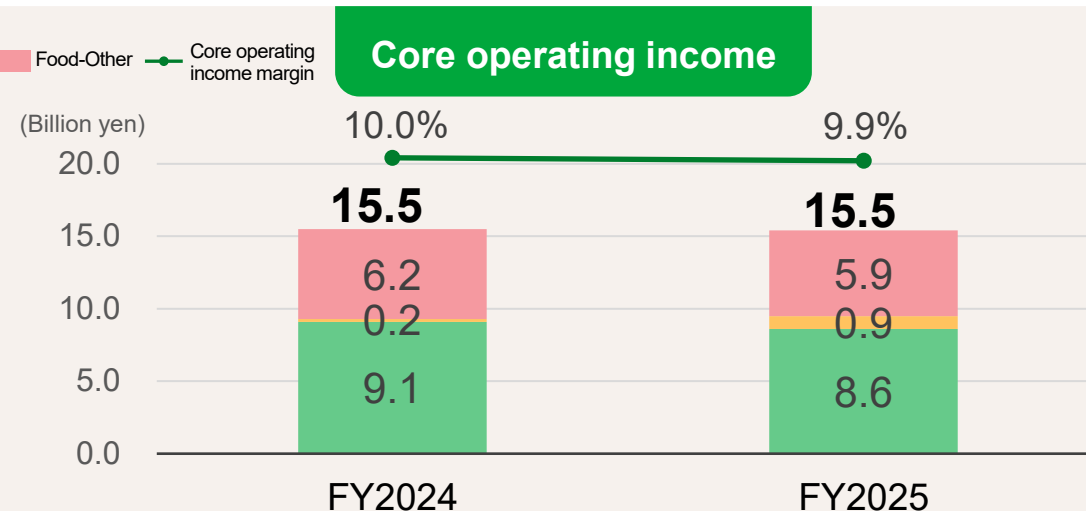
1 FY2025 Domestic Processed Food Business

- Overall revenue was up thanks to strong sales of Beverages and Direct Marketing, which offset lower revenue of Food-Other
- While manufacturing costs, including raw materials, continued to rise, Direct Marketing achieved higher core operating income, due to lower advertising expenses, etc.



Revenue of Beverages and Direct Marketing was up, but down for Food-Other

- **Beverages:** Tomato juice shipments reached record highs for four consecutive years, leading beverage category. Yasai Seikatsu 100 celebrated the 30th anniversary of its release with promotions aimed at parents. Full-scale launch of almond milk.
 - **Direct marketing:** Strong sales of Direct Marketing-exclusive "Japanese Tomatoes juice" and soups.
 - **Food Consumer use:** Solid sales of tomato ketchup and sauces thanks to successful Western food menu proposals. Shipments of frozen vegetables declined.
- Institutional and industrial use:**

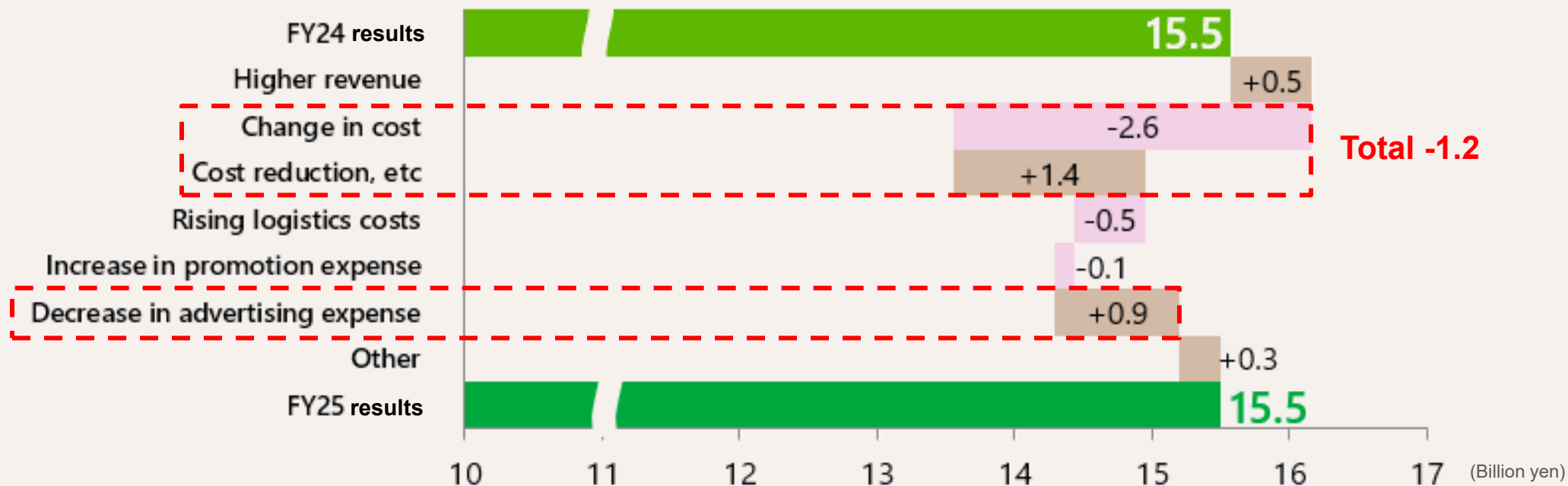


Core operating income of Direct Marketing was up, but down for Beverages and Food-Other

- **Beverages:** Core operating income declined due to sustained increases in manufacturing costs, including raw materials, etc.
- **Direct marketing:** Core operating income increased as a result of efficient allocation of advertising expense.
- **Food Consumer use/ Institutional and industrial use:** In addition to the decline in revenue, core operating income declined due to the sustained increase in manufacturing costs, including raw materials, etc.

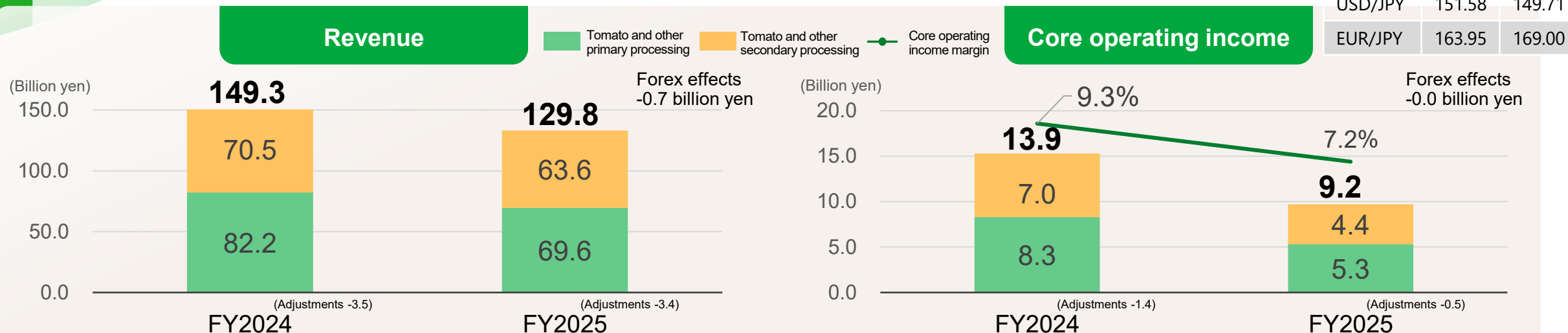
1 FY2025 Factors Contributing to Core Operating Income Changes in the Domestic Processed Food Business

- Although changes in raw materials costs, etc., resulted in a decrease of 2.6 billion yen, cost reductions, such as reducing losses, resulted in an increase of 1.4 billion yen, resulting in a total cost variance of negative 1.2 billion yen.
- Advertising expenses contributed 0.9 billion yen due to more strategic and cost-effective spending.



1 FY2025 International Business

- Revenue declined due to the downturn in the tomato paste market and sluggish sales to some customers in tomato and other secondary processing.
- Core operating income declined due to lower revenue and one-off losses, etc.



Revenue declined due to the downturn in the tomato paste market and reduced sales for secondary processing

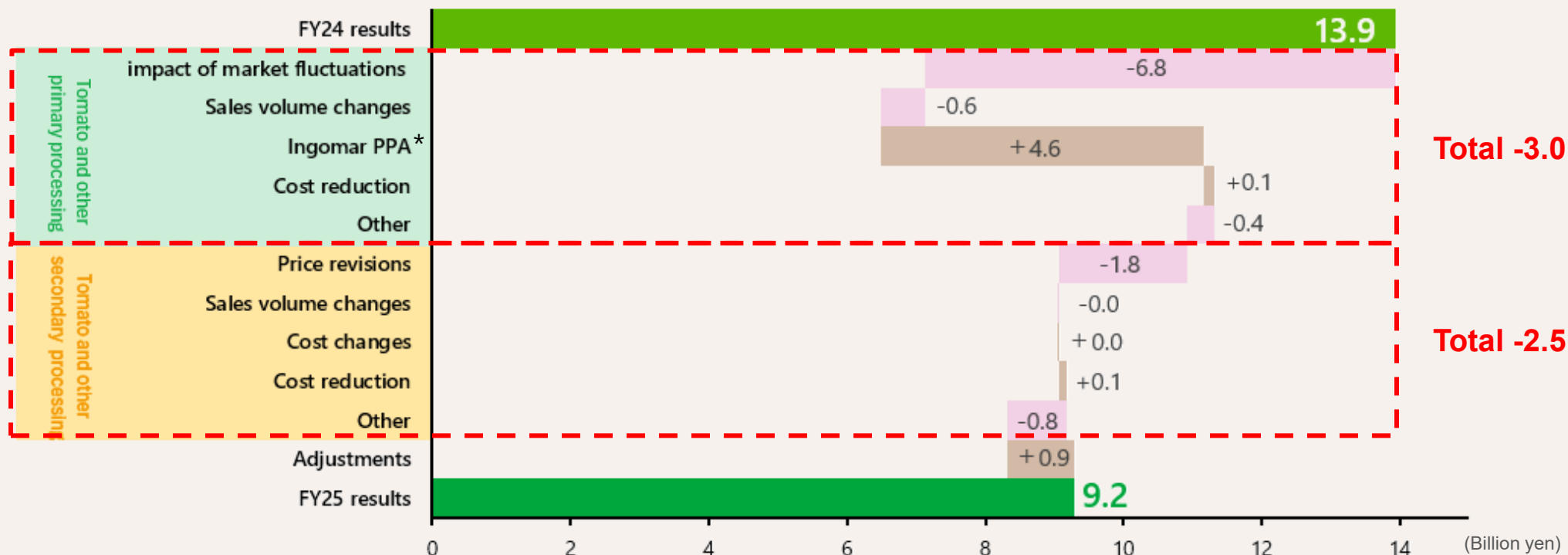
- **Tomato and other primary processing:**
Lowered selling prices due to the downturn in the tomato paste market, resulting in lower revenues.
- **Tomato and other secondary processing:**
Although new business was acquired from a food service company in the United States, revenue declined due to a decrease in the selling price of products made from tomato paste and softer sales to some existing customers.

Core operating income declined due to lower revenue and one-off losses

- **Tomato and other primary processing:**
Core operating income declined due to lower revenue and one-off losses due to manufacturing process defects, etc.
- **Tomato and other secondary processing:**
Core operating income declined due to lower revenue and one-off losses due to manufacturing process defects, etc.

1 FY2025 Factors Contributing to Core Operating Income Changes in the International Business

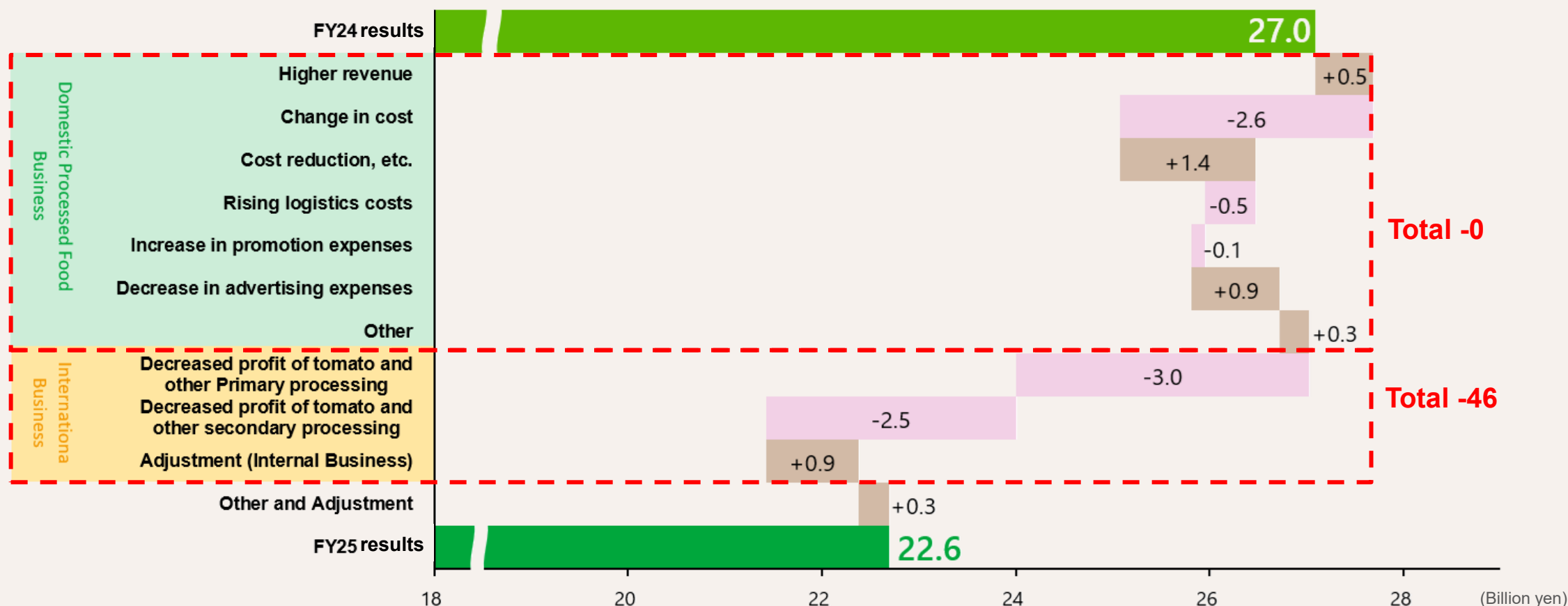
- Tomato and other primary processing: The impact of market fluctuations caused a decline of 6.8 billion yen due to revisions in tomato paste selling prices and changes in costs such as fresh tomato procurement prices
- Tomato and other secondary processing: As with primary processing, average selling prices decreased from the previous fiscal year, while one-off losses caused Other to decline by 0.7 billion yen



* Effect on profits from marking-to-market inventories and fixed assets (tangible and intangible) following the application of the accounting standard on business combinations: FY2024 -7.9, FY2025 -3.2, Increase/decrease: +4.6

1 FY2025 Factors Contributing to Consolidated Core Operating Income Changes

- The factors behind the changes in consolidated core operating income are as follows.



1 FY2025 Main Factors Contributing to Changes in Operating Income and Net Income

- (1) Other income: Rebound from the recognition of a one-off gains of 9.3 billion yen in the previous fiscal year due to the consolidation of Ingomar
- (2) Effective tax rate (usually around 30%): Lower than usual, as in the previous fiscal year, due to the impact of Ingomar's tax return adjustments, etc.

Unit: billion yen	FY2025 Result			FY2024 Result
		YoY	Change	
Core Operating income	22.6	-4.3	-16.2%	27.0
Other income	(1) 0.6	-9.4	-93.6%	10.0
Other expenses	0.7	-0.2	-26.0%	0.9
Operating income	22.6	-13.5	-37.5%	36.2
Income before income taxes	21.1	-12.5	-37.3%	33.6
Income taxes	5.0	-1.4	-21.9%	6.4
Effective taxes rate	(2) 24.0%	+4.7pt	—	19.3%
Profit attributable to non-controlling interests	1.2	-0.9	-41.9%	2.1
Net income	14.8	-10.2	-40.8%	25.0

※Net income attributable to shareholders of parent

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1 Financial Results for FY2025

2 FY2026 Earnings Forecast

2 FY2026 Earnings Forecast by Segment

- **Domestic Processed Food Business:** Revenue and core operating income are expected to increase due to price revisions for beverages for consumer use and institutional and industrial use implemented from February
- **International Business:** Despite a downturn in the tomato paste prices, tomato and other primary processing is forecast to see increased revenue on higher sales volume, but core operating income is set to decline due to weaker profit margins

Revenue

Unit: billion yen	FY2026 Forecast			FY2025 Result
		YoY	Change	
Beverages	86.0	+1.8	+2.2%	84.1
Direct marketing	14.5	+0.5	+3.6%	13.9
Food - Other	60.5	+0.6	+1.1%	59.8
Domestic Processed Food Business total	161.0	+2.9	+1.9%	158.0
Tomato and other primary processing	69.0	+1.7	+2.6%	67.2
Tomato and other secondary processing	73.0	+9.3	+14.7%	63.6
Adjustments	-3.0	+0.4	—	-3.4
International Business Total	139.0	+11.5	+9.1%	127.4
Others/Adjustments	10.0	+1.1	+13.6%	8.8
Total	310.0	+15.7	+5.3%	294.2

Core Operating income

	FY2026 Forecast			FY2025 Result
		YoY	Change	
Beverages	10.6	+1.9	+23.0%	8.6
Direct marketing	0.8	-0.1	-19.2%	0.9
Food - Other	4.6	-1.4	-24.1%	6.0
Domestic Processed Food Business total	16.0	+0.3	+2.1%	15.6
Tomato and other primary processing	4.0	-1.2	-23.3%	5.2
Tomato and other secondary processing	5.5	+1.0	+24.4%	4.4
Adjustments	-0.5	+0.0	—	-0.5
International Business Total	9.0	-0.1	-1.3%	9.1
Others/Adjustments	-2.0	+0.0	—	-2.0
Total	23.0	+0.3	+1.3%	22.6

	2025	2026
USD/JPY	149.71	150.00
EUR/JPY	169.00	175.00

◆Silbury's impact after consolidation
Tomato and other primary processing
Sales: +2.6 billion yen
Core operating income: +0.1 billion yen
Tomato and other secondary processing
Sales: +5.6 billion yen
Core operating income: +0.4 billion yen

※Starting in FY2026, we will change the segment classification for Vegetaria from the International Business segment to the Domestic Processed Foods Business.
Segment information for FY2025 has been restated to conform with the new classification.

2 FY2026 Domestic Processed Food Business

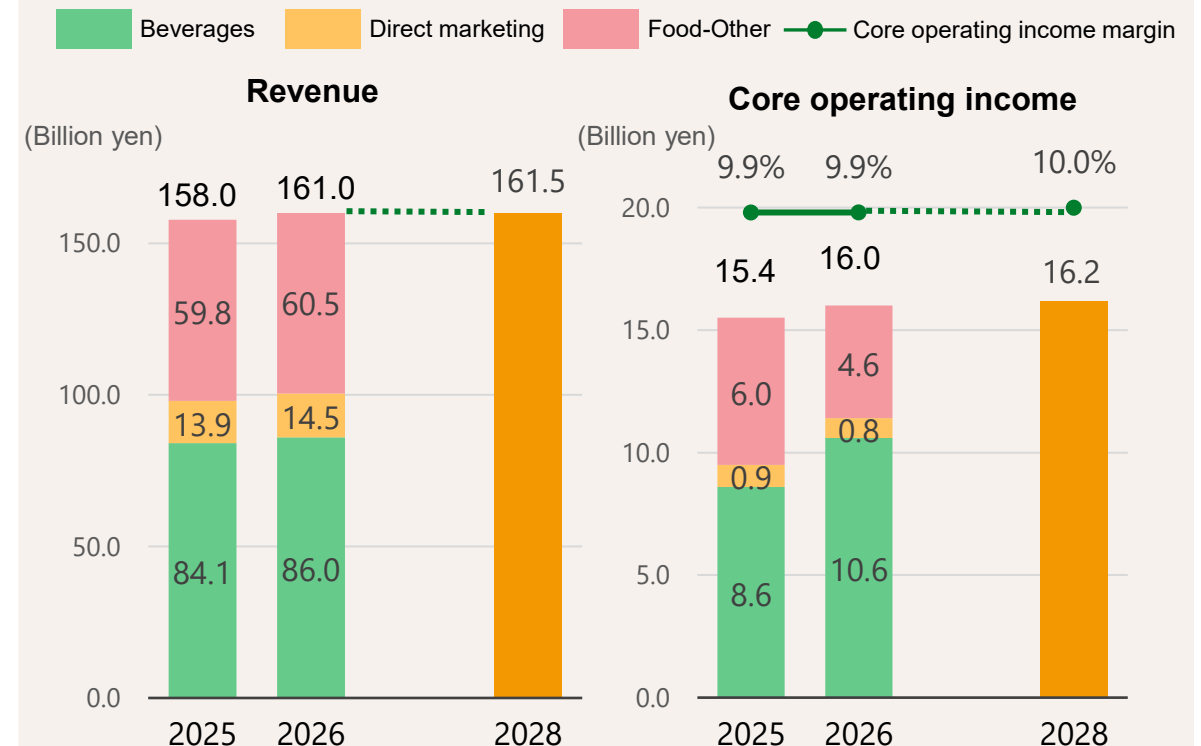
- Responding to Japan's ongoing population decline and rising manufacturing costs, we will pursue structural reforms and provide a stable foundation for the Group.
- We will further expand demand creation through the flavor and health value of vegetables, implement a flexible pricing strategy, and strengthen sales growth and profitability.

Main initiatives in FY2026

- In February 2026, we will revise prices for consumer use as well as institutional and industrial use beverages.
- We will implement demand-stimulating measures, such as product value enhancement and promotional activities to curb the decline in sales volume
- boosting the value of products.
*We will increase vegetable content in the original Yasai Seikatsu 100 while maintaining its drinkability.
- We will launch value-added products, such as new products that utilize Kagome's unique development capabilities and expanding products that address labor shortages.



Trends in Revenue and Core Operating Income

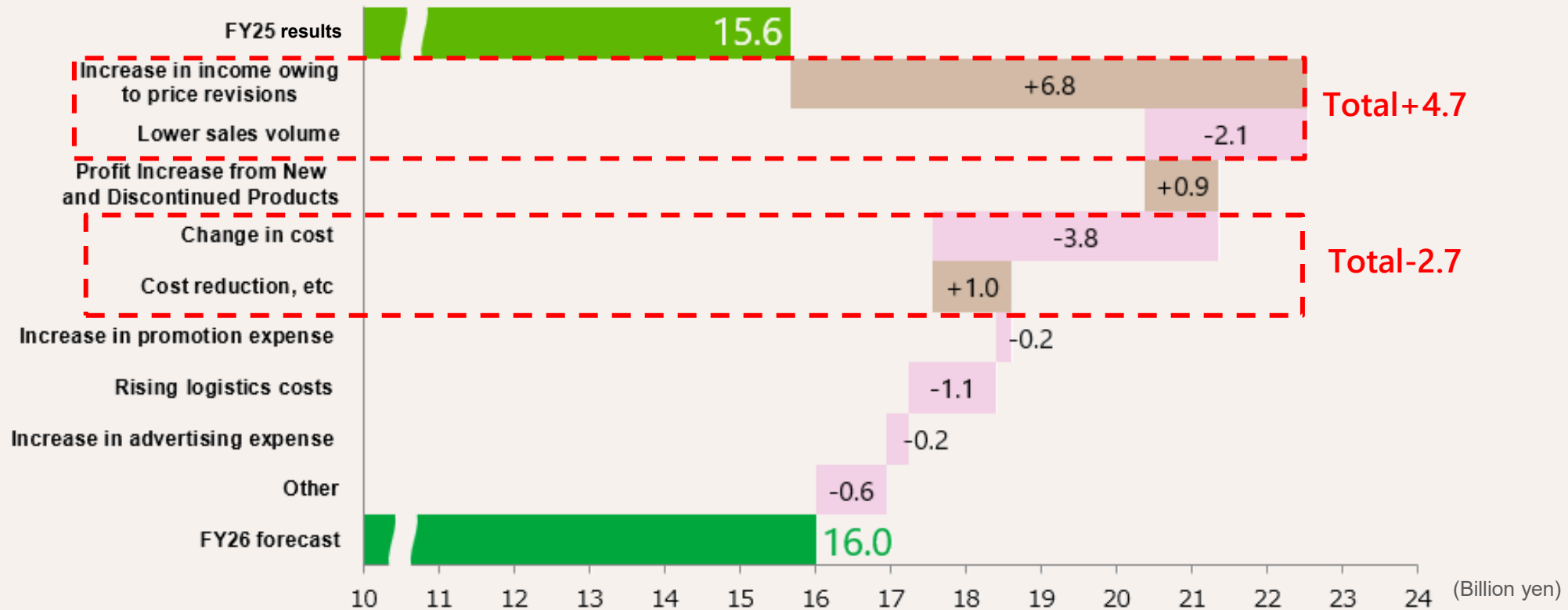


※Starting in FY2026, we will change the segment classification for Vegetaria from the International Business segment to the Domestic Processed Foods Business.

Segment information for FY2025 has been restated to conform with the new classification.

2 FY2026 Factors Contributing to Core Operating Income Changes in the Domestic Processed Food Business

- A profit increase of 6.8 billion yen is expected from the price revisions; however, this is expected to be partially offset by a 2.1 billion yen decline in sales volume after the revisions, resulting in a net increase of 4.7 billion yen.
- A negative impact of 3.8 billion yen from higher raw material prices and other factors is expected; however, 1.0 billion yen in cost-reduction initiatives is expected to offset part of this, resulting in a total cost variance of negative 2.7 billion yen.



2 FY2026 International Business

- **Tomato and other primary processing:** Strengthen the stable revenue base, assuming volatility in tomato paste prices
- **Tomato and other secondary processing:** In addition to the large United States market, Europe is also positioned as a key region, and business expansion will be promoted

Initiatives in FY2026

[Tomato and other primary processing]

- In cooperation with contract farmers, we will optimize varieties and cultivation methods to increase brix of processing tomatoes and thereby increase the yield of primary processing.
- Further investments in labor-saving measures will reduce personnel expenses and improve manufacturing efficiency.

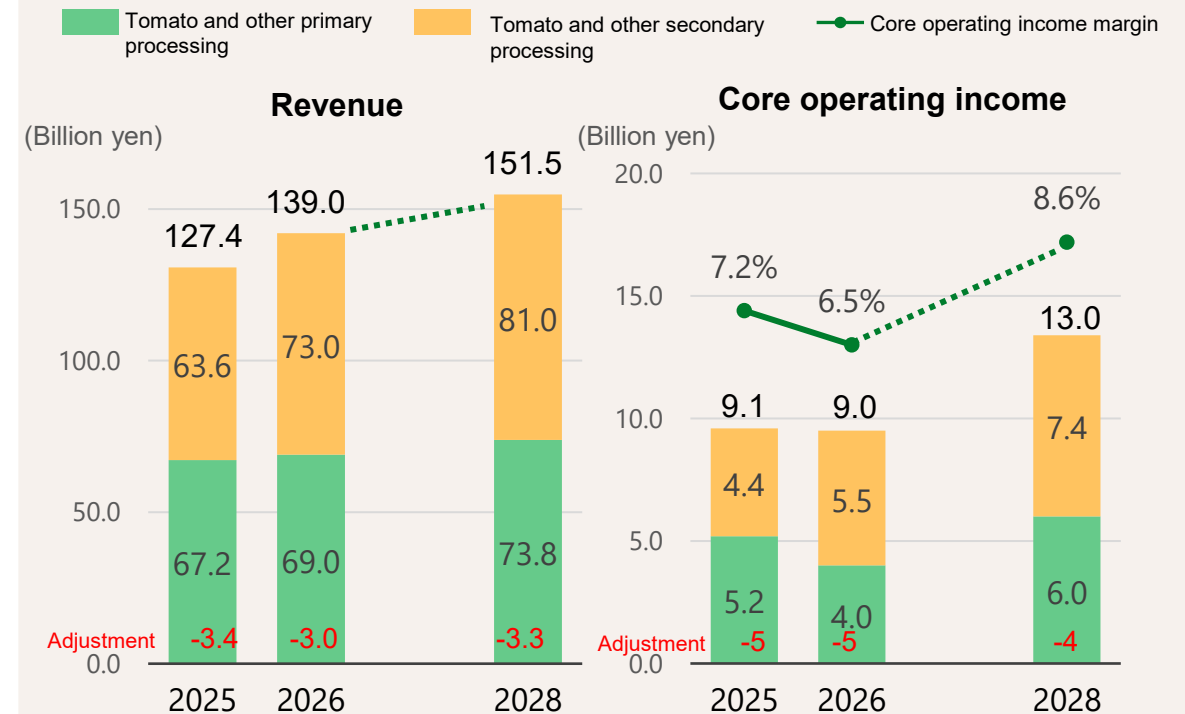


[Tomato and other secondary processing]

- We will strengthen sales and marketing organizations in the United States to promote new acquisitions of major clients.
- Advancing the PMI process with Silbury, we will explore plans to develop markets in France and Germany in addition to the United Kingdom.



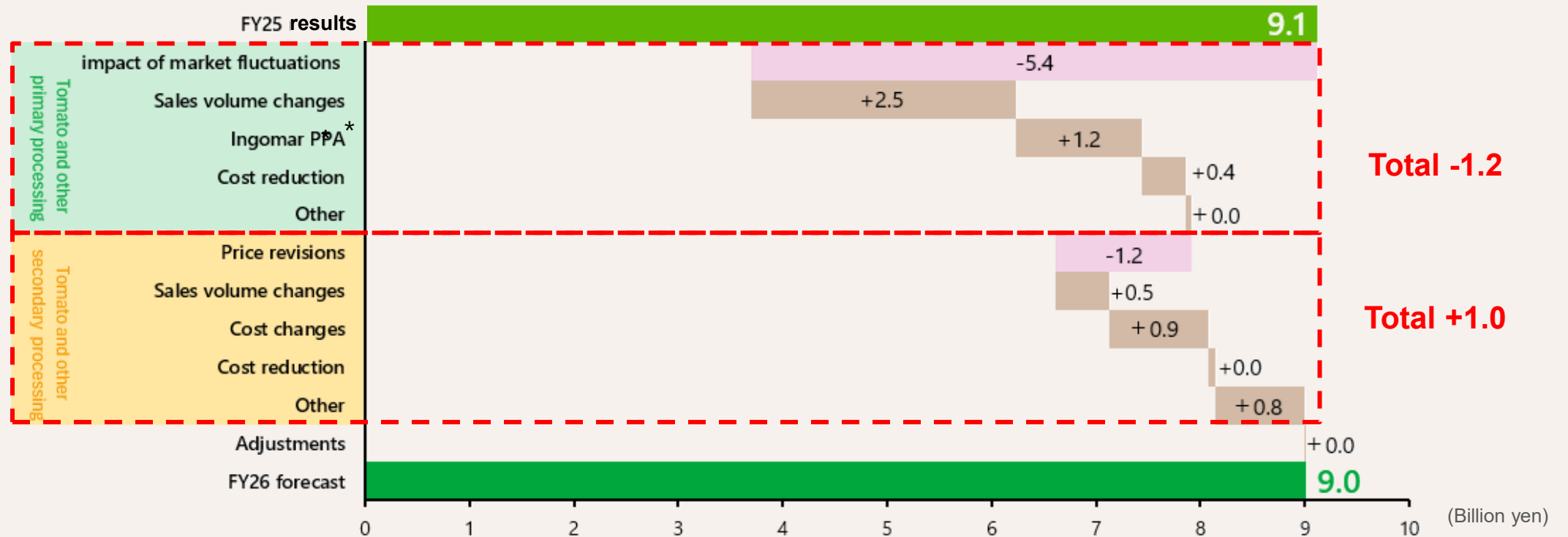
Trends in Revenue and Core Operating Income



※Starting in FY2026, we will change the segment classification for Vegetaria from the International Business segment to the Domestic Processed Foods Business
Segment information for FY2025 has been restated to conform with the new classification.

2 FY2026 Factors Contributing to Core Operating Income Changes in the International Business

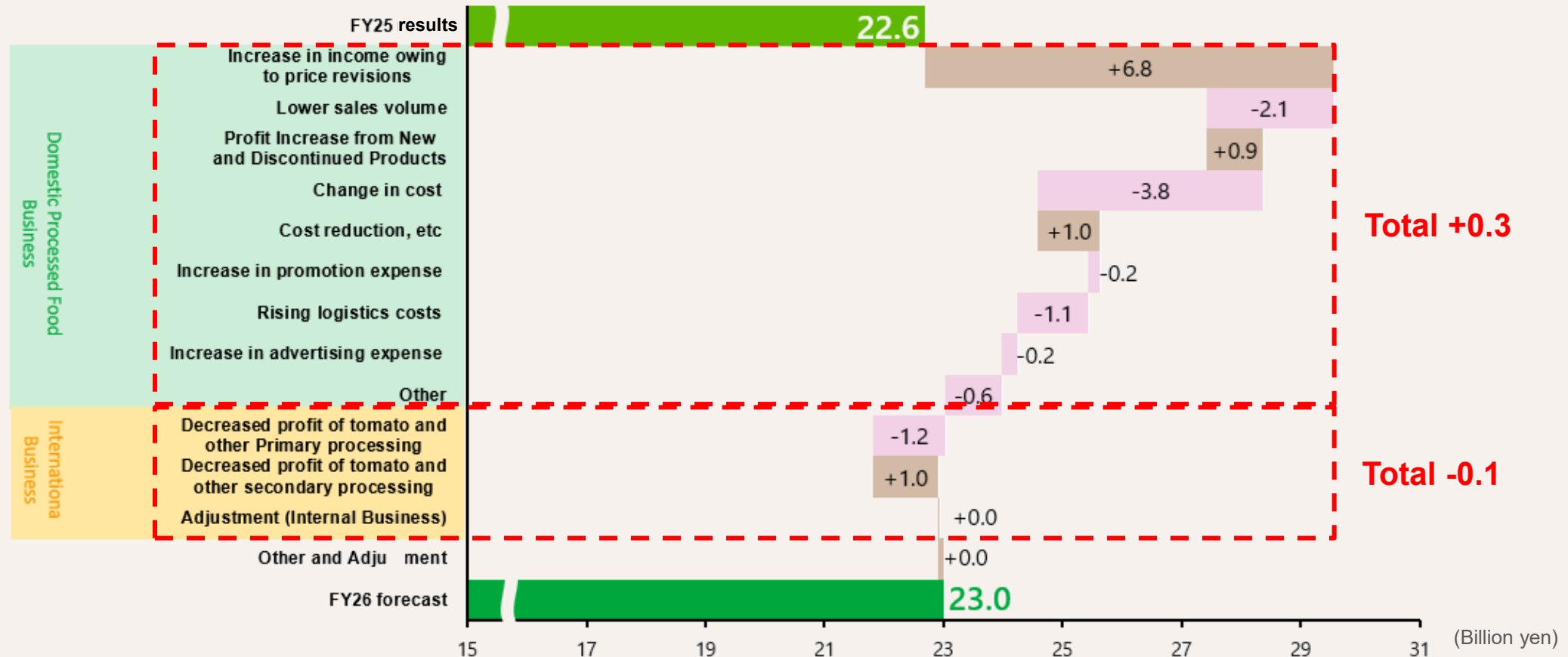
- **Tomato and other primary processing:** The impact of market volatility will include changes in selling prices of tomato paste and changes in costs, such as processing tomato procurement prices, causing core operating income to decline by 5.4 billion yen
- **Tomato and other secondary processing:** Higher sales volume will result in a +0.5 billion yen increase, and overall there will be increase of 1 billion yen due to reduced production losses, etc.



*Effect on profits from marking-to-market inventories and fixed assets (tangible and intangible) following the application of the accounting standard on business combinations: FY2025 -3.2, FY2026 -2.0, Increase/decrease: +1.2

2 FY2026 Factors Contributing to Core Operating Income Changes

- The factors for change in consolidated Core Operating Income are as follows.



2 FY2026 Consolidated Earnings Forecast

- **Revenue:** Up 5.3% year on year to 310 billion yen; **Core operating income:** Up 2.8% year on year to 23 billion yen
- **Net income:** Net income is set to decline because the effective tax rate in the previous fiscal year was lower than usual as a result of the impact of Ingomar's tax return adjustments, etc.

Unit: billion yen	FY2026 Forecast		Change		FY2025 Result
		Margine		YoY	
Revenue	310.0	-	+15.8	+5.3%	294.2
Core operating income	23.0	7.4%	+0.4	+1.3%	22.6
Operating income	23.0	7.4%	+0.4	+1.6%	22.6
Net income [※]	13.4	4.3%	-1.4	-9.5%	14.8
EPS (Yen)	147.47	-	-13.95	-8.6%	161.42

※Net income attributable to shareholders of parent



Reference



FY2025 Topics in the Domestic Processed Food Business

Beverages

- **Tomato juice** Sales: 23.9 billion yen (+17% YoY)
Record high shipment volume for four straight years

- **Yasai Seikatsu 100** Sales: 37.0 billion yen (-5% YoY)
Now in its 30th year since its release, the purchase rate is increasing, especially among parents. On the other hand, case sales declined due to factors such as consumers' desire to save money.

- **Almond Breeze**
Increased awareness through sales promotions featuring celebrities, and the market size reached a record high amid interest in health and beauty.



Direct marketing

- **Vegetable beverages** Sales: 8.6 billion yen (+4% YoY)
"Japanese Tomatoes juice" recorded solid sales

- **Soups** Sales: 1.9 billion yen (+12% YoY)
Sales of mainly potage with lots of ingredients performed well, thanks to online advertising and other factors.

- **Supplements** Sales: 1.7 billion yen (-10% YoY)



Food-Other

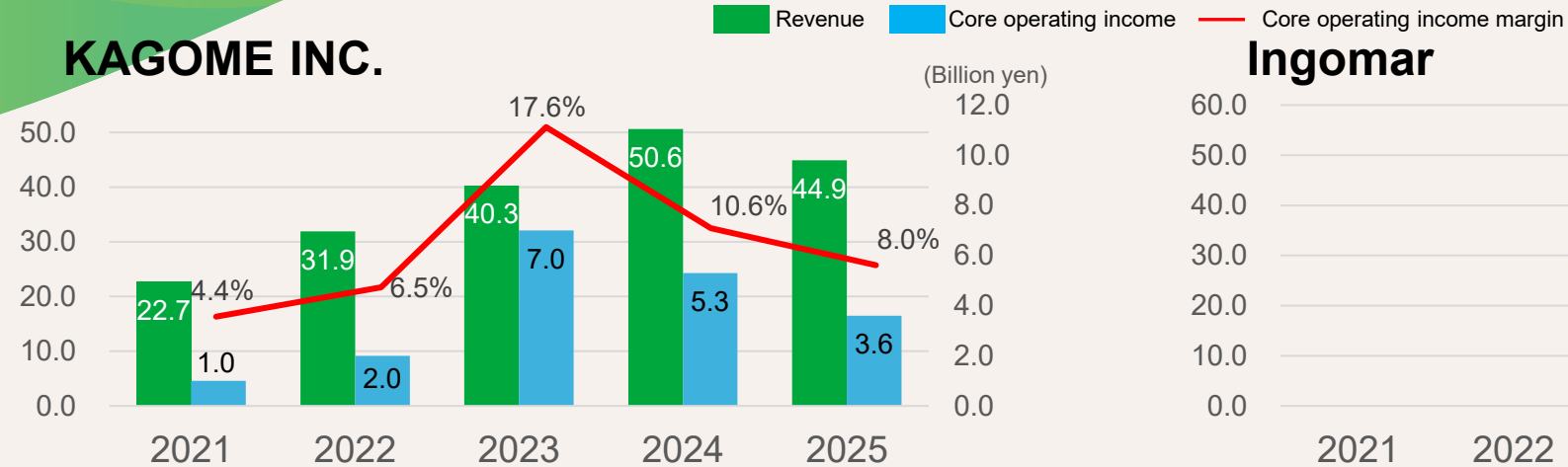
- **Consumer use foods** Sales: 21.2 billion yen (+1% YoY)
Tomato ketchup and sauces are becoming more widely used as versatile condiments.

- **Institutional and industrial use** Sales: 29.0 billion yen (-2% YoY)
Revenue declined mainly due to frozen vegetables.

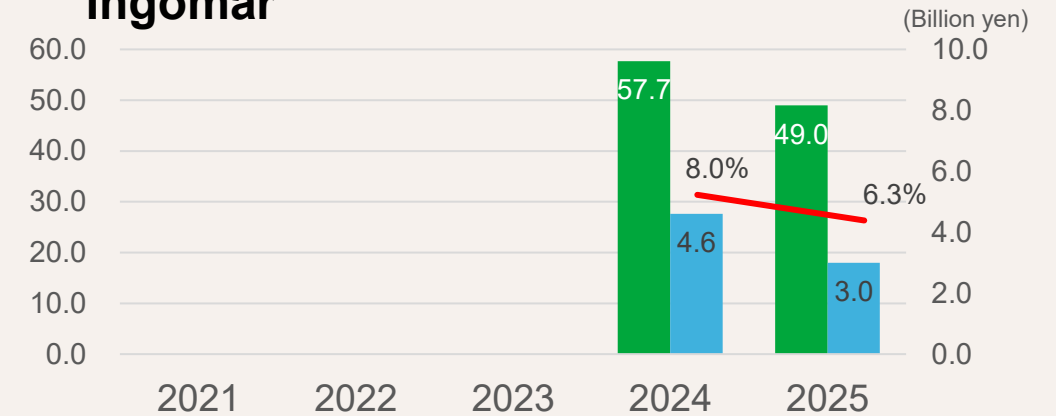


FY2025 Performance of Main Subsidiaries in the International Business

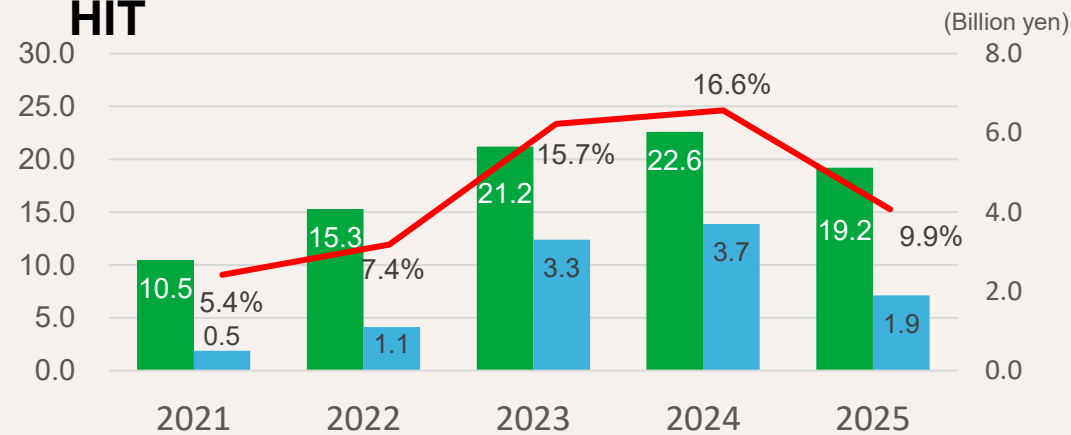
KAGOME INC.



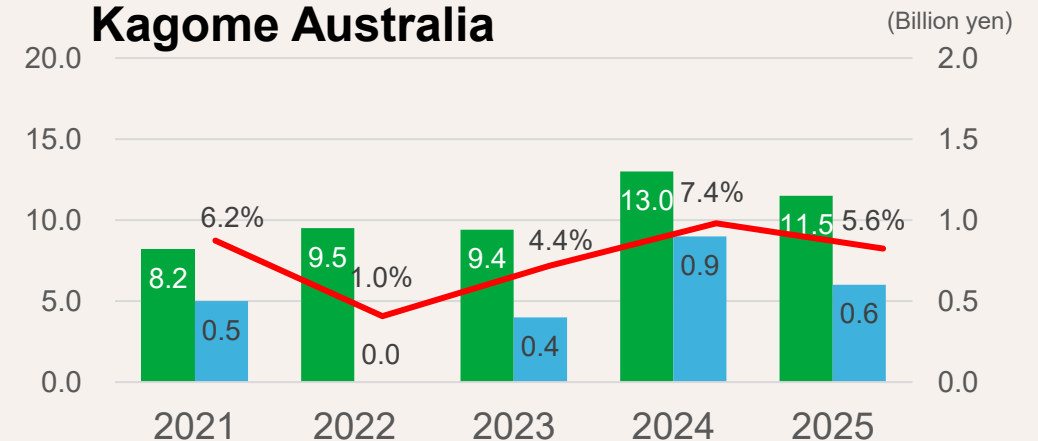
Ingomar



HIT



Kagome Australia



FY2025 Changes to Statement of Financial Position

- Total assets increased by 13.4 billion yen from the end of the previous fiscal year to 375.8 billion yen (of which, forex effects accounted for +3.9 billion yen)

Assets/Liabilities and Net assets

375.8 billion yen
(+13.4 billion yen vs. previous fiscal year end)

Net assets attributable to shareholders of the parent
to total assets **50.7%** (-0.6 pts vs. previous fiscal year end)

Consolidated Statement of Financial Position

(As of December 31, 2025)

(Billion yen)

Assets 375.8 (+13.4)

- Current assets **216.7** (+6.8)

- Non-current assets **159.0** (+6.5)

Liabilities 160.9 (+10.1)

Net assets 214.8 (+3.2)

*Parentheses indicate year-on-year change.

Details of Changes from the Previous Fiscal Year End (including forex effects)

(Billion yen)

▶ **Current assets 216.7** (+6.8)

Cash and cash equivalents +5.5

Trade and other receivables +1.1, etc.

▶ **Non-current assets 159.0** (+6.5)

Other financial assets +4.6, property, plant and equipment +2.7, etc.

▶ **Liabilities 160.9** (+10.1)

Borrowings (including long term) +9.7, etc.

▶ **Net assets 214.8** (+3.2)

Net income attributable to shareholders of parent +14.8,
Equity instruments +2.3, Purchase of treasury shares -8.2,
Dividends paid -5.3, Non-controlling interests -1.5, etc.

FY2025 Changes in Cash Flows

- **Free cash flow:** Cash flows from operating activities declined compared to the previous fiscal year, but cash flows from investing activities declined, resulting in an increase in free cash flow

Unit: billion yen	FY2025 Result			FY2024 Result
		YoY	Change	
Cash flows from operating activities(A)	26.9	-4.8	-15.1%	31.6
Cash flows from investing activities(B)	-11.4	+34.8	—	-46.3
Free cash flows((A+B))	15.4	+30.0	—	-14.6
Cash flows from financing activities	-10.3	-9.8	—	-0.5

▶ **Cash flows from operating activities** **26.9** (-4.8)

Profit before income taxes 21.1, depreciation and amortization 11.8, decrease in inventories 2.1, income tax paid -4.7, interest paid -2.4, etc.

▶ **Cash flows from investing activities** **-11.4** (+34.8)

Purchase of property, plant and equipment, and intangible assets -11.3, etc.

▶ **Cash flows from financing activities** **-10.3** (-9.8)

Purchase of treasury shares -8.1, payment of dividends -5.3, increase in short-term borrowings 4.7, etc.

(Billion yen)

Cautionary Statement

This presentation material contains Kagome's current plans, forecasts, strategies, and other matters that are not necessarily based on historical facts and are instead based on the judgment of Kagome's management team obtained from currently available information. Therefore, please refrain from relying solely on the forecasts that appear herein. Actual results may differ significantly from the forecasts due to various material factors. Such material factors that may affect actual results include the following: 1) weather, especially low temperatures in the summer; 2) product incidents, such as the contamination of foreign matter; 3) the economic situation surrounding Kagome's business domain, especially consumer trends; and 4) Kagome's ability to continue planning and developing products and services that are accepted by customers in a fiercely competitive market characterized by changing customer preferences. However, factors that may affect performance are not limited to the above. In addition, this presentation material is intended solely to provide a deeper understanding of Kagome, and is not necessarily intended to solicit an investment. Furthermore, the market data and other information contained in this presentation material is based on information that Kagome considers to be reliable and accurate. Please note, though, that not only future forecasts but also past data may be subject to review and other changes without notice.