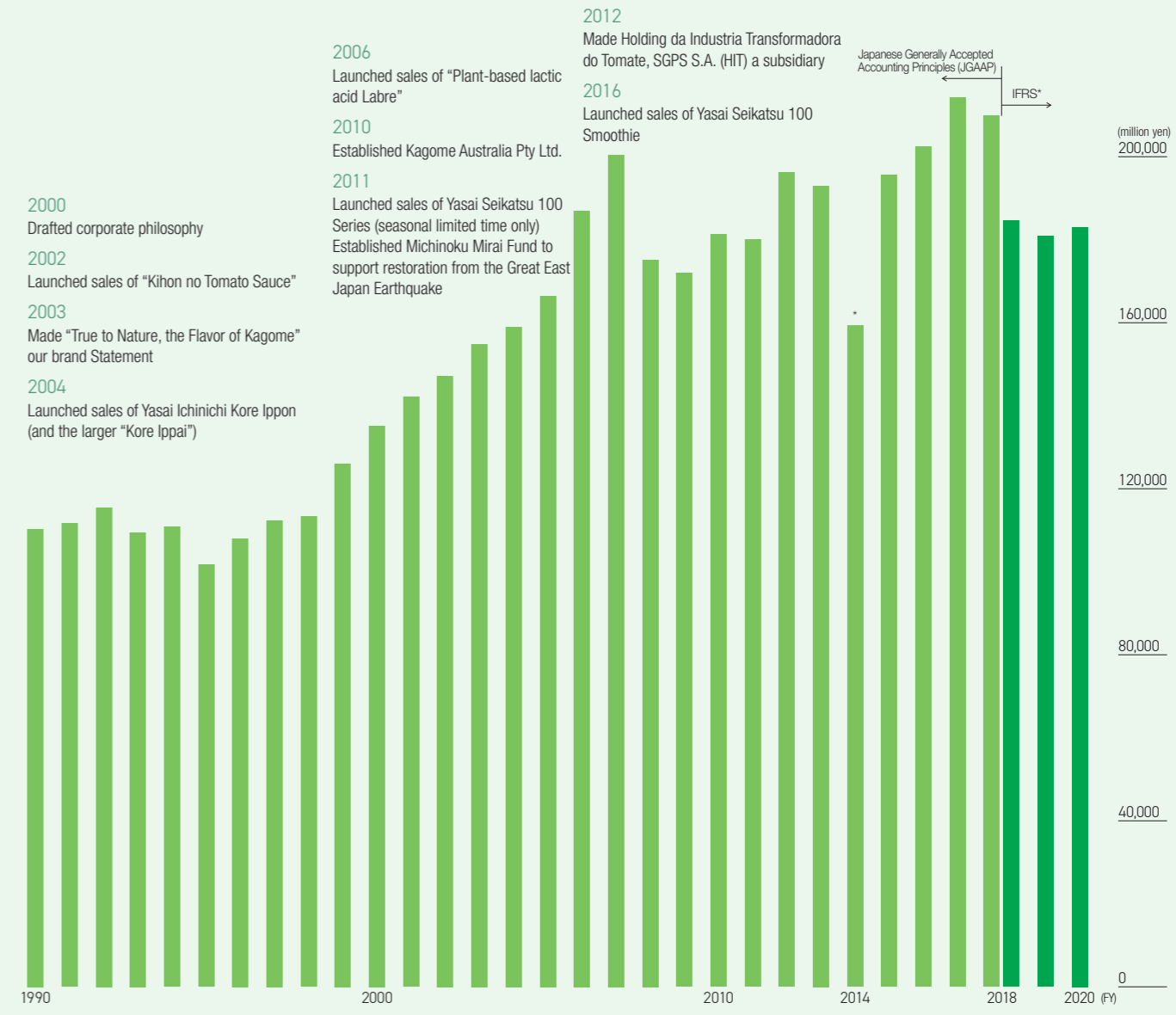
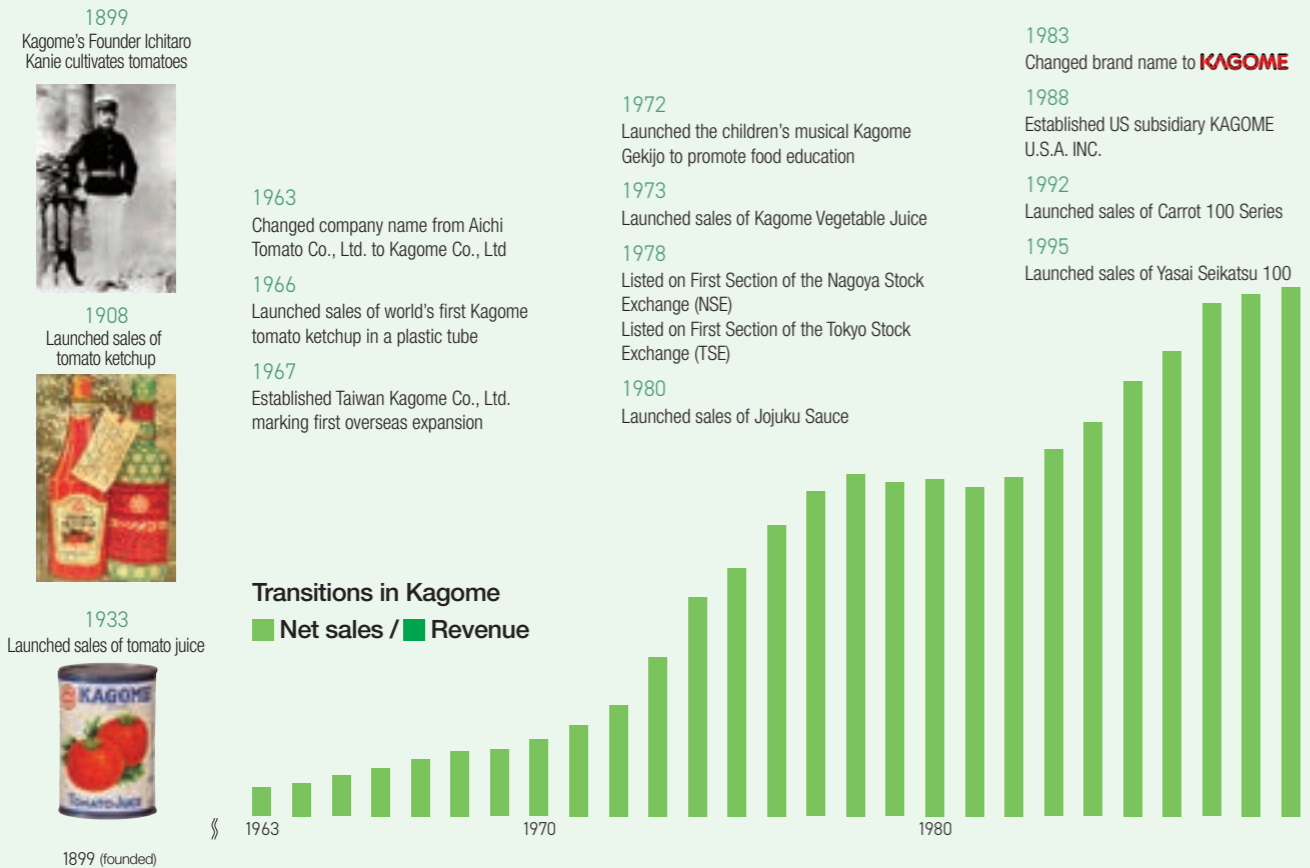


Kagome Group's History of Contributing to Health and Agriculture Development

The history of the Kagome Group dates back to 1899 when Kagome's Founder Ichitaro Kanie first encountered a tomato sprout. Kagome tackled the challenge of cultivating Western vegetables considered uncommon at the time with a pioneering spirit, tapping into a new form of agriculture. Since then, Kagome has worked to resolve social problems through food by providing the world with products that apply nature's blessings. We will continue striving to be a strong company capable of sustainable growth by increasing vegetable consumption and promoting people's health and agriculture development.



*Figures through 1995 indicate nonconsolidated net sales while figures from 1996 onward indicate consolidated net sales and revenue.
 *Fiscal year 2014 represents the nine-month period from April 1, 2014 to December 31, 2014 following change to the Company's business year.
 *From FY2019, we apply IFRS. Furthermore, as reference we also indicate FY2018 figures modified to reflect IFRS.

1960s to 1970s

Period of advancement towards becoming a national manufacturing company

Established Kagome as the brand for tomato-based products

Kagome has created new added value through its technological advancements, starting with its release of the world's first tomato ketchup in a plastic container back in 1966. Tomato ketchup sold in plastic tubes went on to record strong sales on consumer praise for its ease of use. This proved to be a breakthrough product that minimized the impacts from foreign products that had begun entering the Japan market around this time. In the late 1970s, Japan experienced a tomato juice boom, with tomato juice becoming entrenched as a health drink.

1978

Net sales
71.2 billion yen



1980s

Age of diversification and globalization

Diversification and enhanced procurement aimed at dramatic growth

Kagome worked to expand its brand image with the goal of reaching net sales of 100 billion yen, making inroads into fruit juices and tea beverages. A wide variety of products were released that would be the precursor to today's drinks sold in paper containers. In addition, Kagome promoted a diversification strategy through partnerships with overseas companies even in the field of processed foods. Kagome also focused on globalizing its operations, including tapping into raw materials procurement sites overseas and establishing a subsidiary in the United States. However, sales stagnated in the late 1980s due to the expansion of business into areas where Kagome did not excel.

1988

Net sales
108.7 billion yen



1990s to 2000s

Period of establishing Kagome's brand identity

Narrowing business domains and shifting gears towards growth

Carrot 100 released in 1992 and Yasai Seikatsu 100 released in 1995 became hits, creating a market for vegetable beverages and entrenching vegetable beverages as a new way of consuming vegetables. After the start of the 2000s, expansion of the Yasai Seikatsu 100 series focused on vegetable color drove sales, with net sales breaking through the 200 billion yen threshold in 2007. In 1996, the first president outside the founding family was appointed and in 2000 the corporate philosophy was drawn up. Kagome clarified its business domains and accelerated innovation in governance.

2007

Net sales
200.4 billion yen



2010s

Working to achieve the long-term vision and what Kagome strives for by 2025

Resolving social issues and achieving sustainable growth

The vegetable beverage market repeatedly expanded and contracted after the start of the 2010s, causing Kagome's net sales and revenue to fluctuate up and down, too. In 2016, Kagome established a long-term vision and what Kagome strives for by 2025 with the aim of achieving sustainable growth and finding solutions to social issues. Following this, Kagome formulated a Mid-Term Management Plan spanning three years. FY2021 is the final year of the Second Mid-Term Management Plan. At the same time, Kagome strengthened its corporate governance system and promoted management with greater transparency.

2020

Revenue
183.0 billion yen

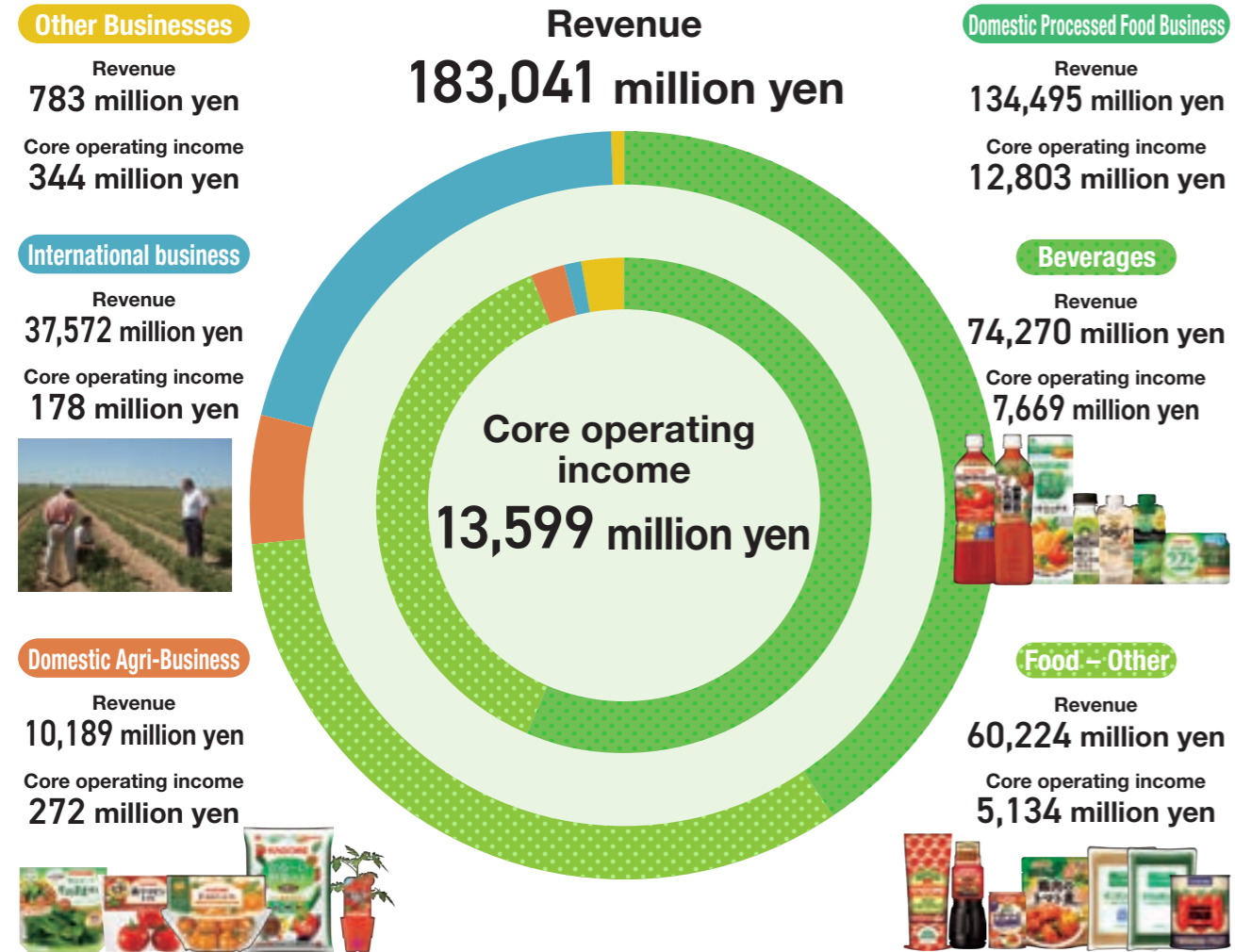


Kagome's Profile

Kagome's Founder Ichitaro Kanie took the tomato, which at the time did not sell at all because people disliked the raw smell and deep red color, and, after much trial and error, processed them into tomato sauce to start a processed food business. Today, Kagome contributes to people's food and health by delivering not only tomato products, but also products made from carrots and other vegetables in various forms.

Segment composition (FY2020)

Domestic Processed Food Business (Beverages, Food - Other) Domestic Agri-Business International Business Other Businesses



Transitions in segment composition

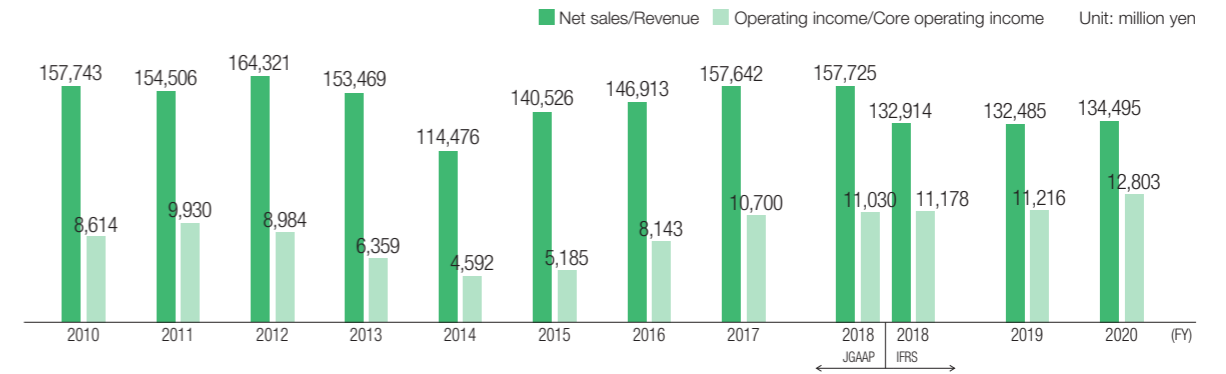


*Figures after eliminations and adjustments between segments

Transitions in Segment Net sales/Revenue

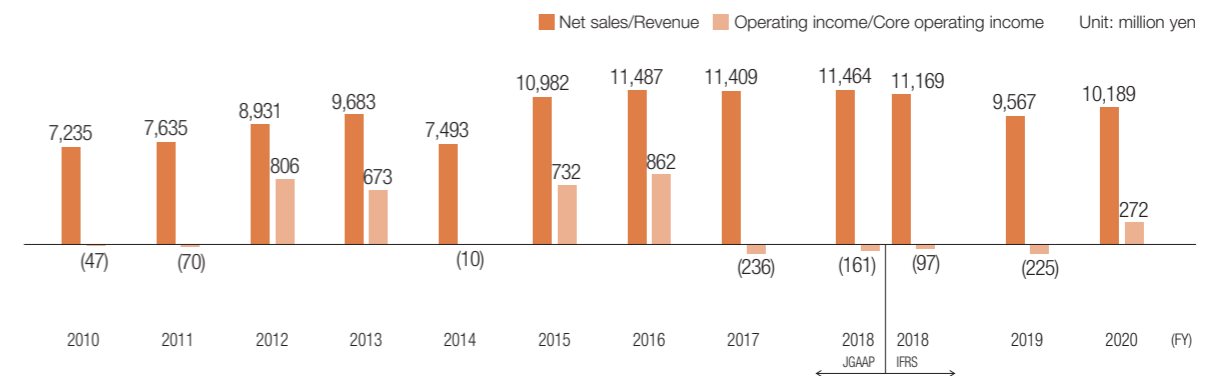
Domestic Processed Food Business → Business strategy indicated on p.26

The Domestic Processed Food Business is engaged in the manufacturing and sales of beverages, condiments, products for direct marketing, gift products and others.



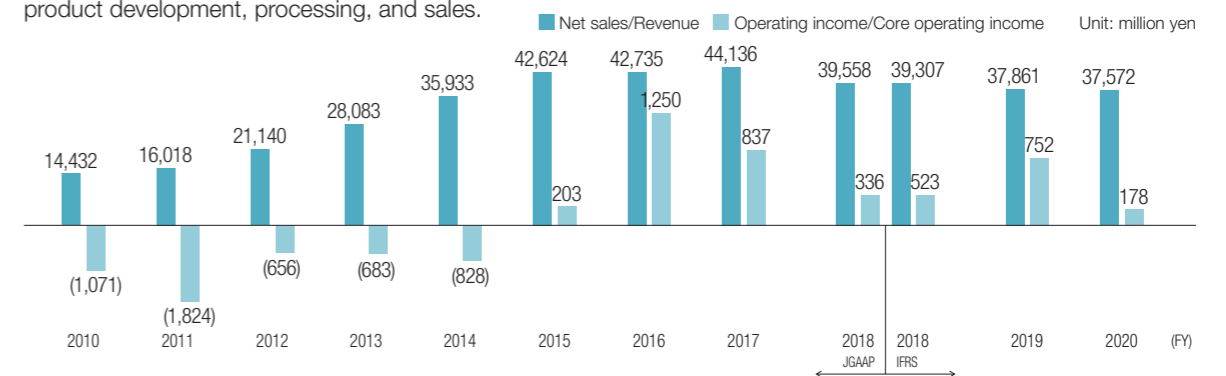
Domestic Agri-Business → Business strategy indicated on P.28

The Domestic Agri-Business is engaged in the production and sales of fresh tomatoes and mesclun greens, etc.



International Business → Business strategy indicated on P.30

International Business is engaged in a broad range of operations from tomato seed development and farming to product development, processing, and sales.



*Figures after eliminations and adjustments between segments

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