

Financial Performance

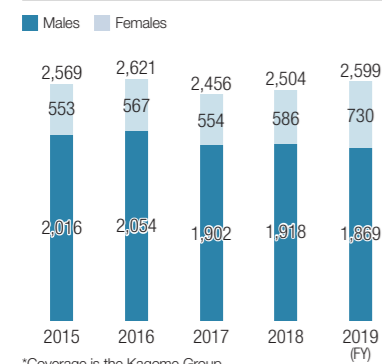
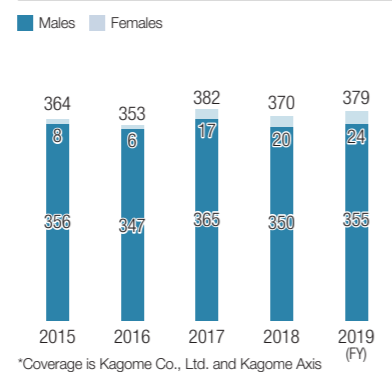
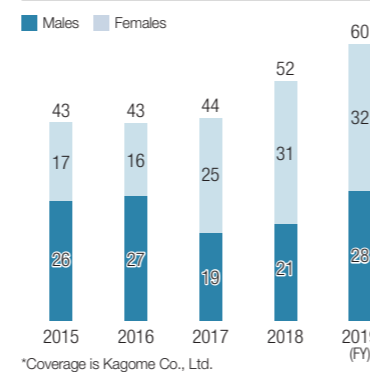
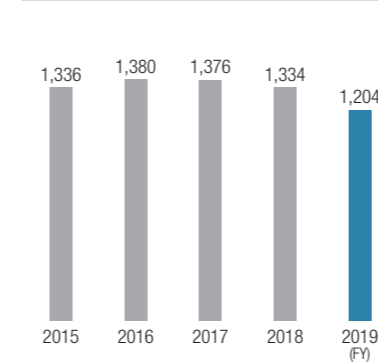
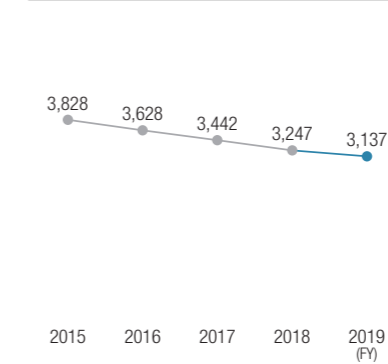
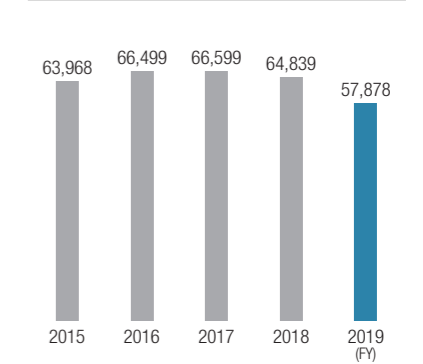
Key Financial and Non-Financial Data

Accounting Period (Fiscal Year)	2009	2010	2011	2012	2013	2014**1	2015	2016	2017	2018	2019	
	Japanese Generally Accepted Accounting Principles (JGAAP)										IFRS	
Profit and Loss (Unit: million yen)												
Net sales/Revenue	171,937	181,304	180,047	196,233	193,004	159,360	195,619	202,534	214,210	209,865	184,595	180,849
Research and development expenses	2,577	2,567	2,655	3,009	3,084	2,566	3,240	3,219	3,346	3,557	3,555	3,525
Advertising expenses	5,326	6,312	6,122	7,053	6,918	5,319	4,671	5,086	5,977	6,109	6,110	5,150
Core operating income	-	-	-	-	-	-	-	-	-	-	12,400	12,304
Core operating income margin (%)	-	-	-	-	-	-	-	-	-	-	6.7	6.8
Operating income	6,397	7,978	8,466	9,278	6,775	4,328	6,723	10,946	11,968	12,000	12,228	14,079
Operating margin	3.7	4.4	4.7	4.7	3.5	2.7	3.4	5.4	5.6	5.7	6.6	7.8
Net income attributable to shareholders of parent/ Net income attributable to owners of parent	2,981	2,473	4,217	6,480	5,105	4,366	3,441	6,764	10,100	11,527	8,998	10,198
Financial Condition (Unit: million yen)												
Total assets	134,005	142,661	148,207	168,965	183,621	203,413	208,885	219,804	195,737	193,612	199,826	201,179
Total net assets	89,418	88,941	92,815	104,432	113,023	124,566	126,344	97,991	105,853	104,843	103,363	111,386
Interest-bearing debt	12,665	16,159	15,851	24,004	31,088	35,904	37,419	74,538	37,168	37,302	39,625	38,020
Cash Flows (Unit: million yen)												
Cash flows from operating activities	15,230	18,241	11,757	7,407	(1,073)	1,753	12,039	18,824	16,598	10,130	10,722	12,224
Cash flows from investing activities	(6,458)	(19,093)	(4,985)	(1,781)	(3,941)	(7,110)	(11,023)	(18,576)	17,271	(299)	(299)	(9,267)
Cash flows from financing activities	(12,544)	1,414	(1,861)	1,050	2,322	1,793	1,555	6,904	(40,761)	(1,083)	(1,675)	(5,068)
Free cash flow	13,902	8,757	7,866	(1,417)	(12,661)	(4,269)	(4,011)	10,442	21,588	1,574	10,423	2,956
Per Share Information (Unit: yen)												
Net income per share/Basic earnings per share	29.97	24.87	42.40	65.15	51.39	44.01	34.64	68.30	114.03	130.03	101.50	114.89
Net assets per share/equity attributable to shareholders of the parent per share	885.16	880.13	920.81	1,020.86	1,094.07	1,204.77	1,201.96	1,043.89	1,150.50	1,146.85	1,130.27	1,219.47
Annual dividend per share	15.0	15.0	18.0	20.0	22.0	16.5	22.0	24.5	30.0	40.0	40.0	35.0
Key Management Indicators (Unit: %)												
Equity attributable to shareholders of the parent to total assets	65.7	61.4	61.8	60.1	59.1	58.8	57.2	42.1	52.1	52.5	50.2	53.9
Return on equity (ROE) / Ratio of equity attributable to shareholders of the parent (ROE)	3.4	2.8	4.7	6.7	4.9	3.8	2.9	6.4	10.4	11.3	9.0	9.8
Return on assets (ROA) / Ratio of core operating income to total assets	5.3	6.1	6.3	6.3	4.3	2.6	3.4	5.3	6.1	6.2	6.2	6.1
Dividend payout ratio	50.1	60.3	42.5	30.7	42.8	37.5	63.5	35.9	26.3	30.8	39.4	30.5
Dividend on net assets ratio / Dividend on equity attributable to shareholders of the parent (DOE)	1.7	1.7	2.0	2.1	2.1	1.4	1.8	2.2	2.7	3.5	3.5	3.0
Non-Financial Information												
Number of employees ² (persons)	2,031	2,045	2,101	2,209	2,349	2,368	2,569	2,621	2,456	2,504	2,504	2,599
Energy used ³ (thousands of gigajoules)	1,360	1,379	1,319	1,297	1,289	1,329	1,336	1,380	1,376	1,334	1,334	1,204
Water used ³ (thousands of tons)	3,440	3,484	3,452	3,627	3,945	3,850	3,828	3,628	3,442	3,247	3,247	3,137
CO ₂ emissions ^{3,4} (tons)	69,875	69,908	66,379	65,454	62,777	64,693	63,968	66,499	66,599	64,839	64,839	57,878

*1 Fiscal year 2014 represents the nine-month period from April 1, 2014 to December 31, 2014 following change to the Company's business year.

*2 Coverage is the Kagome Group.

*3 Coverage is Kagome Co., Ltd. and Group companies in Japan.

*4 The electricity conversion coefficient for calculating CO₂ emissions is a fixed coefficient developed internally: 0.421 kg-CO₂/kWh**Number of employees (consolidated)**
(Unit: persons)**Number of employees in managerial positions (managers and above) (in Japan)**
(Unit: persons)**Number of new hires (Unit: persons)****Energy used (Unit: thousands of gigajoules)****Water used (Unit: thousands of tons)****CO₂ emissions (Unit: tons)**

Analysis of Financial Condition, Operating Results and Cash Flows for Fiscal Year 2019

Analysis of operating results

Revenue

Revenue totaled 180,849 million yen, down 2.0%, or 3,745 million yen compared to the previous consolidated fiscal year at 184,595 million yen.

The domestic processed food business saw sales decline 0.3% year on year, or 429 million yen, due to a temporary downturn in demand for beverages caused by bad weather in July, which offset strong sales of foods, such as tomato ketchup.

Our domestic agri-business and international business posted lower than expected growth due to delays in addressing changes in the business environment.

Core operating income

The cost of sales for the fiscal year under review totaled 115,667 million yen, down 2.2%, or 2,629 million yen, over the previous consolidated fiscal year at 118,296 million yen. The cost of sales ratio declined by 0.1% to 64% compared to the previous consolidated fiscal year at 64.1%. Factors that increased the cost of sales ratio included the soaring costs of raw materials in the domestic processed food business and soaring personnel expenses at Kagome Inc. (United States), a major subsidiary in the international business, while factors that lowered the cost of sales ratio over the previous fiscal year included the progress of structural reforms at Holding da Industria Transformadora doTomate, SGPS S.A (Portugal), and United Genetics Holdings LLC, which contributed greatly to lowering cost of sales.

As a result, gross profit in the fiscal year under review totaled 65,181 million yen, down 1.7%, or 1,116 million yen, compared to the previous fiscal year at 66,298 million yen.

Selling, general and administrative expenses in the fiscal year under review totaled 52,986 million yen, down 1.7%, or 914 million yen, compared to the previous fiscal year at 53,901 million yen. The ratio of selling, general and administrative expenses to net sales was 29.3%, worsening by 0.1% compared to the previous fiscal year at 29.2%, due to rising transport and storage costs in Japan, despite the efficient utilization of advertising expenses. Equity gains of affiliated companies during the fiscal year under review was 108 million yen, an increase of 105 million yen over the previous fiscal year at 3 million yen. This was mainly attributable to our investment in new logistics company F-LINE Corp. established in April 2019.

As a result, core operating income in the fiscal year under review totaled 12,304 million yen, down 0.8%, or 96 million yen, compared to the previous fiscal year at 12,400 million yen.

The ratio of core operating income to revenue increased 0.1% to 6.8% compared to the previous consolidated fiscal year at 6.7%.

Operating income

Other income in the fiscal year under review was 2,733 million yen, an increase of 835 million yen over the previous consolidated fiscal year at 1,897 million yen. This is attributed to the gain on transfer of business of 1,692 million yen realized when merging Kagome Distribution Service Co., Ltd., our logistics subsidiary, into new logistics company F-LINE Corp. in the fiscal year under review.

Other expenses in the consolidated fiscal year under review totaled 958 million yen, down 1,111 million yen compared to the previous consolidated fiscal year at 2,069 million yen. This is because 1,154 million yen in losses recorded by subsidiary Kada Greenfarm Co., Ltd. due to extensive

damages suffered in the previous consolidated fiscal year at the hand of a major typhoon.

As a result, operating income in the consolidated fiscal year under review totaled 14,079 million yen, up 15.1%, or 1,850 million yen, compared to the previous consolidated fiscal year at 12,228 million yen. This represents a record high.

The ratio of operating income to revenue increased 1.2% to 7.8% compared to the previous consolidated fiscal year at 6.6%.

Net income attributable to shareholders of parent

Income taxes in the consolidated fiscal year under review totaled 3,574 million yen, down 83 million yen, compared to 3,657 million yen in the previous consolidated fiscal year. The income tax rate after application of deferred tax accounting was 25.7%, below Japan's statutory effective tax rate, because the gain on business transfer from the merger of logistics company Kagome Distribution Service Co., Ltd. with new logistics company F-LINE Corp. was non-taxable.

Net income attributable to shareholders of the parent totaled 10,198 million yen in the consolidated fiscal year under review, up 13.3%, or 1,200 million yen, over the previous consolidated fiscal year at 8,998 million yen, after deducting net income attributable to non-controlling interests. As a result, revenue in the consolidated fiscal year under review declined 2.0% year on year to 180,849 million yen and core operating income declined 0.8% year on year to 12,304 million yen. Operating income increased 15.1% year on year to 14,079 million yen and net income attributable to shareholders of the parent increased 13.3% year on year to 10,198 million yen.

Analysis of financial condition

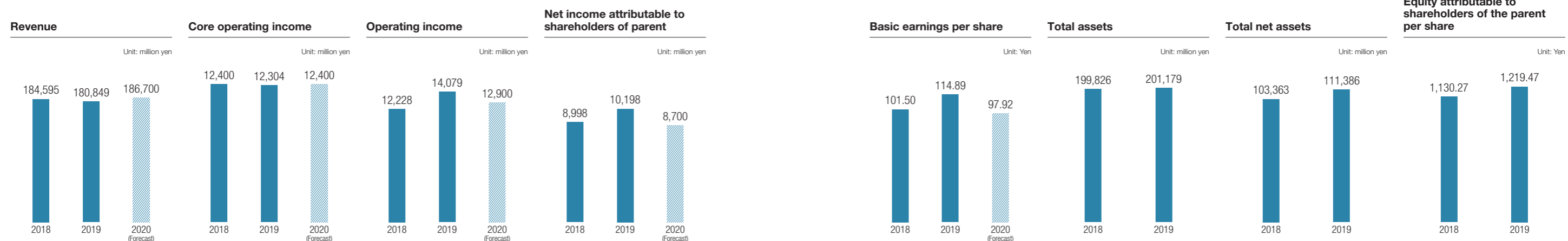
As of December 31, 2019, total assets increased 1,352 million yen compared to December 31, 2018. Current assets declined 4,950 million yen compared to December 31, 2018. This decrease was attributed to the drop in cash and cash equivalents of 2,147 million yen due to payments of dividends and corporate income tax as well as repayment of interest-bearing debt, while trade and other receivables declined 1,317 million yen and assets held for sale fell 1,266 million yen due to restructuring of the logistics business, which offset an increase in inventories of 953 million yen.

Non-current assets increased 6,303 million yen compared to December 31, 2018. This was attributable to an increase in investments accounted for using the equity method of 4,096 million yen due to the acquisition of affiliates shares following the restructuring of the logistics business, an increase in intangible assets of 781 million yen due to the renewal of the Company's core IT system, and an increase in other financial assets of 1,154 million yen owing to the rising market value of stocks owned by the Company.

Liabilities decreased 6,669 million yen compared to the end of the previous consolidated fiscal year. This was owing to a decrease in trade and other payables of 2,130 million yen, a decrease in borrowings including long-term borrowings of 1,584 million yen due to repayments, a decrease in income taxes payable of 1,846 million yen, and a decrease in liabilities related to assets held for sale of 1,617 million yen associated with the restructuring of the logistics business.

Capital increased 8,022 million yen compared to December 31, 2018. This was mainly attributable to the increase of 10,198 million yen from net income attributable to shareholders of the parent of 10,198 million yen and a decrease of 3,558 million yen due to dividends of surplus.

As a result, the ratio of equity attributable to shareholders of the parent was 53.9% and equity attributable to shareholders of the parent per share was 1,219.47 yen.



Financial Performance

Analysis of status of consolidated cash flows

Cash and cash equivalents totaled 27,260 million yen at December 31, 2019, which is 2,147 million yen lower than December 31, 2018.

The status of each respective cash flow is presented below.

Net cash provided by operating activities was 12,224 million yen, compared to 10,722 million yen in the previous fiscal year. This mainly reflects net cash inflows of profit before income taxes of 13,888 million yen and depreciation and amortization of 6,395 million yen, and net cash outflows of income taxes paid of 5,274 million yen.

Net cash used in investing activities was 9,267 million yen, compared to 299 million yen in the previous fiscal year. This was mainly attributable to outflows of 10,444 million yen in the acquisition of property, plant and equipment as well as intangible assets including real estate for investment. Net cash used in financing activities was 5,068 million yen, compared to 1,675 million yen in the previous fiscal year. This mainly reflects 1,032 million yen used for the repayment of borrowings including long-term borrowings and 3,553 million yen used for the payment of dividends.

Capital resources and capital liquidity

The Group's basic policy is to ensure the capital liquidity and capital resources needed for its business operations. The Group's main capital resources are cash flows from operating activities and loans from financial institutions.

Long-term funding demand for capital investment, etc. is met mainly through the Group's own funds and long-term borrowings from financial institutions while short-term funding needs for working capital, etc. are met mainly through the Group's own funds.

As of December 31, 2019, cash and cash equivalents totaled 27,260 million yen and interest-bearing debt amounted to 38,020 million yen.

Outlook for the fiscal year ending December 31, 2020

Conditions in the domestic food industry are expected to remain uncertain in 2020, with contraction of the market due to population decline, the end of the reward program for cashless payments to encourage consumption which began with the consumption tax hike, increased logistics expenses, and changes in the global situation. In this environment, Kagome will work to achieve its Mid-term Management Plan by fiscal year 2021, to "become a strong company capable of sustainable growth, using food as a means of resolving social issues" and to realize its long-term vision of transforming from a "tomato company" to a "vegetable company."

Domestic business

In its domestic business, Kagome will help find solutions to social issues by providing a broad range of vegetables to diverse markets using varying degrees of processing and formats, in order to eliminate any shortfall of vegetable intake in Japan. Kagome will roll out nationwide the Let's Eat Vegetables Campaign which aims to foster greater awareness of vegetable intake by showing the current vegetable intake shortfall in Japan and the importance of consuming vegetables.

International business

In its international business, Kagome will aim to contribute to local communities by delivering the value and great taste of tomatoes and vegetables broadly to the entire world. Kagome will work to increase the earnings capability of the tomato business and establish a foundation for its consumer foods business in Asia.

Fiscal year ending December 31, 2020 (Forecast) Percentage indicates year-on-year change

Revenue (million yen)	Core operating income (million yen)	Operating income (million yen)	Net income attributable to shareholders of parent (million yen)	Basic earnings per share (yen)
Note 1 186,700 (3.2%)	Note 2 12,400 (0.8%)	12,900 (-8.4%)	8,700 (-14.7%)	97.92

Note 1. Revenue is presented net of sales rebates and discounts, which were previously presented in selling, general and administrative expenses

Note 2. Core operating income is a profit index that measures constant business performance by deducting cost of sales and selling, general and administrative expenses from revenue plus share of loss (profit) of entities accounted for using equity method.

Consolidated Financial Statements

Consolidated Balance Sheets

Unit: million yen

	As of Dec. 31, 2018	As of Dec. 31, 2019
Assets		
Current assets:		
Cash and cash equivalents	29,408	27,260
Trade and other receivables	41,329	40,011
Inventories	42,007	42,960
Income taxes receivable	572	0
Other financial assets	674	665
Other current assets	2,339	1,748
Subtotal	116,331	112,647
Assets held for sale	1,266	-
Total current assets	117,598	112,647
Non-current assets:		
Property, plant and equipment	53,541	53,634
Intangible assets	2,597	3,379
Other financial assets	13,291	14,445
Investments accounted for using the equity method	4,142	8,238
Other non-current assets	6,422	6,476
Deferred tax assets	2,232	2,357
Total non-current assets	82,227	88,531
Total assets	199,826	201,179
Liabilities and Net Assets		
Liabilities		
Current liabilities:		
Trade and other payables	31,725	29,594
Borrowings	24,026	29,155
Income taxes payable	3,616	1,770
Other financial liabilities	91	975
Provisions	-	353
Other current liabilities	7,114	6,555
Subtotal	66,573	68,404
Liabilities related to assets held for sale	1,617	-
Total current liabilities	68,191	68,404
Non-current liabilities:		
Long-term debt	12,910	6,197
Other financial liabilities	4,315	4,246
Retirement benefit liability	5,291	5,650
Provisions	1,340	1,061
Other non-current liabilities	1,051	1,046
Deferred tax liabilities	3,360	3,186
Total non-current liabilities	28,271	21,388
Total liabilities	96,462	89,793
Net Assets:		
Share capital	19,985	19,985
Capital surplus	22,564	22,669
Treasury shares	(26,739)	(13,529)
Other components of equity	2,693	3,589
Retained earnings	81,757	75,629
Equity attributable to shareholders of parent	100,261	108,344
Non-controlling interests	3,102	3,041
Total net assets	103,363	111,386
Total liabilities and net assets	199,826	201,179

Financial Performance

Consolidated Statements of Income

Unit: millions yen

	Previous fiscal year From January 1, 2018 To December 31, 2018	Fiscal year under review From January 1, 2019 To December 31, 2019
Revenue	184,595	180,849
Cost of sales	118,296	115,667
Gross profit	66,298	65,181
Selling, general and administrative expenses	53,901	52,986
Equity gains of affiliated companies	3	108
Other income	1,897	2,733
Other expenses	2,069	958
Operating income	12,228	14,079
Finance income	630	451
Finance costs	646	642
Profit before income taxes	12,213	13,888
Income taxes	3,657	3,574
Net income	8,555	10,314
Net income attributable to:		
Shareholders of parent	8,998	10,198
Non-controlling interests	(442)	115
Total	8,555	10,314
Amounts per share of common stock:		
Net income	101.50	114.89
Diluted net income	101.40	114.73

Note: Adjusted from gross profit to core operating income in the table.

Gross profit	66,298	65,181
Selling, general and administrative expenses	(53,901)	(52,986)
Share of profit of entities accounted for using equity method	3	108
Core operating income (*)	12,400	12,304

(*) Core Operating Income is profit deducting cost of sales and selling, general, and administrative expenses from sales revenue plus share of loss (profit) of entities accounted for using the equity method. Although not an indicator defined under IFRS, Kagome's Board of Directors evaluates the performance of business segment based on core operating income. Because it is considered useful information as an indicator measuring constant business performance of the Company, Kagome has voluntarily included this indicator in the Consolidated Statements of Income.

Consolidated Statements of Comprehensive Income

Unit: million yen

	Previous fiscal year From January 1, 2018 To December 31, 2018	Fiscal year under review From January 1, 2019 To December 31, 2019
Net income	8,555	10,314
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Remeasurements of defined benefit plans	(232)	(163)
Financial assets measured at fair value through other comprehensive income	(2,985)	1,262
Share of other comprehensive income of investments accounted for using equity method, net of tax	-	-
Total	(3,218)	1,099
Items that may be reclassified subsequently to profit or loss		
Effective portion of cash flow hedges	(132)	(690)
Cash flow hedges costs	(265)	1,018
Exchange differences on translation of foreign operations	(1,435)	(464)
Share of other comprehensive income of investments accounted for using equity method, net of tax	0	(0)
Total	(1,833)	(136)
Other comprehensive income	(5,052)	963
Comprehensive income	3,503	11,278
Comprehensive income attributable to:		
Shareholders of parent	4,252	11,261
Non-controlling interests	(749)	17
Total	3,503	11,278

Consolidated Statements of Cash Flows

Unit: million yen

	Previous fiscal year From January 1, 2018 To December 31, 2018	Fiscal year under review From January 1, 2019 To December 31, 2019
Cash flows from operating activities:		
Profit before income taxes	12,213	13,888
Depreciation and amortization	5,769	6,395
Impairment losses	754	223
Gain on business transfer	-	(1,692)
Interest and dividend income	(619)	(450)
Interest expenses	410	435
Share of (profit) loss of investments accounted for using the equity method	(3)	(108)
(Gains) losses on sale and retirement of property, plant and equipment, and intangible assets	(1,242)	(46)
(Increase) decrease in trade and other receivables	(542)	823
(Increase) decrease in inventories	(767)	(1,421)
Increase (decrease) in trade and other payables	(253)	(643)
Other	(754)	23
Subtotal	14,963	17,427
Interest and dividends received	555	513
Interest paid	(404)	(442)
Income taxes paid	(4,392)	(5,274)
Cash flows from operating activities	10,722	12,224
Cash flows from investing activities:		
Purchase of property, plant and equipment, and intangible assets, including investment property	(10,718)	(10,444)
Proceeds from sales of property, plant and equipment, including investment property	2,331	198
Purchase of investments in subsidiaries	(121)	-
Purchase of other financial assets	(821)	(47)
Gain on available-for-sale financial assets	8,961	1,069
Other	69	(43)
Cash flows from investing activities	(299)	(9,267)
Cash flows from financing activities:		
Net increase (decrease) in short-term borrowings	2,301	430
Proceeds from long-term borrowings	7,726	1,076
Repayments of long-term borrowings	(8,497)	(2,539)
Expenditures from repayment of lease liabilities	(711)	(774)
Dividends paid	(2,668)	(3,553)
Dividends paid to non-controlling interests	(74)	(77)
Other	248	369
Cash flows from financing activities	(1,675)	(5,068)
Net increase (decrease) in cash and cash equivalents	8,748	(2,112)
Cash and cash equivalents at beginning of period	21,550	29,408
Foreign translation adjustment on cash and cash equivalents	(185)	(35)
Net increase (decrease) in cash and cash equivalents due to transfer to assets held for sale	(704)	-
Cash and cash equivalents at end of period	29,408	27,260

Company Information

Company Overview

Founded	1899
Incorporated	1949
Head Office	3-14-15, Nishiki, Naka-ku, Nagoya, Aichi Phone: +81-52-951-3571 (Main) Fax: +81-52-968-2510
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
Capital	19,985 million yen
Number of Employees	2,599 (consolidated)
Places of Business	Head Office, Tokyo Head Office, 1 division office, 8 branches, 6 plants, Innovation Division
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



Head Office



Tokyo Head Office

Places of Business and Group Companies

Places of Business

Head Office	Business Office	Plants
Tokyo Head Office Innovation Division Tokyo Laboratory	<ul style="list-style-type: none"> Hokkaido Branch Tohoku Branch Kita-Tohoku Business Office Tokyo Branch Kanagawa Branch Kanto Branch Nagoya Branch Shizuoka Business Office 	<ul style="list-style-type: none"> Hokuriku Business Office Osaka Branch Chu-Shikoku Branch Okayama Business Office Shikoku Business Office Kyusyu Branch Okinawa Business Office
		<ul style="list-style-type: none"> Ueno Plant Kozakai Plant Fujimi Plant Nasu Plant Ibaraki Plant Komaki Plant

Main Group companies

Domestic Subsidiaries and Associates

• Hibikinada Greenfarm Co., Ltd.	(Kitakyushu City, Fukuoka)
• Iwaki Onahama Greenfarm Co., Ltd.	(Iwaki City, Fukushima)
• Kagome Axis Co., Ltd.	(Nagoya City, Aichi)
• F-LINE Corp.	(Chuo-ku, Tokyo)

Overseas Subsidiaries and Associates

• Kagome Inc.	(California, U.S.A.)
• Ingomar Packing Company, LLC	(California, U.S.A.)
• United Genetics Holdings LLC	(California, U.S.A.)
• Holding da Industria Transformadora do Tomate, SGPS S.A. (HIT)	(Palmela City, Portugal)
• Vegitalia S.p.A.	(Calabria, Italy)
• Kagome Australia Pty Ltd.	(Victoria, Australia)
• Taiwan Kagome Co., Ltd.	(Tainan City, Taiwan)

Company Information

Status of Shares

Number of shares outstanding	94,366,944 shares
(Note) 1. Total number of authorized shares	279,150,000 shares
2. Number of shares per unit	100 shares
Number of shareholders	192,722

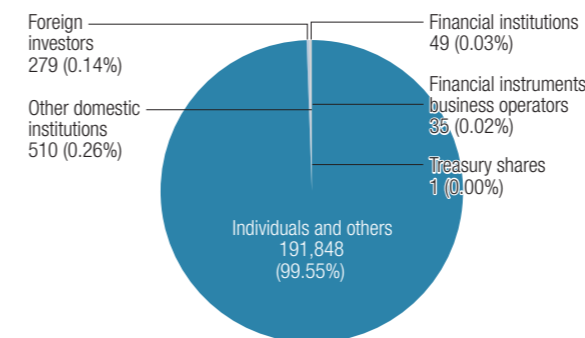
Major Shareholders

Names of Major Shareholders	Capital Contribution to the Company	
	Number of Shares Held (thousand shares)	Shareholding Ratio (%)
Japan Trustee Services Bank, Ltd. (account in trust)	8,725	9.80
The Master Trust Bank of Japan, Ltd. (account in trust)	4,975	5.59
Dynapac Co., Ltd.	4,399	4.94
Nissin Foods Holdings Co., Ltd.	1,559	1.75
Toshichika Kanie	1,412	1.58
JP MORGAN CHASE BANK 385151	1,296	1.45
Eikichi Kanie	1,071	1.20
STATE STREET BANK WEST CLIENT - TREATY 505234	988	1.11
Kagome Business Association	966	1.08
Kagome Employee Stock Ownership Plan	933	1.04

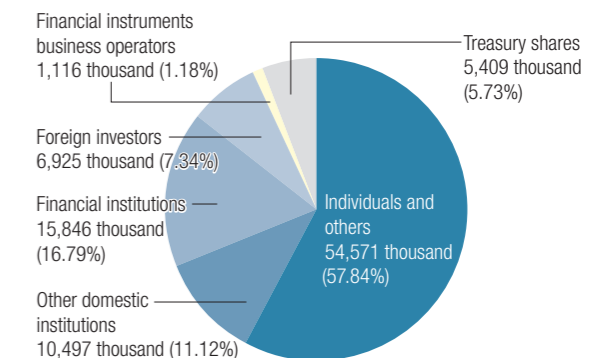
*The shareholding ratios were calculated without treasury shares (5,409 thousand shares). The treasury shares do not include 112 thousand shares of the Company owned by The Master Trust Bank of Japan, Ltd. (account in trust), which was established for the introduction of the employee incentive plan, "Employee Stock Ownership Plan (ESOP) Trust."

Status of Share Distribution

Distribution by Shareholder Type



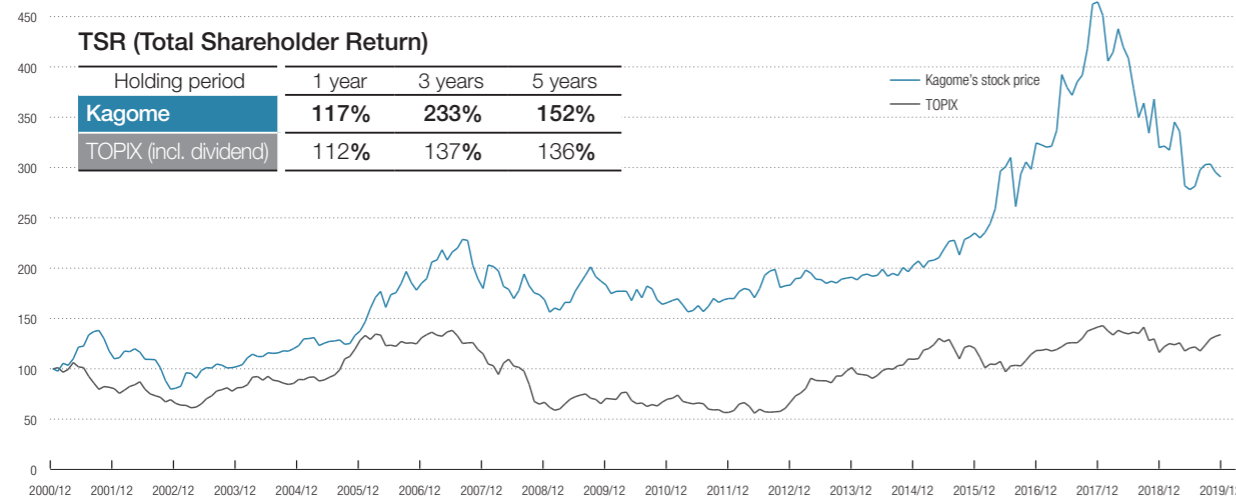
Distribution by Number of Shares



Company Information

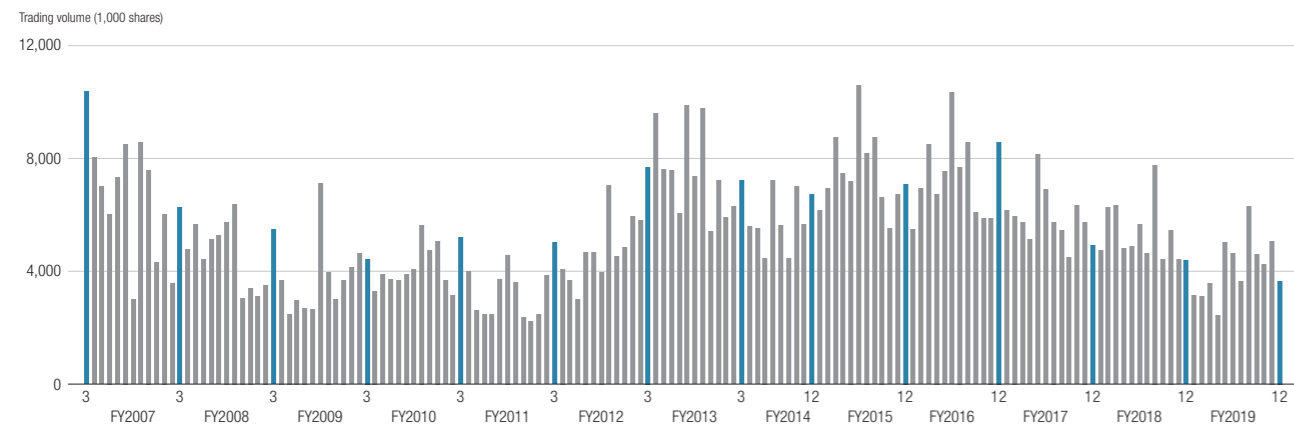
Stock Price Trend

Trends of the Company's stock price and Tokyo Stock Price Index (TOPIX)

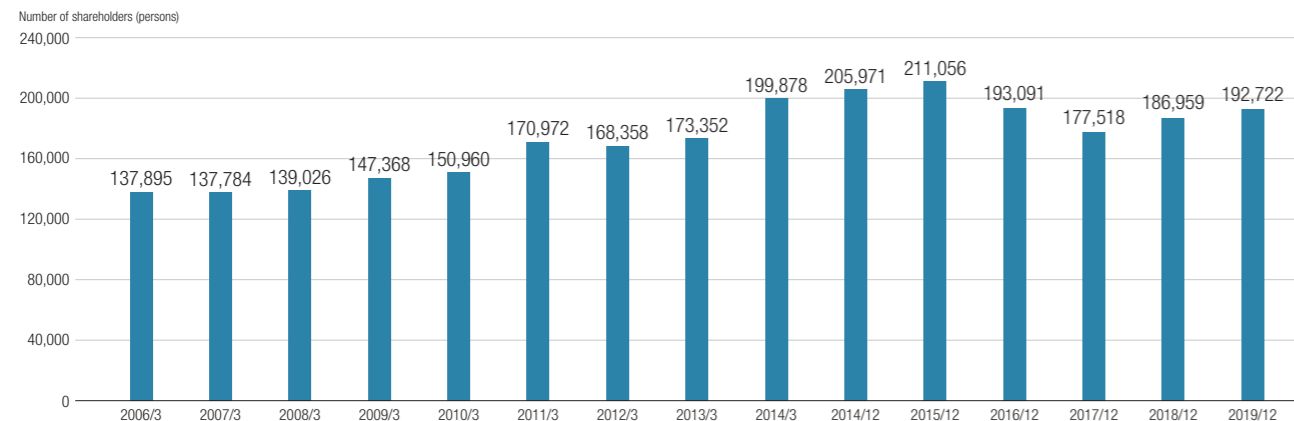


*Relative stock price at month end with December 31, 1999 set as 100.
*TSR is calculated as of December 31, 2014.

Changes in Trading Volume



Trends in the number of shareholders



Kagome in 2019

Products/Services/Development

- March**
 - Launched **Yasai Seikatsu 100 Apple Salad**
 - Developed **VegeCheck™**, a device for measuring vegetable intake
- April**
 - Opened flagship facility called **Kagome Yasai Seikatsu Farm Fujimi**
- May**
 - Hosted **Kagome Rice Omelet Stadium 2019**, where famous restaurants nationwide compete
- September**
 - Successfully developed a tomato with resistance to golden nematode and density reduction effect
 - Released new product for businesses **Vegetable Stock Seasoning (Condensed Type)**
- October**
 - Launched sales of **Kalish®**, made from kale and daikon



Management

- March**
 - Introduced **sterilized PET line** at the Nasu Plant, our mainstay beverage plant, and increased supply capacity
- April**
 - Established **logistics company F-LINE Corp.** with four other food companies
 - Commenced **sales of vegetable beverages in South Korea**
- July**
 - Modified the price of 16 vegetable beverages supplied in 720 ml PET bottle and 1,000 ml paper carton
- August**
 - Established **shareholder return policy** for the second Mid-term Management Plan of achieve "40% total return ratio based on consolidated performance" and "provide a stable cash annual dividend of at least 35 yen per year"
 - Cancelled 5.25 million shares of treasury stock

Stakeholders

- February**
 - Certified **Health and Productivity Management Organization White 500** for third straight year
- April**
 - Established **Veggie Kids Nursery**, which teaches children to love vegetables
 - Marked **120th anniversary** since founding
- May**
 - Established **Yasai Seikatsu 100 Vegetore**, a food education program for increasing the number of children who like vegetables
- July**
 - Received the highest **DBJ Environmental Rating** from the Development Bank of Japan (DBJ) for the second time
- August**
 - Began **supporting children's cafeterias** through cooperation with NPO Musubie
 - Received the 13th Kids Design Award for **Oishiii! Vegetable Challenge**, a food education project conveying the appeal of vegetables
- September**
 - Concluded **partnership agreement** with Osaka Prefecture
- October**
 - Concluded **comprehensive partnership agreement** with Wakayama Prefecture

