

Food Company

- Food resources and ingredients
- Food production and processing
- Food marketing & distribution



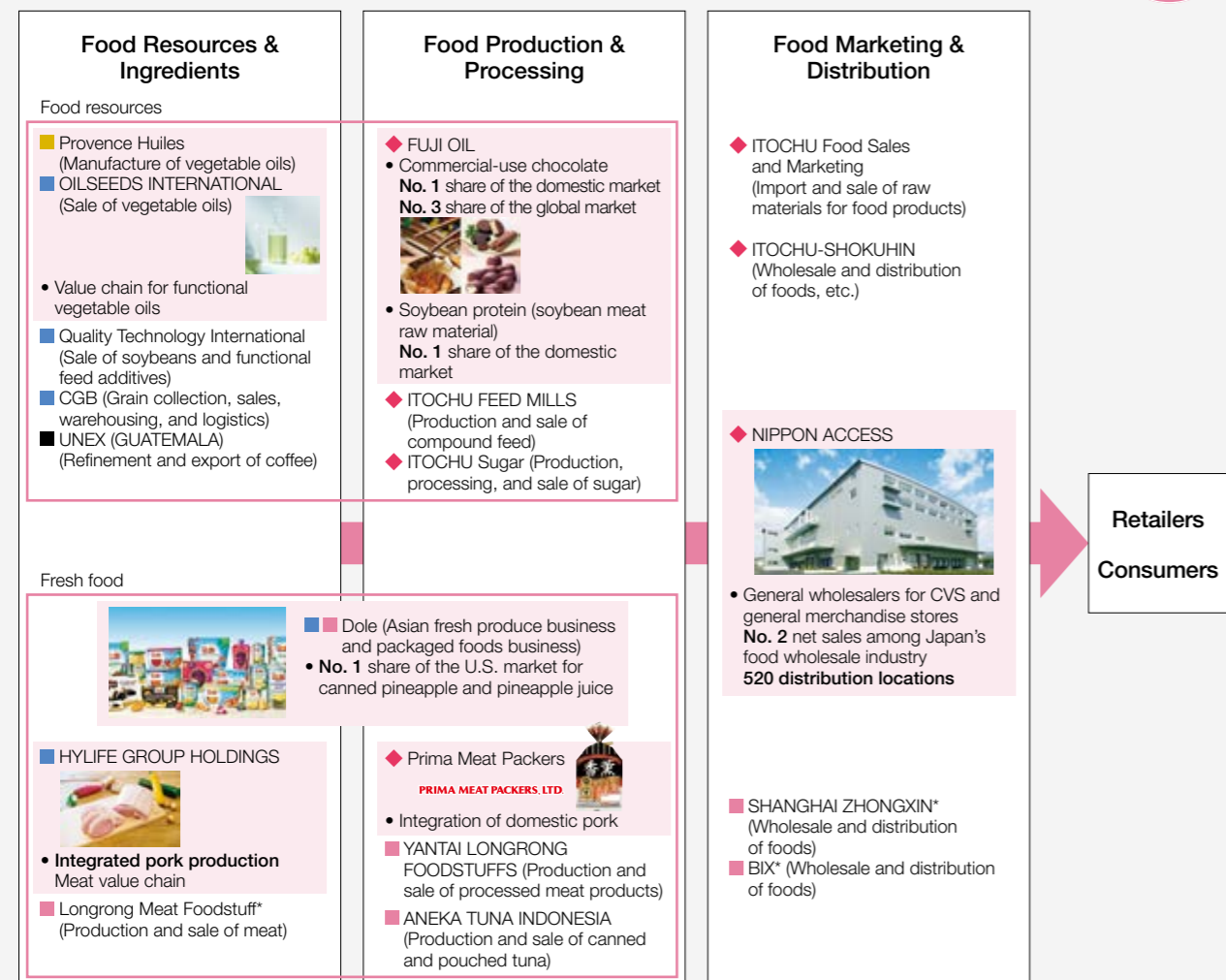
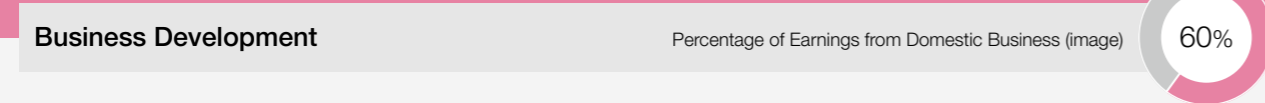
Hiroyuki Kaizuka
President, Food Company



From left: **Shuichi Miyamoto**, Chief Operating Officer, Provisions Division
Kenichi Tai, Chief Operating Officer, Fresh Food Division
Hidenari Sato, Chief Operating Officer, Food Products Marketing & Distribution Division
Kenichiro Soma, Chief Financial Officer
Kuniaki Abe, General Manager, Planning & Administration Department

Company Strengths

- Top-class food distribution and retail network
- Worldwide network of production, distribution, and sales value chains for fresh foods (marine, meat, and agricultural products)
- Global supply chain for food resources



Region legend: ♦ Japan ■ North America ■ Europe ■ China and other Asian countries ■ Other countries * Non-affiliated companies

FYE 2021 Review (Specific Accomplishments)

- Expanded our integrated pork production base in the North American region by acquiring Prime Pork, LLC, a hog farming operation of ProVista group, through HYLIFE GROUP HOLDINGS LTD.
- Expanded digital services supporting DX of retail operations through the Group's wholesale operations and promoted optimization of the food supply chain
- Invested in Farmer Connect SA, a traceability platform for coffee that supports sustainable production by farmers

Growth Opportunities (Sustainable Growth)

- Broadening production bases, which ensures food safety and security, and developing a stable supply network
- Leveraging the Group's wide range of products, functions, and expertise with new technologies to diversify the value we provide in the food business field
- Expanding our business foundation overseas, centered on high-value-added raw materials and products that meet consumer needs
- Supporting development to create employment and improve living circumstances by nurturing local industry in regions which produce food ingredients and materials
- Expanding functions in food distribution to strengthen the value chain and rationalize logistics operations

Risk Responses (Reduction in Cost of Capital)

- Diversifying production regions to ensure stable supplies of fresh foods and avoid risks related to weather and epidemics
- Strengthening our sustainable food resource procurement system, which protects the environment and respects human rights
- Reducing our environmental impact by using green energy in our packaged foods business
- Increasing the number of employees holding international certifications for inspections under a food safety management system (FSMS)
- Creating a procurement system, which complies with third-party verification and our business partners' own codes of conduct

Notes: Items related to Sustainability Action Plans are indicated with a mark for the corresponding material issues. Details of the action plans are available on our website: <https://www.itochu.co.jp/en/csr/itochu/activity/actionplan/>

- Evolve Businesses Through Technological Innovation
- Address Climate Change (Contribute to Realization of a Decarbonized Society)
- Cultivate a Motivating Workplace Environment
- Respect Human Rights
- Contribute to Healthier and More Enriched Lifestyles
- Ensure Stable Procurement and Supply
- Maintain Rigorous Governance Structures

Specific Example of Realizing Business Transformation by Shifting to a Market-Oriented Perspective



Grapeseed oil produced by Provence Huiles which meets the SDGs

France-Based Provence Huiles Made a Wholly Owned Subsidiary

ITOCHU made Provence Huiles S.A.S. (PH), which conducts vegetable oil manufacturing and sales mainly in Europe, a wholly owned subsidiary. PH handles highly functional vegetable oils, such as grapeseed oil and high oleic sunflower oil, and also focuses on sustainable products, such as organic oils that require strict management. PH is one of the largest grapeseed oil producers in the world by volume.

Since its capital participation in September 2015, ITOCHU combined its marketing capabilities in North America and Asia with PH and has actively worked to strengthen the value chain for functional vegetable oils. Now that PH has been made a wholly owned subsidiary, we will continue building a product supply system to more adeptly meet diversifying consumer needs and growing health consciousness.



Yosuke Yasuda
Oils & Fats Section