# ESG Data for the Kagome

Updated: October 30, 2026

## <Environmental>

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**<Period>**

This ESG Data Book focuses on Kagome's activities in FY2024 and FY2025, but also includes reports on previous initiatives and recent activities. Unless otherwise noted, data for each fiscal year is based on the period from January 1 to December 31.

**<Reporting boundary>**

In addition to reporting on the activities of the Kagome Group, some items also cover the activities of individual group companies.

* In accordance with the disclosure policy of Kagome's sustainability website, reports covering Japan and overseas including overseas group companies are referred to as "Kagome Group," reports on Kagome Co., Ltd. alone are referred to as "Kagome Co., Ltd.," and reports on group companies in Japan are referred to as "Kagome Group in Japan."

# <Environmental>

## ■Response to climate change

### <GHG emissions>

**Scope 1 and 2 GHG emissions (Kagome Group)**

Unit: t-$CO_2$e

| * Country/region where the base is located. | | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|
| Japan | Scope 1+2 | 70,529 | 66,486 | 60,229 | 57,826 | 45,184 | 35,843 |
| | Scope 1 | 45,295 | 43,773 | 41,419 | 41,739 | 33,401 | 33,323 |
| | Scope 2 | 25,234 | 22,713 | 18,810 | 16,087 | 11,783 | 2,520 |
| Portugal | Scope 1+2 | 29,152 | 27,620 | 25,639 | 27,563 | 24,860 | 22,376 |
| | Scope 1 | 24,647 | 27,080 | 25,639 | 27,563 | 24,860 | 22,376 |
| | Scope 2 | 4,505 | 540 | 0 | 0 | 0 | 0 |
| Australia | Scope 1+2 | 30,090 | 28,537 | 28,813 | 21,889 | 25,970 | 27,107 |
| | Scope 1 | 18,923 | 19,046 | 18,551 | 14,045 | 17,853 | 18,786 |
| | Scope 2 | 11,167 | 9,491 | 10,262 | 7,844 | 8,180 | 8,321 |
| United States | Scope 1+2 | 9,627 | 10,908 | 10,525 | 10,331 | 97,757 | 97,318 |
| | Scope 1 | 4,701 | 5,390 | 4,925 | 4,875 | 87,085 | 94,180 |
| | Scope 2 | 4,927 | 5,518 | 5,600 | 5,456 | 10,672 | 3,138 |
| Italy | Scope 1+2 | 1,676 | 1,981 | 2,092 | 2,715 | 2,640 | 2,176 |
| | Scope 1 | 607 | 794 | 952 | 1,164 | 1,439 | 1,287 |
| | Scope 2 | 1,069 | 1,187 | 1,140 | 1,551 | 1,201 | 888 |
| Taiwan | Scope 1+2 | 2,450 | 2,815 | 2,911 | 3,219 | 3,344 | 2,962 |
| | Scope 1 | 777 | 969 | 1,010 | 1,256 | 1,277 | 1,041 |
| | Scope 2 | 1,672 | 1,845 | 1,901 | 1,963 | 2,067 | 1,921 |
| Total | Scope 1+2 | 143,524 | 138,346 | 130,208 | 123,543 | 199,818 | 187,780 |
| | Scope 1 | 94,949 | 97,052 | 92,496 | 90,642 | 165,915 | 170,992 |
| | Scope 2 | 48,574 | 41,294 | 37,713 | 32,901 | 33,903 | 16,788 |

*From 2024 onwards, emissions have increased due to the inclusion of the U.S.-based company Ingomar (which became a consolidated subsidiary in January 2024) in the scope of the calculation.

**・Energy usage and energy mix (Kagome Group)**

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Energy usage (thousand GJ) | 1,996 | 2,101 | 2,008 | 1,910 | 3,641 | 3,650 |
| Gas (%) | 80.7 | 80.7 | 80.7 | 80.6 | 87.3 | 87.7 |
| Oil (%) | 1.1 | 1.0 | 1.0 | 1.0 | 0.7 | 0.7 |
| Electricity (%) | 18.3 | 18.3 | 18.3 | 18.4 | 12.0 | 11.5 |
| Renewable energy (%) | 3.5 | 3.4 | 5.7 | 7.2 | 6.0 | 8.4 |

*From 2024 onwards, energy consumption has increased due to the inclusion of the U.S.-based company Ingomar (which became a consolidated subsidiary in January 2024) in the scope of the calculations.

**・Ratio of renewable energy to electricity usage (Kagome Group)**

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Renewable energy (%) | 22.4 | 22.1 | 28.8 | 36.2 | 48.1 | 67.8 |

# <Environmental>

## ・Scope 3 GHG emissions (Kagome Group)

Unit: t-$CO_2$e

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| 1. Purchased goods and services | 1,078,720 | 1,141,154 | 1,101,317 | 854,064 | 886,151 | 890,493 |
| 2. Capital goods | 27,333 | 43,735 | 25,177 | 23,551 | 37,011 | 41,110 |
| 3. Fuel- and energy-related activities not included in Scope 1 and 2 | 27,904 | 26,151 | 26,302 | 29,837 | 50,753 | 52,206 |
| 4. Upstream transportation and distribution | 52,974 | 51,038 | 50,293 | 46,646 | 309,655 | 146,949 |
| 5. Waste generated in operations | 5,031 | 12,848 | 11,328 | 13,495 | 11,840 | 12,139 |
| 6. Business travel | 349 | 367 | 367 | 383 | 513 | 524 |
| 7. Employee commuting | 1,196 | 1,257 | 1,253 | 1,307 | 1,748 | 1,786 |
| 8. Upstream leased assets | 606 | 563 | 533 | 449 | - | - |
| 9. Downstream transportation and distribution | 65,706 | 74,946 | 72,521 | 69,477 | 215,821 | 215,066 |
| 10. Processing of sold products | 37,002 | 42,670 | 41,827 | 40,203 | 73,896 | 60,928 |
| 11. Use of sold products | - | - | - | - | - | 12,991 |
| 12. End-of-life treatment of sold products | 16,381 | 17,640 | 16,109 | 15,782 | 18,449 | 21,339 |
| 13. Downstream leased assets | 2,038 | 262 | 119 | 54 | 54 | 54 |
| 14. Franchises | - | - | - | - | - | - |
| 15. Investments | - | - | - | - | 3,926 | 3,788 |
| Total | 1,315,239 | 1,412,630 | 1,347,148 | 1,095,248 | 1,609,817 | 1,459,373 |

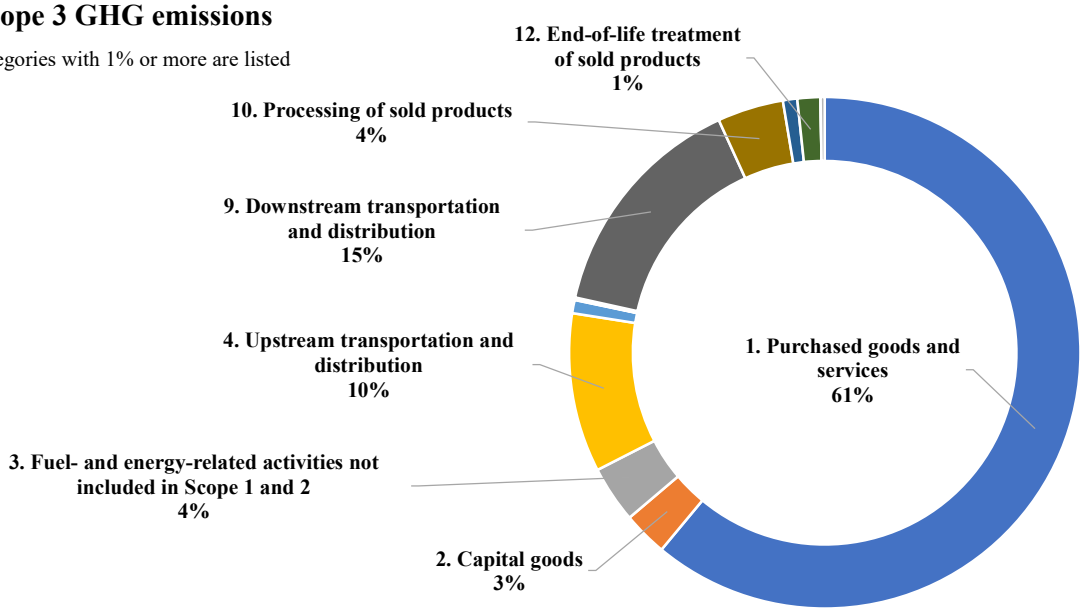
*From 2024 onwards, emissions have increased due to the inclusion of the U.S.-based company Ingomar (which became a consolidated subsidiary in January 2024) in the scope of the calculation.

*In 2025, the calculation methodology for certain categories was refined (e.g., through changes to the scope of calculation or the formulas used).

*Category 14 is not applicable, as no franchise business is conducted.

### 2025 Scope 3 GHG emissions

* Only categories with 1% or more are listed



# <Environmental>

## <Third-party verification of GHG emissions>

For 2025 (January 1 to December 31), the validity of the calculation methods and the data for greenhouse gas (GHG) emissions, covering Scope 1 and 2 emissions from Kagome Group plants both in Japan and overseas, as well as Scope 3 emissions from the Kagome Group in Japan, were verified in accordance with the ISO 14064-3:2019 standard. A verification report was obtained from the Japan Management Association (JMA), which served as the verifying body. Furthermore, the Scope 1 and 2 GHG emissions subject to this verification account for 100% of the emissions presented in the table above.

## <GHG emissions by SBT target category>

The Kagome Group has received certification from the SBT initiative for its greenhouse gas emission reduction targets. The emissions for each target category, Scope 1+2, Scope 3, and FLAG, are presented below.

*In 2026, the base-year emissions and reduction targets were revised to reflect changes in the Group's organizational boundaries, and certification was re-obtained.

### ・Scope 1 and 2 GHG emissions (E&I only; Kagome Group)

Unit: t-$CO_2$e

| *Countries and regions with business sites | | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|
| Japan | Scope1+2 | 41,583 | - | - | - | 29,405 | 20,278 |
| | Scope1 | 19,564 | - | - | - | 17,622 | 17,758 |
| | Scope2 | 22,019 | - | - | - | 11,783 | 2,520 |
| Portugal | Scope1+2 | 29,152 | - | - | - | 24,860 | 22,376 |
| | Scope1 | 24,647 | - | - | - | 24,860 | 22,376 |
| | Scope2 | 4,505 | - | - | - | 0 | 0 |
| Australia | Scope1+2 | 30,090 | - | - | - | 24,572 | 25,548 |
| | Scope1 | 18,923 | - | - | - | 16,392 | 17,227 |
| | Scope2 | 11,167 | - | - | - | 8,180 | 8,321 |
| United States | Scope1+2 | 98,516 | - | - | - | 97,757 | 97,318 |
| | Scope1 | 86,725 | - | - | - | 87,085 | 94,180 |
| | Scope2 | 11,791 | - | - | - | 10,672 | 3,138 |
| Italy | Scope1+2 | 1,676 | - | - | - | 2,640 | 2,176 |
| | Scope1 | 607 | - | - | - | 1,439 | 1,287 |
| | Scope2 | 1,069 | - | - | - | 1,201 | 888 |
| Taiwan | Scope1+2 | 2,450 | - | - | - | 3,344 | 2,962 |
| | Scope1 | 777 | - | - | - | 1,277 | 1,041 |
| | Scope2 | 1,672 | - | - | - | 2,067 | 1,921 |
| Total | Scope1+2 | 203,466 | - | - | - | 182,578 | 170,658 |
| | Scope1 | 151,243 | - | - | - | 148,675 | 153,870 |
| | Scope2 | 52,223 | - | - | - | 33,903 | 16,788 |

*Refers to emissions in the Energy and Industry sector.

## <Environmental>

### • Scope 3 GHG emissions (E&I only; Kagome Group)

Unit: t-$CO_2$e

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| 1. Purchased goods and services | 508,639 | - | - | - | 451,459 | 428,802 |
| 2. Capital goods | 29,411 | - | - | - | 37,011 | 41,110 |
| 3. Fuel- and energy-related activities not included in Scope 1 and 2 | 49,420 | - | - | - | 52,109 | 52,206 |
| 4. Upstream transportation and distribution | 111,553 | - | - | - | 106,665 | 146,949 |
| 5. Waste generated in operations | 6,984 | - | - | - | 11,840 | 12,139 |
| 6. Business travel | 456 | - | - | - | 513 | 524 |
| 7. Employee commuting | 1,562 | - | - | - | 1,748 | 1,786 |
| 8. Upstream leased assets | - | - | - | - | - | - |
| 9. Downstream transportation and distribution | 214,310 | - | - | - | 215,821 | 215,066 |
| 10. Processing of sold products | 67,645 | - | - | - | 73,896 | 60,928 |
| 11. Use of sold products | - | - | - | - | 0 | 12,991 |
| 12. End-of-life treatment of sold products | 21,620 | - | - | - | 18,449 | 21,339 |
| 13. Downstream leased assets | 2,038 | - | - | - | 54 | 54 |
| 14. Franchises | - | - | - | - | - | - |
| 15. Investments | 380 | - | - | - | 305 | 321 |
| Total | 1,014,017 | - | - | - | 969,869 | 994,215 |

*Refers to emissions in the Energy and Industry sector.

### • FLAG emissions (Kagome Group)

Unit: t-$CO_2$e

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Scope 1 FLAG | 18,078 | - | - | - | 17,240 | 17,122 |
| Scope 3 FLAG | 614,209 | - | - | - | 504,280 | 465,158 |
| Total | 632,287 | - | - | - | 521,520 | 482,280 |

*Refers to emissions from the Forest, Land and Agriculture sector.

### • GHG emissions from biomass (Kagome Co., Ltd.)

Unit: t-$CO_2$e

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Emissions | - | - | - | 15.40 | 28.45 | 28.43 |

*Refers to emissions resulting from biomethane gas produced from plant-based residues.

## <Environmental>

### <GHG emissions by sector>

#### ・Plants: trend in energy used (Kagome Co., Ltd.)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Energy used (thousand GJ) | 832 | 831 | 830 | 782 | 775 | 750 |
| Energy used per production volume (GJ/t) | 2.10 | 2.08 | 1.97 | 1.93 | 1.89 | 1.82 |

#### ・Plants: trend in GHG emissions (Kagome Co., Ltd.)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Emissions (t-$CO_2$e) | 39,899 | 37,548 | 34,675 | 29,325 | 25,730 | 17,452 |

#### ・ Sales and administration: trend in electricity used in offices (Kagome Co., Ltd.)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Electricity used per floorspace (kWh/㎡) | 137 | 132 | 136 | 139 | 144 | 145 |

#### ・Logistics: trend in $CO_2$ emissions (Kagome Co., Ltd.)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Emissions (t-$CO_2$) | 28,500 | 27,600 | 25,700 | 22,500 | 27,100 | 26,830 |
| Emissions per sales volume (kg-$CO_2$/t) | 41.5 | 38.7 | 37.1 | 33.6 | 45.5 | 44.7 |

*Calculated based on the period from April 1 to March 31, as per government reporting.

#### ・Logistics: trend in modal shift rate (Kagome Co., Ltd.)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Modal shift rate (%) | 41 | 44 | 45 | 45 | 45 | 46 |

*The ratio of ton-kilometers transported by rail and ship to the total ton-kilometers across major transport routes.
(Major transport routes: movement of inventory from plants producing ambient-temperature goods to distribution centers, as well as transfers between distribution centers)

# <Environmental>

## ■Water conservation

### ・Trend in water withdrawal reduction rate (Kagome Group)

| | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Reduction rate of intensity at domestic plants (%) | 5.4 | 6.0 | 7.6 | 9.5 |
| Reduction rate of intensity at overseas plants (%) | - | - | - | - |

*Reduction rates are based on 2021 for domestic plants and 2025 for overseas plants. For overseas plants, the tracking of reduction rates is scheduled to begin in 2026.

### ・Trend in water withdrawal (Kagome Group)

Unit: thousands of tons

| *Countries and regions with business sites | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Japan | 3,111 | 3,067 | 3,101 | 2,952 | 2,911 | 2,864 |
| United States | 212 | 268 | 239 | 209 | 1,861 | 2,153 |
| Portugal | 3,673 | 4,002 | 3,774 | 4,015 | 3,571 | 3,227 |
| Australia | 358 | 330 | 325 | 330 | 367 | 410 |
| Italy | 61 | 91 | 116 | 118 | 134 | 121 |
| Taiwan | 103 | 110 | 130 | 134 | 138 | 139 |
| Total | 7,517 | 7,868 | 7,685 | 7,758 | 8,982 | 8,915 |

*In 2024, water withdrawal increased due to the inclusion of the U.S.-based company Ingomar (which became a consolidated subsidiary in January 2024) in the scope of the calculation.

### ・Trend in effluent (Kagome Group)

Unit: thousands of tons

| *Countries and regions with business sites | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Japan | 2,654 | 2,719 | 2,698 | 2,432 | 2,516 | 2,369 |
| United States | 127 | 183 | 94 | 137 | 82 | 87 |
| Portugal | 2,889 | 2,948 | 3,086 | 3,063 | 3,200 | 2,876 |
| Australia | 358 | 330 | 325 | 330 | 367 | 410 |
| Italy | 51 | 74 | 109 | 92 | 12 | 102 |
| Taiwan | 61 | 68 | 68 | 78 | 83 | 88 |
| Total | 6,140 | 6,323 | 6,380 | 6,131 | 6,259 | 5,931 |

### ・Water withdrawal by source and effluent by destination (Kagome Group)

Unit: thousands of tons

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Total withdrawal | 7,517 | 7,868 | 7,685 | 7,758 | 8,982 | 8,915 |
| Groundwater | 6,529 | 6,860 | 6,683 | 6,800 | 8,041 | 7,863 |
| River/rain water | 165 | 156 | 131 | 139 | 120 | 129 |
| Seawater | 0 | 0 | 0 | 0 | 0 | 0 |
| Tap water | 823 | 852 | 871 | 819 | 820 | 923 |
| Total effluent | 6,140 | 6,323 | 6,380 | 6,131 | 6,259 | 5,931 |
| River and lakes | 5,391 | 5,602 | 5,651 | 5,431 | 5,521 | 5,146 |
| Ocean | 0 | 0 | 0 | 0 | 0 | 0 |
| Sewage | 391 | 391 | 404 | 371 | 372 | 375 |
| Others (agricultural irrigation) | 358 | 330 | 325 | 330 | 367 | 410 |

*In 2024, water withdrawal increased due to the inclusion of the U.S.-based company Ingomar (which became a consolidated subsidiary in January 2024) in the scope of the calculation.

# <Environmental>

## ・Water usage in areas of high water risk (Kagome Group)

**・Portugal**

Unit: thousands of tons

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Total withdrawal | 3,673 | 4,001 | 3,774 | 4,015 | 3,571 | 3,227 |
| Groundwater | 3,669 | 3,998 | 3,771 | 4,011 | 3,566 | 3,221 |
| River/rain water | 0 | 0 | 0 | 0 | 0 | 0 |
| Seawater | 0 | 0 | 0 | 0 | 0 | 0 |
| Tap water | 4 | 3 | 3 | 4 | 4 | 6 |
| Total effluent | 2,889 | 2,949 | 3,086 | 3,063 | 3,200 | 2,876 |
| River and lakes | 2,889 | 2,949 | 3,086 | 3,063 | 3,200 | 2,876 |
| Ocean | 0 | 0 | 0 | 0 | 0 | 0 |
| Sewage | 0 | 0 | 0 | 0 | 0 | 0 |
| Others (agricultural irrigation) | 0 | 0 | 0 | 0 | 0 | 0 |

**・Australia**

Unit: thousands of tons

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Total withdrawal | 358 | 330 | 325 | 330 | 367 | 410 |
| Groundwater | 0 | 0 | 0 | 0 | 0 | 0 |
| River/rain water | 0 | 0 | 0 | 0 | 0 | 0 |
| Seawater | 0 | 0 | 0 | 0 | 0 | 0 |
| Tap water | 358 | 330 | 325 | 330 | 367 | 410 |
| Total effluent | 358 | 330 | 325 | 330 | 367 | 410 |
| River and lakes | 0 | 0 | 0 | 0 | 0 | 0 |
| Ocean | 0 | 0 | 0 | 0 | 0 | 0 |
| Sewage | 0 | 0 | 0 | 0 | 0 | 0 |
| Others (agricultural irrigation) | 358 | 330 | 325 | 330 | 367 | 410 |

## ・Trend in water used at plants in Japan and intensity (Kagome Co., Ltd.)

| | Beverage-related plants | | Food-related plants | | Total | |
|---|---|---|---|---|---|---|
| | Water used (thousand tons) | Intensity | Water used (thousand tons) | Intensity | Total (thousand tons) | Intensity |
| 2020 | 2,353 | 7.4 | 424 | 5.5 | 2,777 | 7.0 |
| 2021 | 2,324 | 7.1 | 419 | 5.6 | 2,742 | 6.9 |
| 2022 | 2,348 | 6.8 | 386 | 5.0 | 2,734 | 6.5 |
| 2023 | 2,245 | 6.7 | 369 | 5.1 | 2,614 | 6.4 |
| 2024 | 2,220 | 6.6 | 385 | 5.1 | 2,605 | 6.3 |
| 2025 | 2,199 | 6.5 | 359 | 5.0 | 2,558 | 6.2 |

*The intensity figure represents the amount of water used per unit of production (t/kl).

Beverage-related plants: Nasu Plant, Fujimi Plant, Ibaraki Plant, Komaki Plant

Food-related plants: Kosakai Plant, Ueno Plant

## <Environmental>

# ■Promotion of resource circularity

### ・Trend in the replacement rate of beverage PET bottles with recycled materials (Kagome Co., Ltd.)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Replacement rate (%) | 4 | 8 | 24 | 48 | 54 | 52 |

### ・Trend in the food loss reduction rate from raw material procurement through product distribution (Kagome Group)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Reduction rate of intensity in Japan (%) | 57 | 53 | 56 | 60 | 71 | 70 |
| Reduction rate of intensity overseas (%) | - | - | - | - | - | 31 |

*Reduction rates are based on 2018 for the Group in Japan and 2024 for the Group overseas.

### ・Trend in the rate of recycling, etc. of recyclable food resources (Kagome Co., Ltd.)

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Implementation rate for the recycling, etc. of recyclable food resources (%) | 97.7 | 97.4 | 97.8 | 98.2 | 99.0 | 98.6 |
| Target[*E1](%) | 95 | 95 | 95 | 95 | 95 | 95 |

### ・Trend in industrial waste and atmospheric emissions of chemical substances (Kagome Co., Ltd.)

When handling waste disposal or atmospheric emissions, we comply with all relevant laws and regulations and implement appropriate management measures to ensure that these activities do not cause environmental pollution or pose health risks to people.
Between 2020 and 2025, no significant accidents or violations affecting the environment, such as chemical substance leaks or exceedances of regulatory standards, have occurred. Furthermore, there are no potential future costs (shadow costs).

| | | Unit | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|
| Industrial waste | Drainage sludge[*E2] | t | 2,223 | 2,604 | 2,453 | 1,599 | 1,636 | 1,314 |
| Hazardous waste | Waste oil | t | 4 | 38 | 49 | 7 | 4 | 3 |
| | Waste acid | t | 3.1 | 3.1 | 3.0 | 3.7 | 5.1 | 0.5 |
| | Alkaline waste liquids | t | 1.9 | 0.4 | 0.4 | 0.2 | 0.5 | 1.8 |
| Atmospheric emissions | NOx | t | 10.0 | 10.1 | 10.2 | 9.6 | 9.5 | 9.4 |
| | SOx | t | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0 |
| | Chemicals[*E3] | kg | 1.3 | 1.5 | 1.1 | 0.9 | 0.4 | - |

*Scope of data: Industrial waste: 6 plants in Japan and Research & Development Division
NOx and SOx: 6 plants in Japan

E1 The Food Recycling Act sets a target for the food manufacturing industry to achieve a 95% rate for recycling and other forms of resource recovery.

E2 All wastewater sludge is recycled through conversion into fertilizer.

E3 Emissions of hexane and toluene associated with the use of gasoline for forklifts. No reporting under the PRTR Act in 2025.

## <Environmental>

# ■Trend in main environmental impacts

### <Trend in environmental impacts at domestic plants (Kagome Co., Ltd.)>

**・Input**

| Category | | Unit | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|
| Raw material usage | Fresh vegetables (for processing) | thousand tons | 27 | 21 | 31 | 29 | 36 | 32 |
| | Processed agricultural products (juice, paste, etc.) | thousand tons | 111 | 120 | 119 | 110 | 102 | 105 |
| | Other condiments, etc. | thousand tons | 34 | 33 | 35 | 33 | 32 | 32 |
| Energy (electricity, heavy oil, city gas, etc.) | | GJ | 832,120 | 831,260 | 830,210 | 790,540 | 782,570 | 765,100 |
| Water (irrigation water) | | thousand tons | 2,780 | 2,740 | 2,730 | 2,620 | 2,605 | 2,558 |

**・Output**

| Category | Unit | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|
| Products | t | 396,700 | 399,950 | 421,100 | 405,330 | 410,520 | 412,210 |
| GHG emissions | t-$CO_2$e | 39,899 | 37,548 | 34,675 | 29,325 | 25,730 | 17,452 |
| Surplus production volume | t | 10,970 | 10,890 | 10,570 | 8,970 | 8,270 | 7,988 |
| Recycling volume | t | 10,960 | 10,870 | 10,550 | 8,960 | 8,260 | 7,983 |

### <Environmental accounting[*E4]>

For fiscal 2025, a total of 1,182 million yen was allocated toward investments and expenses. (Unit: million yen)

| Item/Details | | | FY2025 Investment | FY2025 Expense |
|---|---|---|---|---|
| Costs within business area | (1) Costs for prevention of pollution | Prevention of air and water pollution, analysis and measurement of air and water quality, etc. | 137 | 310 |
| | (2) Costs for environmental conservation | $CO_2$ reduction, energy conservation, measures regarding fluorocarbons, etc. | 58 | 243 |
| | (3) Costs for resource recycling | Efficient use of resources, recycling of waste, etc. | 0 | 114 |
| | Total of (1), (2) and (3) | | 0 | 667 |
| Upstream/Downstream costs | Fees for the outsourcing of recycling for containers and packaging, etc. | | 0 | 208 |
| Management activity costs | Operation of environmental management systems, environmental education, etc. | | 0 | 73 |
| Research and development costs | Research and development activities for reducing environmental impact | | 0 | 32 |
| Social activity costs | Environmental beautification, pollution control levies, expenses for the activities of related organizations, etc. | | 0 | 7 |
| Environmental remediation costs | | | 0 | 0 |
| Total | | | 195 | 987 |

E4 We periodically review items to ensure that our initiatives remain appropriate, taking the Ministry of the Environment's Environmental Accounting Guidelines (2005 Edition) into account.

# <Social>

## ■Employment situation (Kagome Group)

### ・Number of employees

| | | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|
| Total | Men | Persons | 1,956 | 1,947 | 2,024 | 2,205 | 2,245 |
| | Women | Persons | 866 | 871 | 897 | 979 | 1,008 |
| | Total | Persons | 2,822 | 2,818 | 2,921 | 3,184 | 3,253 |
| | | | 2,599 | 2,684 | 2,822 | | |

## ■Employment situation (Kagome Co., Ltd.)

### ・Number of officers *S1

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|
| Men | Persons | 27 | 25 | 25 | 25 | 20 | 21 |
| Women | Persons | 4 | 4 | 4 | 4 | 3 | 2 |
| Total | Persons | 31 | 29 | 29 | 29 | 23 | 23 |

### ・Number of employees in managerial positions *S1

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|
| Men | Persons | 327 | 317 | 311 | 305 | 297 | 357 |
| Women | Persons | 26 | 29 | 33 | 38 | 41 | 48 |
| Total | Persons | 353 | 346 | 344 | 343 | 338 | 405 |

### ・Number of employees

| | | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|
| Permanent employees | Men | Persons | 1,154 | 1,142 | 1,140 | 1,115 | 1,156 |
| | Women | Persons | 474 | 505 | 514 | 520 | 581 |
| | Total | Persons | 1,628 | 1,647 | 1,654 | 1,635 | 1,737 |
| Average age | | Age | 41.2 | 40.4 | 41.8 | 42.1 | 42.4 |
| Turnover rate *S2 | | % | 1.4 | 1.3 | 1.6 | 2.1 | 1.2 |

### ・New graduate hires

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|
| Men | Persons | 20 | 14 | 24 | 20 | 27 | 36 |
| Women | Persons | 26 | 27 | 26 | 19 | 21 | 30 |
| Total | Persons | 46 | 41 | 50 | 39 | 48 | 66 |

### ・Mid-career hires

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Men | Persons | 10 | 3 | 8 | 13 | 19 |
| Women | Persons | 6 | 9 | 6 | 5 | 4 |
| Total | Persons | 16 | 12 | 14 | 18 | 23 |

S1 Figures tabulated as of April 1 of each fiscal year.

S2 Percentage of employees leaving the company due to personal circumstances.

## <Social>

# ■Employment situation (Kagome Co., Ltd.)

### ・Employment rate of people with disabilities[*S3]

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Employment rate | % | 2.75 | 2.89 | 2.84 | 3.50 | 3.41 |

### ・Average years of service [*S4]

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|
| Men | Years | 17.9 | 18.4 | 19.0 | 19.1 | 18.8 | 19.9 |
| Women | Years | 12.2 | 12.3 | 12.2 | 13.1 | 12.8 | 14.3 |
| Total | Years | 16.3 | 16.6 | 16.9 | 17.1 | 16.8 | 18.0 |

# ■Working conditions (Kagome Co., Ltd.)

### ・Paid leave utilization rate [*S5]

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Number of days granted | Days | 18.1 | 18.6 | 18.6 | 18.3 | 18.1 |
| Number of days taken | Days | 15.3 | 16.0 | 15.5 | 14.4 | 14.5 |
| Utilization rate | % | 84.7 | 86.4 | 83.4 | 83.0 | 81.0 |

### ・Utilization rate of childcare leave

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Men | % | 62.5 | 78.0 | 69.8 | 91.3 | 75.0 |
| Women | % | 100 | 100 | 100 | 100 | 100 |

### ・Total working hours

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Total working hours of employees | Hours/year | 1,867 | 1,896 | 1,895 | 1,894 | 1,908 |

### ・Average overtime hours worked

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Average overtime hours worked | Hours/month | 12.8 | 14.5 | 14.6 | 16.1 | 14.3 |

S3 Kagome Group in Japan.

S4 Figures tabulated as of April 1 of each fiscal year.

S5 Figures tabulated for the period of April 1 to March 31 of each fiscal year.

## <Social>

# ■Working conditions (Kagome Co., Ltd.)

### ・Gender pay gap[*S6]

| | | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|
| Ratio of female pay to male pay | Total workers | % | 66.2 | 65.4 | 68.3 | 69.6 | 67.6 |
| | Permanent employees | % | 68.6 | 67.3 | 70.5 | 71.5 | 70.5 |
| | Part-time and fixed-term contract employees | % | 87.8 | 87.6 | 86.6 | 89.3 | 81.6 |

### ・Training provided by the Human Resources Department

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Cumulative hours of training | Hours | 13,710 | 13,374 | 11,228 | 11,160 | 12,553 |
| Hours of training per employee | Hours | 8.04 | 7.75 | 6.48 | 6.38 | 7.31 |

# ■ Situation regarding health management (Kagome Group in Japan)

### ・Current situation with regard to health checkups

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 target |
|---|---|---|---|---|---|---|---|
| Percentage of employees taking health checkups | % | 100 | 100 | 100 | 100 | 100 | 100 |
| Percentage of employees receiving specific health guidance | % | 88.7 | 86.9 | 85.7 | 83.8 | 86.6 | 100 |

### ・Current situation with regard to stress checks

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 target |
|---|---|---|---|---|---|---|---|
| Examination rate[*S7] | % | 92.0 | 93.7 | 94.1 | 96.9 | 97.6 | - |
| Rate of high stress employees | % | 8.3 | 7.9 | 7.0 | 6.7 | 6.4 | Remain at or below 8.0 |

### ・Trend in smoking rate among employees

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 target |
|---|---|---|---|---|---|---|---|
| Smoking rate | % | 16.1 | 15.1 | 14.3 | 13.9 | 13.6 | 12.0 |

### ・Performance indicators

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Total score of engagement survey[*S8] | - | 70 | 70 | 72 | 72 | 73 |
| Number of days of sick leave (average for all employees) | Days | 1.62 | 1.83 | 2.36 | 2.62 | 1.41 |
| Presenteeism[*S9] | % | - | - | 17.4 | 16.8 | 17.3 |

S6 In 2025, the figures for permanent employees by age group are as follows: 63% (50s), 76% (40s), 84% (30s), and 103% (20s). Currently, women account for 11.9% of our management positions, a group primarily composed of individuals in their 40s and 50s (as of April 2026). To bridge this gap, we are systematically implementing initiatives to promote the advancement of women, including targeted recruitment and promotion strategies, with the target to achieve a 50% representation of women at every level of the organization, from employees to officers.

S7 From 2022, the examination rate is calculated excluding employees on leave.

S8 Based on Wevox (an engagement measurement and support tool provided by Atrae, Inc.)

S9 Based on a survey of employees conducted by the Collabo-Health Research Society (percentage of scores of 21 or higher [Wfun])

## <Social>

- **Health and productivity management investments**

Fiscal 2025: 83 million yen (includes 31 million yen for health checkups, as well as costs for stress checks, health-related initiatives promoted at individual workplaces, and training for employees)

## ■Board of Directors (Kagome Co., Ltd.)

| | | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|
| Directors | Men | Persons | 7 | 7 | 5 | 6 | 7 |
| | Women | Persons | 3 | 3 | 3 | 3 | 2 |
| | Total | Persons | 10 | 10 | 8 | 9 | 9 |
| External Directors | | Persons | 5 | 5 | 4 | 4 | 4 |
| Chair of Board of Directors | | — | President & Representative Director | President & Representative Director | President & Representative Director | President & Representative Director | President & Representative Director |
| Board of Directors' meetings | | Meetings | 15 | 14 | 14 | 14 | 14 |

## ■Number of consultations and reports received by Kagome Compliance Hotline (Kagome Group)

| | Unit | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Japan | Cases | 15 | 28 | 25 | 23 | 17 |
| Overseas | Cases | 0 | 0 | 0 | 2 | 5 |