

## Long-term vision

Up to 2025

### Transform from a “tomato company” to a “vegetable company”

- To become a unique entity that deals with vegetables across a variety of food ingredients, categories, temperature zones, containers, and volumes
- To become a company that provides not only products but services as well, by expanding its business concept from tomatoes to vegetables

Up to around 2040

### 50% of the workforce consisting of women – from employees to executive officers

- To promote business activities incorporating a wide range of views, catering to diverse consumer needs
- To become a strong company where employees of any gender can work enthusiastically, thus achieving high productivity

## What Kagome strives for by 2025

### “To become a strong company capable of sustainable growth, using food as a means of resolving social issues”

#### Social Issues We Seek to Address

#### Longer, healthier lives

In the Domestic Processed Foods Business, we aim to help people live longer, healthier lives by increasing the provision of vegetables. In the Domestic Agri-Business, we support agricultural development and regional revitalization through the development of vegetable production areas and processing locations.

In the International Business, we work to tackle global food problems through a global, vertically integrated tomato business model.

#### Agricultural development and regional revitalization

#### Global food problems

## Code of Conduct

### Mutual support

### Respect for human rights

### Fairness

## Corporate philosophy

An inherited management spirit that pervades through the changing times



### Appreciation

We are thankful for nature's bounty and for human relationships. We respect natural ecosystems and value human sensibility.

### Nature

Through nature's bounty, we endeavor to create rich value that is ahead of the times and to contribute to consumers' health and wellbeing.

### Corporate Openness

We aim to be an open company that engages in fair and transparent corporate activities and respects each person's individuality and abilities.

## Brand Statement

Our promise to society and our customers



### Nature

To strive for healthier food that makes the most of the antioxidants and immunological capabilities of nature's bounty.

### True

To produce healthy, great tasting foods without relying on unnatural additives and technologies.

### Flavor

Create new demand for delicious food, paying attention to the needs of our bodies and our planet.

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Becoming a strong company with autonomous management by responding to environmental changes with a greater sense of urgency

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### Editorial Policy

Since the release of its Environmental Report for fiscal 1999, the Kagome Group has continuously reported to our stakeholders on our efforts toward making a social contribution through our businesses by means of the Sustainability Report (CSR report) and Kagome Story (company brochure). This Integrated Report is issued to create new opportunity for discussion by informing our stakeholders, in particular shareholders and investors, about Kagome's mid- to long-term efforts for enhancing corporate value. For details of the financial data and CSR activities not included in this document, please refer to our website.

Kagome website  
<https://www.kagome.co.jp/english>

### Target Period

This document covers the period from January 1, 2020 to December 31, 2020. However, some portions of this document contain matters related to activities outside this defined period. The scope of this document covers the activities of Kagome Co., Ltd. and its consolidated subsidiaries but there are items that only pertain to Kagome Co., Ltd.

### Referenced Guidelines

This Report is prepared with reference to the International Integrated Reporting Framework issued by the International Integrated Reporting Council (IIRC) and Guidance for Collaborative Value Creation issued by Japan's Ministry of Economy, Trade and Industry (METI). Moreover, our CSR activities are reported on our website, and highlights are included in the ESG section of this report.

### [Notes Regarding Forecasts]

The information in this report includes forward-looking statements. These statements are made on the basis of assumptions and judgments based on information available at the time of publication, hence they may contain risks and uncertainties. Accordingly, please be advised that the actual results may differ from such statements due to various changes.

### Units of Amounts in This Report

We give amounts expressed in units of hundreds of millions of yen rounded down to the nearest one hundred million yen and amounts expressed in units of millions of yen rounded down to the nearest million yen in this report. In addition, we give percentages after rounding them.