

<Environmental>

- Reduction of greenhouse gas (GHG) emissions
- Water conservation
- Waste reduction and recycling
- Trend in main environmental impacts

<Social>

- Employment situation
- Working conditions
- Situation regarding health management

<Governance>

- Board of Directors
- Number of consultations and reports received by Kagome Compliance Hotline

<Period>

This ESG Data Book focuses on Kagome's activities in FY2023 and FY2024, 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," and reports on group companies in Japan are referred to as "Kagome Group in Japan."

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■ Greenhouse gas emissions (Kagome Group)

Scope 1 and 2 GHG emissions

Unit: t-CO₂e

* Country/region where the base is located.

		2020	2021	2022	2023	2024
Japan	Scope1+2	70,529	66,486	60,229	57,826	45,184
	Scope1	45,295	43,773	41,419	41,739	33,401
	Scope2	25,234	22,713	18,810	16,087	11,783
Portugal	Scope1+2	29,152	27,620	25,639	27,563	24,860
	Scope1	24,647	27,080	25,639	27,563	24,860
	Scope2	4,505	540	0	0	0
Australia	Scope1+2	30,090	28,537	28,813	21,889	25,970
	Scope1	18,923	19,046	18,551	14,045	17,853
	Scope2	11,167	9,491	10,262	7,844	8,180
United States	Scope1+2	9,627	10,908	10,525	10,331	97,757
	Scope1	4,701	5,390	4,925	4,875	87,085
	Scope2	4,927	5,518	5,600	5,456	10,672
Italy	Scope1+2	1,676	1,981	2,092	2,715	2,640
	Scope1	607	794	952	1,164	1,439
	Scope2	1,069	1,187	1,140	1,551	1,201
Taiwan	Scope1+2	2,450	2,815	2,911	3,219	3,344
	Scope1	777	969	1,010	1,256	1,277
	Scope2	1,672	1,845	1,901	1,963	2,067
Total	Scope1+2	143,524	138,346	130,208	123,543	199,818
	Scope1	94,949	97,052	92,496	90,642	165,915
	Scope2	48,574	41,294	37,713	32,901	33,903

* Emissions increased in 2024 due to the addition of Ingomar of the United States, which became a consolidated subsidiary in January 2024, to the scope of calculation.

• Energy mix

In 2024, we used 63,669 MWh of renewable energy, which lowered our GHG emissions by 19,914 t-CO₂e. In 2024, renewable energy accounted for 50.1% of all electricity used.

	2020	2021	2022	2023	2024
Gas	80.7%	80.7%	80.7%	80.6%	87.3%
Oil	1.1%	1.0%	1.0%	1.0%	0.7%
Electricity	18.3%	18.3%	18.3%	18.4%	12.0%

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• Scope 3 GHG emissions

Unit: t-CO₂e

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

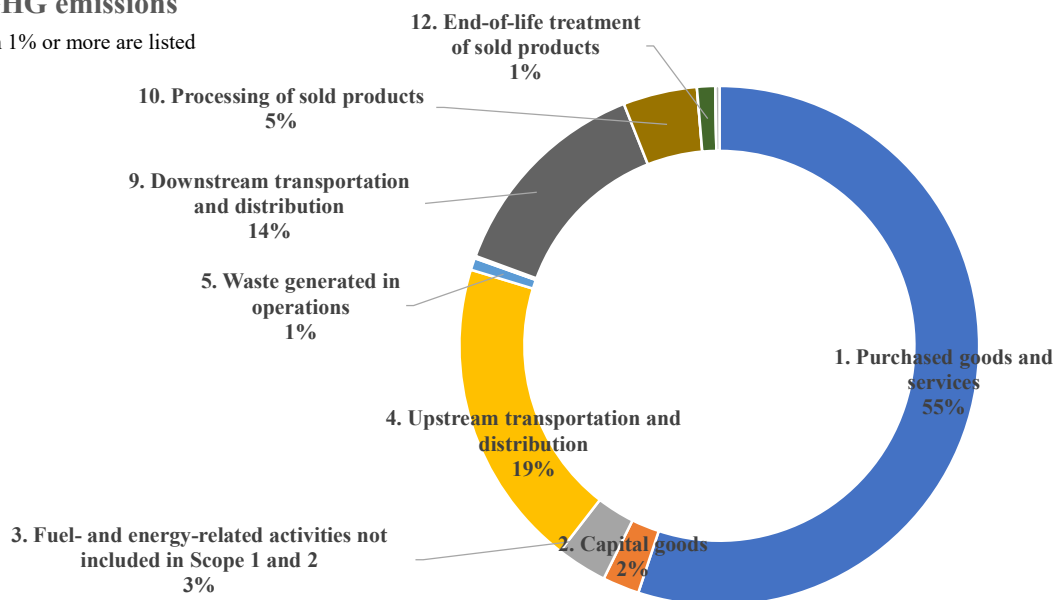
* Emissions increased in 2024 due to the addition of Ingomar of the United States, which became a consolidated subsidiary in January 2024, to the scope of calculation.

In addition, calculations have been further refined in some categories (such as changes to the calculation scope and calculation formula).

*Category 11 is outside of scope of calculation and Category 14 is not applicable as we do not operate a franchise business.

2024 Scope 3 GHG emissions

* Only categories with 1% or more are listed



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■ Third-party verification of GHG emissions

For GHG emissions in 2024 (January 1 to December 31), the validity of the calculation method was checked and verification of data on GHG emitted from Kagome Group's plants (Scope 1 and 2) in Japan and overseas and Kagome Group (Scope 3) in Japan were carried out in accordance with ISO 14064-3:2019. We have obtained a verification report from the Japan Management Association, which is a verification body.

These verified Scope 1 and 2 GHG emissions cover approximately 99% of the total GHG emissions shown in the table above.

■ Greenhouse gas emissions by SBT target category (Kagome Group)

The Kagome Group has obtained SBT initiative certification for its greenhouse gas emissions reduction targets. For the three targets of Scope 1+2/Scope 3/FLAG, the emissions for each target category are shown below.

• Scope 1 and 2 GHG emissions (E&I only)

Unit: t-CO₂e

* Country/region where the base is located.

		2020	2021	2022	2023	2024
Japan	Scope1+2	41,505	-	-	33,488	29,405
	Scope1	19,555	-	-	18,100	17,622
	Scope2	21,950	-	-	15,388	11,783
Portugal	Scope1+2	29,152	-	-	27,563	24,860
	Scope1	24,647	-	-	27,563	24,860
	Scope2	4,505	-	-	0	0
Australia	Scope1+2	30,090	-	-	21,889	24,572
	Scope1	18,923	-	-	14,045	16,392
	Scope2	11,167	-	-	7,844	8,180
United States	Scope1+2	9,627	-	-	10,331	97,757
	Scope1	4,701	-	-	4,875	87,085
	Scope2	4,927	-	-	5,456	10,672
Italy	Scope1+2	1,676	-	-	2,715	2,640
	Scope1	607	-	-	1,164	1,439
	Scope2	1,069	-	-	1,551	1,201
Taiwan	Scope1+2	2,450	-	-	3,219	3,344
	Scope1	777	-	-	1,256	1,277
	Scope2	1,672	-	-	1,963	2,067
Total	Scope1+2	114,500	-	-	123,543	182,578
	Scope1	69,210	-	-	67,003	148,675
	Scope2	45,290	-	-	32,202	33,903

* Indicates emissions in the Energy and Industry sector.

* Emissions increased in 2024 due to the addition of Ingomar of the United States, which became a consolidated subsidiary in January 2024, to the scope of calculation.

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• Scope 3 GHG emissions (E&I only)

Unit: t-CO₂e

	2020	2021	2022	2023	2024
1. Purchased goods and services	454,669	-	-	452,490	385,493
2. Capital goods	27,333	-	-	23,551	37,011
3. Fuel- and energy-related activities not included in Scope 1 and 2	27,903	-	-	28,229	50,753
4. Upstream transportation and distribution	206,262	-	-	194,141	309,655
5. Waste generated in operations	5,031	-	-	13,068	11,840
6. Business travel	431	-	-	470	513
7. Employee commuting	1,477	-	-	1,604	1,748
8. Upstream leased assets	0	-	-	0	-
9. Downstream transportation and distribution	126,897	-	-	167,991	215,821
10. Processing of sold products	37,002	-	-	40,203	73,896
11. Use of sold products	-	-	-	-	-
12. End-of-life treatment of sold products	19,117	-	-	18,576	18,449
13. Downstream leased assets	2,038	-	-	54	54
14. Franchises	-	-	-	-	-
15. Investments	380	-	-	329	305
Total	908,540	-	-	940,707	1,105,537

* Indicates emissions in the Energy and Industry sector.

* Emissions increased in 2024 due to the addition of Ingomar of the United States, which became a consolidated subsidiary in January 2024, to the scope of calculation.

• FLAG emissions

Unit: t-CO₂e

	2020	2021	2022	2023	2024
Scope1 FLAG	17,418	-	-	16,974	17,240
Scope3 FLAG	451,452	-	-	420,188	504,280
Total	468,870	-	-	437,162	521,520

* Indicates emissions in the Forest, Land and Agriculture sector.

* Emissions increased in 2024 due to the addition of Ingomar of the United States, which became a consolidated subsidiary in January 2024, to the scope of calculation.

• GHG emissions from biomass

Unit: t-CO₂e

	2020	2021	2022	2023	2024
Emissions	-	-	-	15.40	28.45

* Indicates emissions from biomethane gas generated from plant residues.

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■ Reduction of GHG emissions (Kagome)

<Domestic plants>

•Trend in energy used

	Unit	2020	2021	2022	2023	2024
Energy used	thousand GJ	832	831	830	782	775
Energy used per production volume	GJ/t	2.10	2.08	1.97	1.93	1.89

•Trend in GHG emissions

	Unit	2020	2021	2022	2023	2024
Emissions	t-CO ₂ e	39,899	37,548	34,675	29,325	25,730

<Sales and Administrative Divisions>

•Trend in electricity usage in offices (per floor area)

	Unit	2020	2021	2022	2023	2024
Electricity used	kWh/m ²	137	132	136	139	144

<Logistics>

•Trend in CO₂ emissions

	Unit	2020	2021	2022	2023	2024
Emissions	t-CO ₂	28,500	27,600	25,700	22,500	27,100
Emissions per sales volume	kg-CO ₂ /t	41.5	38.7	37.1	33.6	45.5

* Calculated based on the period of April 1 to March 31 used for government reporting.

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■ Water conservation

• Trend in water withdrawal (Kagome Group)

* Country/region where the base is located.	Unit: thousands of tons				
	2020	2021	2022	2023	2024
Japan	3,111	3,067	3,101	2,952	2,911
United States	212	268	239	209	1,861
Portugal	3,673	4,002	3,774	4,015	3,571
Australia	358	330	325	330	367
Italy	61	91	116	118	134
Taiwan	103	110	130	134	138
Total	7,517	7,868	7,685	7,758	8,982

* Water withdrawal increased in 2024 due to the addition of Ingomar of the United States, which became a consolidated subsidiary in January 2024, to the scope of calculation.

• Trend in effluent (Kagome Group)

* Country/region where the base is located.	Unit: thousands of tons				
	2020	2021	2022	2023	2024
Japan	2,654	2,719	2,698	2,432	2,516
United States	127	183	94	137	82
Portugal	2,889	2,948	3,086	3,063	3,200
Australia	358	330	325	330	367
Italy	51	74	109	92	12
Taiwan	61	68	68	78	83
Total	6,140	6,323	6,380	6,131	6,259

• Water withdrawal by water resource (Kagome Group)

Unit: thousands of tons

	2020	2021	2022	2023	2024
Groundwater	6,529	6,860	6,683	6,800	8,041
River/rain water	165	156	131	139	120
Seawater	0	0	0	0	0
Tap water	823	852	871	819	820
Total	7,517	7,868	7,685	7,758	8,982

* Water withdrawal increased in 2024 due to the addition of Ingomar of the United States, which became a consolidated subsidiary in January 2024, to the scope of calculation.

• Amount of effluent by type (Kagome Group)

Unit: thousands of tons

	2020	2021	2022	2023	2024
River and lakes	5,391	5,602	5,651	5,431	5,521
Ocean	0	0	0	0	0
Sewage	391	391	404	371	372
Others (agricultural irrigation)	358	330	325	330	367
Total	6,140	6,323	6,380	6,131	6,259

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• Water usage in regions of high water risk (Kagome Group)

• Portugal

Unit: thousands of tons

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

• Australia

Unit: thousands of tons

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

• Trend in water used and intensity at plants in Japan (Kagome)

	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

* Intensity indicates the amount of water used per unit of production (t/kl).

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

Food-related plants: Kozakai Plant and Ueno Plant

<Environmental>

■ Waste reduction and recycling

• Trend in recycling rate of recyclable food resources (Kagome)

Unit: %

	2019	2020	2021	2022	2023	2024
Recycling rate of recyclable food resources	98.2	97.7	97.4	97.8	98.2	99.0
Target ^{*E1}	95	95	95	95	95	95

• Trend in industrial waste and atmospheric emissions of chemicals (Kagome)

Kagome manages disposal and atmospheric emissions appropriately in compliance with laws and regulations so as not to cause pollution of the surrounding environment or health hazards to people.

Between 2020 and 2024, there were no serious accidents or violations that affect the environment, such as leakage of chemical substances or values exceeding standards. In addition, there are no costs that may be incurred in the future (shadow costs).

		Unit	2020	2021	2022	2023	2024
Industrial waste	Drainage sludge ^{*E2}	t	2,223	2,604	2,453	1,599	1,636
	Hazardous waste						
	Waste oil	t	4	38	49	7	4
	Waste acid	t	3.1	3.1	3.0	3.7	5.1
	Alkaline waste liquids	t	1.9	0.4	0.4	0.2	0.5
Atmospheric emissions	NOx	t	10.0	10.1	10.2	9.6	9.5
	SOx	t	0.1	0.1	0.1	0.1	0.1
	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 of achieving a 95% recycling rate in the food manufacturing industry.

E2 The entire amount of drainage sludge is recycled by converting it to fertilizer.

E3 Emissions of hexane and toluene associated with the use of gasoline for forklifts.

<Environmental>

■ Trend in environmental impacts of plants in Japan (Kagome)

Input

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

Output

Category	Unit	2020	2021	2022	2023	2024
Products	t	396,700	399,950	421,100	405,330	410,520
GHG emissions	t-CO ₂ e	39,899	37,548	34,675	29,325	25,730
Surplus production volume	t	10,970	10,890	10,570	8,970	8,270
Recycling volume	t	10,960	10,870	10,550	8,960	8,260

* In addition, in FY2023, waste from returns totaled 421 t and atmospheric emissions from offices 1,854 t-CO₂e.

Environmental accounting ^{*E4} (FY2024)

A total of 1,090 million yen was spent on investments and costs in FY2024.

(Unit: million yen)

Item/Details			Investment	Costs
Costs within business area	(1) Costs for prevention of pollution	Prevention of air pollution and water pollution and analysis and measurement of air and water quality, etc.	0	269
	(2) Costs for environmental conservation	CO ₂ reduction, energy conservation, and CFCs compliance, etc.	226	202
	(3) Costs for resource recycling	Efficient use of resources and recycling of waste, etc.	0	123
	Total of (1), (2) and (3)		226	594
Upstream/Downstream costs	Outsourcing costs for recycling of containers/packaging, etc.		0	161
Management activity costs	Operation of environmental management system and environmental education, etc.		0	76
Research and development costs	Research and development activities for mitigation of environmental impacts		0	23
Social activity costs	Environmental clean-up, pollution charges, activity costs for related organizations, etc.		0	9
Environmental remediation costs			0	0
Total			226	864

E4 Referring to the Ministry of the Environment's Environmental Accounting Guidelines (2005 edition), we review items as

appropriate so that we can advance the right initiatives.

■ Employment situation (Kagome Group)

• Number of employees

		Unit	2020	2021	2022	2023	2024
Total	Men	Persons	1,901	1,956	1,947	2,024	2,205
	Women	Persons	783	866	871	897	979
	Total	Persons	2,684	2,822	2,818	2,921	3,184

■ Employment situation (Kagome)

• Number of officers ^{*S1}

	Unit	2020	2021	2022	2023	2024	2025
Men	Persons	22	27	25	25	25	20
Women	Persons	4	4	4	4	4	3
Total	Persons	26	31	29	29	29	23

• Number of employees in managerial positions ^{*S1}

	Unit	2020	2021	2022	2023	2024	2025
Men	Persons	326	327	317	311	305	297
Women	Persons	23	26	29	33	38	41
Total	Persons	349	353	346	344	343	338

• Number of employees

		Unit	2020	2021	2022	2023	2024
Permanent employees	Men	Persons	1,185	1,154	1,142	1,140	1,115
	Women	Persons	456	474	505	514	520
	Total	Persons	1,641	1,628	1,647	1,654	1,635
Average age		Age	41.2	41.2	40.4	41.8	42.1
Turnover rate ^{*S2}		%	1.3	1.4	1.3	1.6	2.1

• New graduate hires

	Unit	2020	2021	2022	2023	2024	2025
Men	Persons	22	20	14	24	20	27
Women	Persons	33	26	27	26	19	21
Total	Persons	55	46	41	50	39	48

• Mid-career hires

	Unit	2020	2021	2022	2023	2024
Men	Persons	9	10	3	8	13
Women	Persons	2	6	9	6	5
Total	Persons	11	16	12	14	18

* The number of mid-career hires in 2024 includes one male hire from Kagome Agri Fresh Co., Ltd.

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)

• Employment rate of people with disabilities ^{*S3}

	Unit	2020	2021	2022	2023	2024
Employment rate	%	2.79	2.75	2.89	2.84	3.50

• Average years of service ^{*S4}

	Unit	2020	2021	2022	2023	2024	2025
Men	Years	16.7	17.9	18.4	19.0	19.1	18.8
Women	Years	11.9	12.2	12.3	12.2	13.1	12.8
Total	Years	15.4	16.3	16.6	16.9	17.1	16.8

■ Working conditions (Kagome)

• Paid leave utilization rate ^{*S5}

	Unit	2020	2021	2022	2023	2024
Number of days granted	Days	18.4	18.1	18.6	18.6	18.3
Number of days taken	Days	15.2	15.3	16.0	15.5	14.4
Utilization rate	%	82.5	84.7	86.4	83.4	83.0

• Utilization rate of childcare leave

	Unit	2020	2021	2022	2023	2024
Men	%	29.6	62.5	78.0	69.8	91.3
Women	%	100	100	100	100	100

• Total working hours

	Unit	2020	2021	2022	2023	2024
Total working hours of employees	Hours/year	1,892	1,867	1,896	1,895	1,894

• Average overtime hours worked

	Unit	2020	2021	2022	2023	2024
Average overtime hours worked	Hours/month	11.1	12.8	14.5	14.6	16.1

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)

• Gender pay gap ^{*S6}

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

• Training provided by the Human Resources Department

		Unit	2020	2021	2022	2023	2024
Cumulative hours of training	Hours		11,854	13,710	13,374	11,228	11,160
Hours of training per employee	Hours		—	8.04	7.75	6.48	6.38

■ Situation regarding health management (Kagome Group in Japan)

• Current situation with regard to health checkups

	Unit	2020	2021	2022	2023	2024	2025 target
Percentage of employees taking health checkups	%	100	100	100	100	100	100
Percentage of employees receiving specific health guidance	%	84.8	88.7	86.9	85.7	83.8	100

• Current situation with regard to stress checks

	Unit	2020	2021	2022	2023	2024	2025 target
Examination rate ^{*S7}	%	93.3	92.0	93.7	94.1	96.9	—
Rate of high stress employees	%	7.6	8.3	7.9	7.0	6.7	Consistently 8.0

• Trend in smoking rate among employees

	Unit	2020	2021	2022	2023	2024	2025 target
Smoking rate	%	19.5	16.1	15.1	14.3	13.9	12.0

• Performance indicators

	Unit	2021	2022	2023	2024
Total score of engagement survey ^{*S8}	—	70	70	72	72
Number of days of sick leave (average for all employees)	Days	1.62	1.83	2.36	2.62
Presenteeism ^{*S9}	%	13.7	14.9	17.5	17.0

S6 In 2024, the difference in gender by age group of permanent employee was 64% for 50s, 79% for 40s, 86% for 30s, and 102% for 20s.

Currently, the percentage of women in managerial positions at Kagome, which are mainly composed of people in their 40s and 50s, is 12.1% (as of April 2025). In order to reduce this gap, we will recruit in accordance with our long-term vision that calls for the percentage of female employees in all positions from employee to executive officer to reach 50% by around 2040. We will also systematically advance measures for women's empowerment, such as promoting women to managerial positions.

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

- S8 Based on Wevox (an engagement measurement and support tool provided by Atrac, Inc.)
- S9 Based on a survey of employees conducted by the Collabo-Health Research Society (percentage of employees with a WFun total score of 21 or above)

<Social>

•Health and productivity management investments

FY2024: 76 million yen (total encompasses stress checks, health-related projects promoted by each workplace, employee training, including 28 million yen for health checkups, etc.)

<Governance>

■ Board of Directors (Kagome)

		Unit	2020	2021	2022	2023	2024
Directors	Men	Persons	8	7	7	5	6
	Women	Persons	3	3	3	3	3
	Total	Persons	11	10	10	8	9
External Directors		Persons	5	5	5	4	4
Chair of Board of Directors		—	Chairman of Board of Directors	President & Representative Director	President & Representative Director	President & Representative Director	President & Representative Director
Board of Directors' meetings		Meetings	14	15	14	14	14

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

	Unit	2020	2021	2022	2023	2024
Japan	Cases	16	15	28	25	23
Overseas	Cases	1	0	0	0	2

