

Special Feature

Kagome's Past Decade,
Where We Are Today,
and the Next 10 Years

Kagome's Evolution by the Numbers

We have implemented three mid-term management plans with the goal of achieving what Kagome strives for by 2025 and our vision, both established in 2016. The year 2025 represents the culmination of these plans and a time to make preparations for the next decade ahead. We will take this opportunity to look back on our corporate activities since 2016 and to further enhance our corporate value in the coming decade.

* All figures without a fiscal year denoted represent results for 2024.



Financial Indicators

Revenue

306.8 billion yen

Results for FY2016*1*2 202.5 billion yen

Core operating income margin

8.8%

Results for FY2016*1*3 5.4%

ROE

15.7%

Results for FY2016*1 6.4%

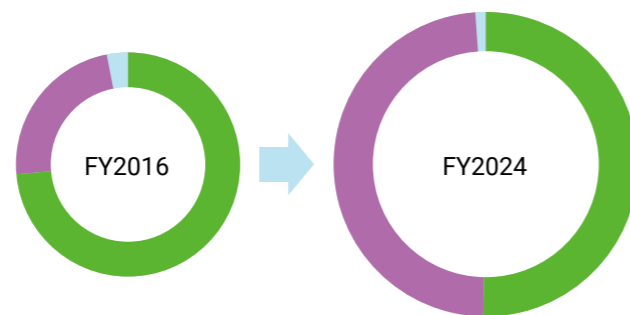


Business Expansion Overseas

Revenue Composition of the International Business Segment

48.7%

Results for FY2016*1*2 23.4%



Domestic Processed Food Business International Business
Others/Adjustments

Raw tomato processing capacity

Third worldwide*4



Health

Domestic supply of green and yellow vegetables

25.3%

Sources: VEGE-DAS (Kagome's vegetable supply volume calculation system), finalized values for FY2016 and estimated values for FY2023 from "Food Balance Sheet," Ministry of Agriculture, Forestry and Fisheries (MAFF)

Total number of VegeCheck® measurements

13 million*5

Began measurements in 2019



Environmental

GHG emissions reduction rate

14.7% reduction in Scope 1 and 2 emissions
16.7% reduction in Scope 3 emissions

* Compared to FY2020 (Scope 1 and 2 are preliminary figures for FY2024, Scope 3 is the actual figure for FY2023)

Scope 1 and 2 target: 42% or higher reduction by FY2030

Scope 3 target: 13% or higher reduction by FY2030

CDP Climate Change assessment

Selected for the **A** List, the highest assessment*6



Employees

Number of employees (consolidated)

3,184

Domestic Processed Food Business 1,516

International Business 953

Other 715

* Does not include temporary employees.

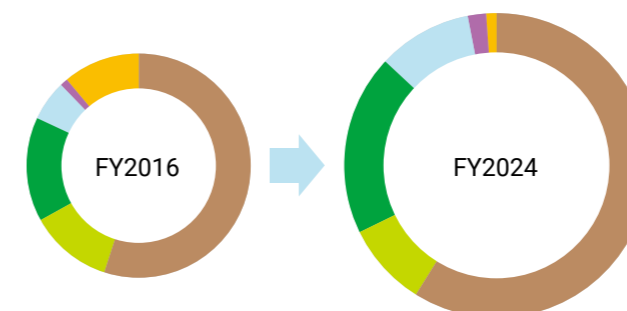
Psychological safety penetration rate score

73

Results for 2021*7 67



Governance



Individual investors and others Foreign investors Financial instruments business operators Treasury shares
Financial institutions Other domestic institutions

Ratio of individual investors and others (shareholdings)

59.0%

Results for FY2016 55.4%

*1 Results for FY2016 are based on Japanese Generally Accepted Accounting Principles (JGAAP) and results for FY2024 IFRS. *2 Net sales *3 Operating margin

*4 Combined total yearly processing capacity of the Kagome Group and Ingomar Packing Company in Tomato News "Top 50 global processors in 2022."

*5 As of December 2024 *6 CDP's 2024 Climate Change Questionnaire *7 Started measurements in 2021

A Decade of Efforts Toward What Kagome Strives for by 2025 and Our Vision

In 2016, we defined what Kagome strives for by 2025 as “To become a strong company capable of sustainable growth, using food as a means of resolving social issues” and our vision as “Transform from a ‘tomato company’ to a ‘vegetable company’.” In the decade since then, we have implemented three separate mid-term management plans to achieve both. Through our business activities, we have worked to find solutions to three social issues facing Japan and the world; namely, promoting longer, healthier lives, agricultural development and regional revitalization, and achieving a sustainable global environment. Our ultimate goal is to help resolve these important issues and achieve sustainable growth in the process.

Our quantitative targets for FY2025, the final year of the third Mid-Term Management Plan, are revenue of 300 billion yen, core operating income of 24 billion yen, and a core operating income margin of 8.0%. Although FY2025 performance is set to fall below FY2024, which received a boost from rising tomato paste prices, we expect to achieve the third Mid-Term Management Plan targets of 300 billion yen in revenue and 24 billion yen in core operating income for the second consecutive year.

In this special feature, we will take a closer look at the five major changes that have occurred over the past decade, our strengthened management capital, and future challenges.

Financial Indicators

Growing Revenue and Boosting Our Ability to Generate Profits

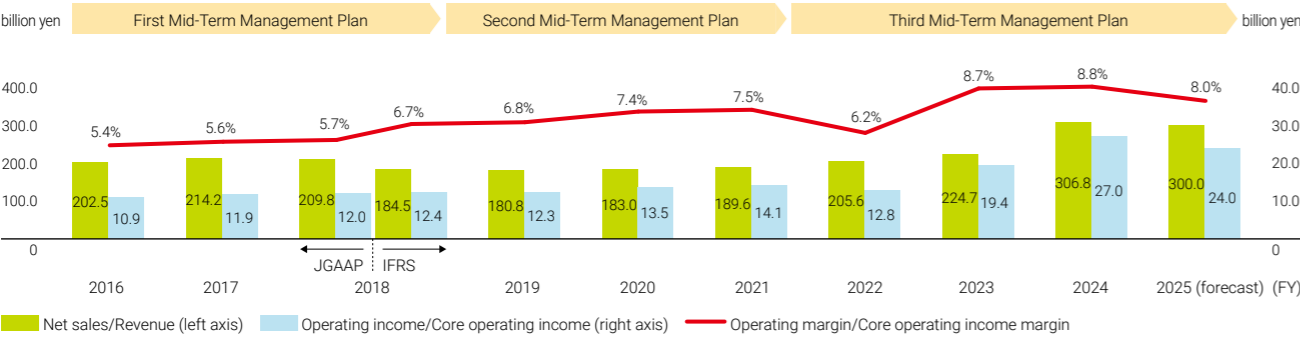
We plan to achieve the third Mid-Term Management Plan target of 300 billion yen in revenue in FY2025, thanks to factors including the consolidation of Ingomar in 2024 and organic growth. Regarding our bottom line, we plan to improve operating margin from 5.4% (JGAAP) in FY2016 to 8.0% (IFRS) in FY2025. During this period, a number of events affected our bottom line, e.g., the COVID-19 pandemic and rising raw materials prices. However, by implementing price revisions and earnings structure reforms in both our domestic and international businesses, we have been able to strengthen our ability to generate profits even in times of rising costs.

Main Initiatives over the Past 10 years (Measures for Growing Revenue and Boosting Our Ability to Generate Profits)

Top line growth	Cost reduction	Infrastructure improvements
<ul style="list-style-type: none">• Demand creation activities• Price revisions• Increasing value of products (Foods with Function Claims, etc.)• Conversion of customers to fans	<ul style="list-style-type: none">• Cost reduction activities• Improvements in production efficiency at plants• Elimination of unprofitable products• Diversification of procurement partners• Earnings structure reforms in the International Business and Agri-Business	<ul style="list-style-type: none">• Streamlining of indirect work (establishment of Kagome Axis Co., Ltd.)*• Streamlining of logistics (F-LINE Corp., etc.)• Spinning off of Agri-Business (establishment of Kagome Agri Fresh Co., Ltd.)• Improvement of revenue management with introduction of IFRS• Improvement of capital efficiency using ROIC management P.34

* Kagome Axis Co., Ltd. integrated its shared service functions into Kagome Co., Ltd. in January 2025.

Trends in Net Sales/Revenue and Operating Income/Core Operating Income/Operating Margin/Core Operating Income Margin



Future challenges

- Stable profit growth, assuming the impact of fluctuations in the tomato paste prices
- Optimization of raw materials procurement and improvement in productivity across the entire Kagome Group
- Enhancement of corporate value by improving capital efficiency through portfolio reforms and ROIC management

Strengthened management capital

- Financial capital
- Manufactured capital



Business Expansion Overseas

Business Growth Overseas

Our operations overseas include our International Business segment*, which covers agricultural production, product development, processing and sales; our global consumer business, which sells vegetable beverages to consumers in Asia; and our Global Agricultural Research & Business Center, which handles research and development, seed sales, and AI farming service sales in various countries. In the International Business, revenue reached 149.3 billion yen and core operating income 13.9 billion yen in FY2024, with the segment's share of the Group's overall revenue increasing to 48.7% and core operating income to 51.4%. This growth is attributed to greater marketing toward global food service companies by Group companies, the results of earnings structure reforms, and the increase from Ingomar, which became a consolidated subsidiary in January 2024.

* Subsidiaries included in the International Business (as of 2024): Kagome Inc., Ingomar, HIT, Vegitalia, Kagome Australia, Taiwan Kagome, KF India (official company names are shown in the map of overseas subsidiaries below).

Main Initiatives over the Past 10 Years (Business Growth Measures Overseas)

Expansion of primary processing	Expansion of secondary processing	Venturing into B2C	Infrastructure improvements
<ul style="list-style-type: none">• Consolidation of Ingomar P.26-27• Earnings structure reforms at HIT• Carrot cultivation at KAU	<ul style="list-style-type: none">• Increased initiatives with global food service companies• Capital investments for increasing supply capacity• Venturing into new ingredients (carrot powder) at KAU• Tapping into new markets (India)	<ul style="list-style-type: none">• Restructuring of business in Asia• Consolidation of PBI and divestment• Taking on challenge of vegetable beverage export and sales in Asia	<ul style="list-style-type: none">• Transition of International Business to internal company structure• Expansion of Kagome Best Manufacturing Practice (KBMP) at overseas Group companies• Strengthening of risk management structure with the addition of the Investment Committee, etc.

Main Business Locations Overseas (International Business, Global Consumer Business, and GARBiC)

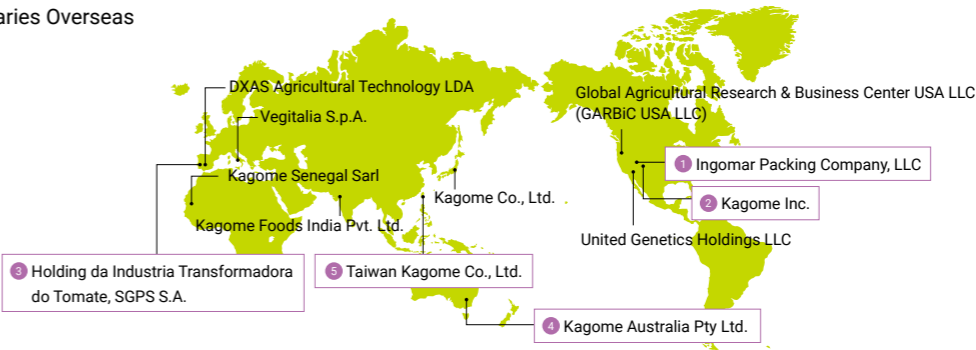
The Kagome Group has operations located around in the world in North America, Europe, Australia and Asia. These business locations are working together to expand our business. North America in particular has an entire value chain for processing tomatoes already in place, making it a focal point of our international business operations going forward.

Business and Sales of Main Group Companies in the International Business Segment

(Unit: billion yen)

Company name	Business		Sales	
	Primary processing	Secondary processing	FY2016 *JGAAP	FY2024 *IFRS
1 Ingomar	○		—	57.7
2 Kagome Inc.		○	20.0	50.6
3 HIT	○	○	8.4	22.6
4 KAU	○	○	6.2	13.0
5 Taiwan Kagome		○	2.3	6.0

Main Subsidiaries Overseas



Future challenges

- Improved competitiveness of the global value chain in tomato processing and creation of synergies
- Generation of stable profits by improving solution proposal capabilities in secondary processing for food service companies
- Development of competitive value chains in new markets such as India
- Preparations for financial risks such as foreign exchange and interest rates

Strengthened management capital

- Manufactured capital
- Social and relationship capital

A Decade of Efforts Toward What Kagome Strives for by 2025 and Our Vision



Health

Initiatives for Longer, Healthier Lives

With the vision of “Transform from a ‘tomato company’ to a ‘vegetable company,’” we have been working on developing products that allow people to easily and deliciously consume vegetables and their nutrients, pursuing functional research on vegetables, and providing information on health value. In addition to vegetables, we have expanded our range to include plant-based food made from plant-based ingredients.

1 Main Initiatives Promoting Vegetable Intake

In 2020, we launched the Let's Eat Vegetables Campaign. Since then, we have been working to erase vegetable intake deficiencies among Japanese people by promoting behavioral change in terms of vegetable intake and spreading awareness of the Na/K balance*.

VegeCheck®, a device that can easily measure estimated vegetable intake using the palm of the hand, has been set up at local governments and corporate events, retail store fronts, and other locations. To date, the devices have yielded over 13 million measurements. We have continued our initiatives for longer, healthier lives by promoting behavioral change in terms of vegetable intake, providing hands-on experiences such as growing and harvesting vegetables, releasing a variety of products, and proposing menu ideas.

* Popularization of a balanced diet with healthy intake of both sodium and potassium from fruit and vegetables.

Main Initiatives over the Past 10 Years (Vegetable Intake Promotion Measures)

Promotion of behavioral change in terms of vegetable intake	Fan-based marketing	Development and sales of products that support vegetable intake	Infrastructure improvements
<ul style="list-style-type: none">• Launch of health service business• Vegetable Intake Promotion Project• Provision of Let's Eat Vegetables app• Launch of VegeCheck® rentals	<ul style="list-style-type: none">• Expansion of fan community website &KAGOME• Establishment of Yasai Seikatsu Farm• Launch of dietary education activities that start with plant growing	<ul style="list-style-type: none">• Enhancement of value with Food with Function Claims• Creation of smoothie market• Expansion of vegetable soup sales	<ul style="list-style-type: none">• Establishment of Diet & Well-being Research Institute• Establishment of Na/K Promotion Association• Cooperation with industry, government and academia• Establishment of Dietitians' Labo
			



2 Venturing into Plant-Based Food

One of the growth strategies for our third Mid-Term Management Plan, which kicked off in 2022, is to take on the challenge of entering the new domain of plant-based food. Plant-based food refers to any food made from plant-based ingredients. This sector is gaining attention as a healthy and sustainable food.

In 2019, we launched plant-based food products, and in 2021 we signed a business partnership agreement with TWO Inc., a startup that develops plant-based food brands. Since then, we have jointly developed and launched plant-based eggs, plant-based cheese, and other products.

In the Beverages category, we entered into a licensing agreement with Blue Diamond Growers in September 2024, officially entering the almond milk market. Kagome will utilize its resources in product development, marketing, sales, and other areas to work toward creating new demand in Japan's almond milk market.

Main Initiatives over the Past 10 Years (Measures for Plant-Based Food Expansion)

Plant-based food (national brands)	Plant-based food (collaboration)	Plant-based milk
<ul style="list-style-type: none">• Launch of Vegetable Stock Seasoning containing umami ingredients derived from vegetables• Launch of retort food series made from vegetables and beans• Proposal of vegan menu items for food service companies	<ul style="list-style-type: none">• Capital participation in plant-based food startup TWO Inc. and launch of jointly developed products	<ul style="list-style-type: none">• Release and discontinuation of Hatakeumareno Yasashii Milk• Conclusion of licensing agreement for manufacturing and sales with Blue Diamond Growers
		

Future challenges

- Elimination of vegetable intake shortages by promoting further behavioral change in terms of vegetable intake and developing a variety of products and services
- Venturing into new domains such as soups and plant-based food

Strengthened management capital

Intellectual capital

Social and relationship capital



Environmental

Initiatives for a Sustainable Global Environment

As part of its corporate responsibility to reap the benefits of nature's bounty and deliver new food and services to customers, the Kagome Group is promoting initiatives for a sustainable global environment. Climate change is expected to become even more serious and, likewise, agriculture is expected to face even more challenging conditions. Aiming for the sustainability of agriculture even in such circumstances, we are working not only to reduce greenhouse gas emissions, but also to develop plant varieties that can adapt to climate change and cultivation techniques that can increase crop yields using less water and fertilizer.

Main Initiatives over the Past 10 Years (Environmental Measures)

Prevention of global warming P.55	Effective utilization of resources P.55	Water conservation P.56	Sustainable agriculture P.56
<ul style="list-style-type: none">• Implementation of the Kagome Group's medium- to long-term greenhouse gas reduction plan• Initiatives following the TCFD• Certification from the Science Based Targets initiative (SBTi)*	<ul style="list-style-type: none">• Reduction of food waste and loss• Implementation of the Kagome Policy on Plastics• Promotion of circular resource use through waste recycling	<ul style="list-style-type: none">• Promotion of water treatment and circular use• Implementation of water risk assessments covering our plants• Response to high-risk sites	<ul style="list-style-type: none">• Promotion of mechanized harvesting in domestic agriculture• Initiatives following the TNFD• Establishment of infrastructure for development of plant varieties and cultivation techniques that reduce environmental impacts

* An international initiative that certifies the greenhouse gas emissions reduction targets of a business are consistent with the level set in the Paris Agreement

Future challenges

- Proper ongoing operation of the environmental management system based on the quality and environmental management systems
- Sustained efforts to achieve net-zero greenhouse gas emissions by 2050
- Development and commercialization of plant varieties and cultivation techniques aimed at sustainable agriculture
- Development and sales of products with low environmental impact

Strengthened management capital

Natural capital

Intellectual capital

Social and relationship capital



Employees

Initiatives for Human Capital

New value creation combining various forms of knowledge is essential to achieving sustainable growth. For this reason, we have focused on fostering a corporate culture and three measures that increase job satisfaction. The engagement survey score, which we use as an indicator to monitor job satisfaction levels, improved from 70 in 2021, when the survey began, to 72 in 2024. P.59-62

Main Initiatives over the Past 10 Years (Measures for Expansion of Human Capital)

Increase job satisfaction	Human resource development	Diverse workforce	Evolution in working styles
<ul style="list-style-type: none">• Monitoring by engagement survey• Measures for instilling psychological safety	<ul style="list-style-type: none">• Career development• Skills development• Organizational culture development	<ul style="list-style-type: none">• Establishment of a vision of “50% female representation in all positions by around 2040”• Increased rate of mid-career hiring• Revision of re-employment system• Diversity Committee activities	<ul style="list-style-type: none">• Introduction of regional card system• Introduction of telework system• Introduction of flex time system• Introduction of secondary job scheme• Expansion of assistance for transfers involving relocation

Future challenges

- Formulation, promotion and communication of human resource strategies linked to the next mid-term management plan
- Development and hiring of human resources to realize our ideal image, and creation of systems to encourage their active participation
- Creation of a culture and workplace that supports the active participation of diverse employees

Strengthened management capital

Human capital



Strengthen Corporate Governance: P.69-80

Looking Ahead to the Next Decade

Linking Solutions to Social issues to Competitiveness and Sustainable Growth

For 126 years since its founding, Kagome has maximized the value of agriculture and contributed to the well-being of its customers by delivering both delicious tastes and enjoyment with safe, secure, high-quality products. We will continue to maximize the management capital we have strengthened through our corporate activities to date. Our aim is to continue linking our efforts in addressing social issues to our competitiveness to enhance corporate value.

1 Core Approach

To ensure sustainable growth in a rapidly changing business environment, we require a core approach that will ensure consistency in responding to each individual change. This involves the following three points:

- 1 Achieve sustainable growth by resolving social issues
- 2 Create value from agriculture and deliver it to customers
- 3 Grow in global markets (including Japan)



Based on these three points, we are currently examining our growth strategy for the next 10 years.

2 Growth Strategy: Direction of Review Process

Predicting environmental changes over the next decade suggests that social issues will become even more serious as the global environment deteriorates, food shortages arise due to a growing world population, the agriculture population declines, and Japan's declining birthrate and aging population accelerate. However, technology is expected to continue evolving. In addition to growing existing business domains, we will develop solutions to resolve social issues by utilizing evolving technologies in the food and agriculture domains, and enhance our corporate value by challenging ourselves to create new value.

1 Develop solutions to the challenges facing agriculture and the global environment

We will expand our upstream investments in our global value chain that creates value from agriculture. This will help to further elevate the competitiveness of our entire value chain and each part of it. Our goal is to develop plant varieties and cultivation techniques that will make sustainable agriculture a reality. By achieving both low environmental impact and cost competitiveness, we will, in turn, contribute to industrial development. [P.23-28](#)



2 Contribute to physical and mental well-being with food and agriculture

We have continued our business activities with the aim of contributing to longer, healthier lives with vegetables. While Japan has yet to achieve its goal of eliminating the vegetable intake shortages, the value of "well-being" is expected to increase due to factors such as the country's aging population. In addition to our existing domains, we will expand our coverage to include not only physical well-being but also mental and social well-being, thereby contributing to our customers' total well-being.



Topics Project 2035

We are in the process of formulating Vision 2035 and the mid-term management plan starting in 2026 to achieve this vision, led primarily by executive officers who are set to lead the company into the future. These individuals are identifying material themes that Kagome should address by backcasting from predictions of the business environment 10 years into the future and holding intensive discussions. In addition to the two themes mentioned above, medium-to long-term human resources strategy and business portfolio are also considered material themes. We expect to announce Vision 2035 and the mid-term management plan starting from 2026 in February 2026, once they have been refined through discussions at Board of Directors meetings and dialogue with employees.



Dialogue between Project 2035 members and employees

Special Messages from Executive Officers

Don't waste a good crisis!

To adapt to an increasingly uncertain external business environment and given inevitable limitations of a standalone approach, our research departments have proactively pursued open research and development that creates new technologies and value through collaboration and combinations with other companies. Promoting progress on issues through collaboration and co-creation that transcends the boundaries of existing organizations has had a positive impact and changed the way our researchers think and approach their work. One of the many successful outcomes is VegeCheck®. Since our founding, we have also continued to research new plant varieties and cultivation techniques. The impact of recent climate change on tomato fields around the world is more serious than we have imagined. Our value-building process to create value from the field simply cannot be imitated by other companies, and its importance is increasing. To accelerate these activities, we established GARBIC in October 2023 to oversee agricultural research. Following this, we established a corporate venture capital (CVC) in September 2024 to accelerate collaboration with emerging companies and others possessing agricultural technologies around the world. I was assigned to head up GARBIC's US research office, where I am at the forefront of our efforts to transform climate change into a business opportunity.

Profile
Hiroyuki Ueda
Executive Officer
General Manager of the Global
Agricultural Research & Business
Center



Profile
Shoji Ubukata
Executive Officer
Director of the Product Development
Division



The endless possibilities of vegetables

The mission of our product development departments is twofold. On one hand, we need to develop great tasting, safe products for both people who like vegetables and those who don't, while on the other we must develop products and information that will contribute to improving our customers' well-being through sustained vegetable intake. Over the past decade, we have developed a variety of novel products, including tomato juice with function claims, such as lowering blood pressure and increasing good cholesterol, as well as plant-based foods and plant-based milk made entirely from plant-based ingredients.

The more we research vegetables, the more we discover. That is, vegetables still offer a good amount of inherent deliciousness, nutritional value, and functional value that cannot be achieved in processed foods. The possibilities are truly endless.

We will continue to provide opportunities for customers to experience the great taste and value of vegetables in a host of situations, thereby increasing contact points between customers and vegetables and developing products that help improve well-being.

Actively exploring inorganic growth opportunities

In our third Mid-Term Management Plan, we set out to proactively explore opportunities for inorganic growth, including M&A, to complement organic growth in our existing businesses. Toward that end, we established the new Business Development Division responsible for the comprehensive search, development, and nurturing of new businesses. This team is working to accumulate business development know-how and develop human resources. To date, the team has led the business partnership with TWO Inc., a plant-based food startup, and assisted in making Ingomar a consolidated subsidiary and establishing our CVC. In addition, with an eye to the next 10 years, the team engages in a wide range of activities. This includes identifying areas in which to strengthen our value chain, exploring new product areas, and verifying new services aimed at improving not only physical but also mental well-being. As the business environment surrounding companies changes at an accelerating rate, it has become difficult to solve customers' problems without outside assistance. In addition to resolving social issues while achieving sustainable growth, we also intend to help foster a culture that embraces challenges internally.

Profile
Akihiro Fujiseki
Executive Officer
Director of Business Development
Division



Special Messages from Stakeholders

We received comments from stakeholders about their expectations for the Kagome Group over the next decade.



Profile Local Government
Yasushi Niihori
Hokota City, Ibaraki Prefecture
Assistance Section Chief, Community
Development Section

Expectations for Kagome's unique approach to resolving social issues by creating something from nothing

Since Kagome first visited Hokota City in 2020 to hold discussions with us, we have been constantly amazed by the various hypotheses and proposals the company has presented from various perspectives, incorporating a variety of insights into our own analysis. Until now, the city has been considering how to attract people to relocate to combat the city's declining population. As our collaboration with Kagome deepened, we have realized that in addition to the common keywords of "vegetables" and "well-being," it is also important to "foster civic pride" among young people, which has enabled city hall to usher in new reforms.

As we deepened our relationship with you, we learned that Kagome is a rare company with a consistent value chain from plant variety development to production, processing and sales. I believe that this broad range of work is similar to the work we do in government. Currently, as a government we don't have all the correct answers when it comes to local issues. We hope that Kagome's unique ability to create something from nothing will help resolve various social issues in the future.

For details about the Healthy Community Development Initiative Using Vegetables, promotion project with Hokota City, Ibaraki Prefecture, please visit the link below (available in Japanese only).
<https://www.kagome.co.jp/library/company/news/2024/img/2024051301.pdf>



Signing ceremony of the comprehensive collaboration agreement between Hokota City and Kagome



Kagome booth at a Hokota City event

Increasing points of agreement with companies from the perspective of building a foundation necessary for society

Children's cafeterias (kodomo shokudo) have the power to attract people because they relate to two topics of interest for many people: "children" and "food." Food is also important in terms of building connections in the community. Children's cafeterias serve even vegetables that children typically don't like, which also contributes to food education. Children's cafeterias share something in common with Kagome in that they both aim to resolve social issues with food.

We ask that our supporting companies provide support with a long-term perspective, rather than pursuing short-term results. One aspect of children's cafeteria initiatives is that the results are difficult to see, and companies are in an environment where they need to invest in initiatives directly related to their bottom line. We will continue to make efforts to produce evidence of our results, and hope to increase our points of agreement with companies from the perspective of building a foundation that is necessary for society. Recently, the idea of mutual aid capitalism has become more widespread. We look forward to Kagome further advancing its multi-stakeholder model of management and providing long-term support to children's cafeterias.



Profile NPO
Makoto Yuasa
Certified Nonprofit Corporation
Nationwide Children's Cafeteria
Support Center, Musubie
President and CEO

Interested in whether Kagome can build a global value chain and link it to profits

Kagome has expanded its business from vegetables and tomatoes to the domains of agriculture and well-being. As a result, the company is in a position to contribute to resolving various social issues facing Japan, including the aging population. Kagome has great potential to increase business performance while resolving social issues, and has established a unique position in fan-based marketing and creating fan shareholders. Looking ahead to the next decade, Kagome has set a firm goal of becoming a strong company that can grow sustainably. It is now working to build its own global value chain, so I am interested in how it will take shape and contribute to the company's bottom line.

In terms of engagement with investors, there are still some areas where Kagome is lagging, including the content of the information it disseminates, so I think there is room for improvement by holding more dialogue with investors who have a long-term perspective. I look forward to seeing Kagome grow as a company that is indispensable to society and as a global corporation.



Profile Investor
Naoki Koga
Sumitomo Mitsui DS Asset
Management Company, Limited
Research Active Group, Investment
Department
Senior Portfolio Manager

Expectations for initiatives that can contribute to the sustainability of agriculture in Japan

For producers of processing tomatoes, Kagome is a manufacturer with a "face they can see." Kagome staff regularly visit the production areas, creating a sense of unity with contract farmers and keeping them one step ahead in terms of technology. All of Kagome's presidents have visited the production areas of processing tomatoes in Ibaraki Prefecture. This is something that other manufacturers simply don't do. I believe it has also led to increased production motivation among contract farmers.

Going forward, there will be climate change caused by global warming and a shortage of agricultural workers, both of which will become serious problems for farmers. The extreme heat is already causing a decline in processing tomato yields in some production areas. I expect Kagome to continue developing tomato varieties and cultivation techniques that can withstand the summer heat, as well as increase the number of products that use domestically grown vegetables. I would also like to see the company expand its efforts to contribute to the sustainability of agriculture in Japan by creating a system that enables the stable production of not only tomatoes, but also carrots and other domestically grown vegetables.



Profile Business Partner
Yoshihiko Sukada
National Federation of Agricultural
Cooperative Associations
Ibaraki Prefecture Headquarters
Deputy General Manager, Horticulture
Department

Becoming an indispensable company

Our previous medium- to long-term visions were broken down into organizational goals for each department, creating a sense of siloed structure and making it difficult to get the entire company on the same page. I participated in Project 2050* because I thought that if we had a vision that took an even longer-term perspective than the medium- to long-term, it would be easier to work together toward the future, across department lines, with the same perspective on how Kagome will change in a dramatically changing world. Through this project, I realized that the value proposition, time frame, and stakeholders each department had in mind were far more different than I had imagined. Project members exchanged various ideas, drew diagrams and pictures, and carefully aligned their images of Kagome now and in the future. In the future, we will continue to challenge ourselves to expand the ways in which we provide Kagome's uniqueness of "agriculture" and "the bounty of nature." We are committed to becoming a company that is considered "indispensable" by our employees and many other stakeholders.

* For details about Project 2050, see [P.44](#)



Profile Employees
Erina Tamaru
Corporate Division
IT and DX Strategy Management
Department
Business DX Group