



Shuichi Miyamoto
President, Food Company



From left:

Yoshihiro Tachikawa	Chief Operating Officer, Provisions Division
Kuniaki Abe	Chief Operating Officer, Fresh Food Division
Hiroiyuki Nakamura	Chief Operating Officer, Food Products Marketing & Distribution Division
Yuichi Toyoda	Chief Financial Officer
Yoshihiro Kamigaichi	General Manager, Planning & Administration Department

Food Company

Business Fields

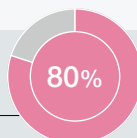
- Food resources and ingredients (vegetable oils, soybeans, grain, coffee, fresh produce, meats, marine products, etc.)
- Food production and processing (feed, sugar, processed agricultural products, processed meat products, processed marine products, industrial chocolate, soybean processing materials, etc.)
- Food marketing and distribution (import and sale of raw materials for food products, wholesale of foods, etc.)

Company Strengths

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

Business Development Quantitative information ▶ Page 126–133

Percentage of Earnings from Domestic Business (image)



Food Resources & Ingredients	Food Production & Processing	Food Marketing & Distribution
<p>Food resources</p> <ul style="list-style-type: none"> ■ PROVENCE HUILES (Manufacturing of vegetable oils) ■ Fuji Oil International (Production and sale of vegetable oil) • Value chain for functional vegetable oils ■ CGB (Grain collection, soybean processing, and logistics) ■ Quality Technology International (Sale of functional feed additives) ■ UNEX (GUATEMALA) (Manufacturing and export of coffee) 	<ul style="list-style-type: none"> ◆ FUJI OIL <ul style="list-style-type: none"> • Industrial chocolate No. 1 share of the domestic market No. 3 share of the global market • Soybean protein (soybean meat raw material) No. 1 share of the domestic market ◆ WELLNEO SUGAR (Production, processing, and sale of sugar) • No. 2 share of the domestic market ◆ ITOCHU FEED MILLS (Production and sale of compound feed and eggs) 	<ul style="list-style-type: none"> ◆ ITOCHU Food Sales and Marketing (Import and sale of raw materials for food products) ◆ ITOCHU-SHOKUHIN (Wholesale and distribution of foods, etc.) ◆ NIPPON ACCESS <ul style="list-style-type: none"> • General wholesalers for convenience store and general merchandise stores No. 1 net sales among Japan's food wholesale industry 525 distribution locations ■ SHANGHAI ZHONGXIN* (Wholesale and distribution of foods) ■ BIX* (Wholesale and distribution of foods)
<p>Fresh food</p> <ul style="list-style-type: none"> ■ Dole (Asian fresh produce business and packaged foods business) • No. 1 share of the U.S. market for canned pineapple and pineapple juice ■ HYLIFE GROUP HOLDINGS <ul style="list-style-type: none"> • Integrated pork production Meat value chain ◆ Prima Meat Packers (Processed foods and meat business) ■ PRIMA MEAT PACKERS, LTD. • No. 3 share of the domestic market for ham and sausages ■ YANTAI LONGRONG FOODSTUFFS (Production and sale of processed meat products) ■ ANEKA TUNA INDONESIA (Production and sale of canned and pouched tuna) 		

Retailers
Consumers

Region legend: ◆ Japan ■ North America ■ Europe ■ China and other Asian countries ■ Other countries

The list of major subsidiaries and associated companies is available on ITOCHU's website.
https://www.itochu.co.jp/en/files/ar2023E_12.pdf



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

Building a Rooibos Tea Value Chain

Rooibos tea is attracting attention due in part to its caffeine-free qualities. In response to growing consumer interest in health and beauty, we are importing rooibos tea ingredients, which we process, brand, and sell to beverage manufacturers and convenience stores. Rooibos is a rare plant cultivated only in the Republic of South Africa. Over the past 10 years, exports of this plant to Japan have grown rapidly, and increased approximately sevenfold. Together with ITOCHU Food Sales and Marketing Co., Ltd., ITOCHU functions as an organizer in building the entire value chain and holds an overwhelming share of approximately 50% of rooibos products sold to major Japanese beverage manufacturers.

Based on a market-oriented perspective, we will continue developing high-value-added ingredients and rolling out products that cater to consumer demands.



Made with 100% rooibos tea leaves from the Republic of South Africa



ITOCHU Food Sales and Marketing Co., Ltd. Beverage Materials Section, Dairy Products and Beverage Materials Department, Food Business Division 2
From left: **Sho Hirose, Risa Tadenuma, Eri Shoji, Kemmei Yamanaka (Dispatched), Kazuhiro Takai, Kaori Sawada, Kanako Hiraguri, Yosuke Ota**

FYE 2023 Review (Specific Accomplishments)

$$\text{Corporate Value} = \frac{\text{Created Value}}{\text{Cost of Capital} - \text{Growth Rate}}$$

- Responded to demographic changes and the diversification of sugar demand in Japan by integrating the management of ITOCHU SUGAR Co., Ltd., and Nissin Sugar Co., Ltd., to establish a holding company, WELLNEO SUGAR Co., Ltd.
- Launched the "wellbeans" plant-based food brand, which combines a market-oriented perspective with food technology, uses environment-friendly beans, and emphasizes taste, ingredients, health, and the environment
- Promoted the reduction of food waste and the effective utilization of waste bananas through the "Mottainai Banana Project" of Dole

Growth Opportunities (Sustainable Growth)

$$\text{Corporate Value} = \frac{\text{Created Value}}{\text{Cost of Capital} - \text{Growth Rate}}$$

- Broadening production bases and developing a stable supply network to ensure food safety and security
- Leveraging the Group's wide range of products, functions, and expertise with new technologies to diversify the value we provide in the food business
- Reorganizing and expanding our business foundations 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 industries in regions which produce food ingredients and materials
- Expanding functions in food distribution to strengthen the value chain and rationalize logistics operations

Risk Responses (Lower Cost of Capital)

$$\text{Corporate Value} = \frac{\text{Created Value}}{\text{Cost of Capital} - \text{Growth Rate}}$$

- Diversifying the geographic distribution of food manufacturers to ensure stable supplies of fresh foods and avoid risks of disruption related to weather and epidemics
- Strengthening our sustainable food resource procurement structure, which protects the environment and respects human rights
- Reducing our environmental burden by using clean energy in our packaged foods business
- Enhancing the capabilities of employees holding international qualifications for inspections under the food safety management system (FSMS)
- Creating a procurement system that complies with third-party certifications 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 ITOCHU's website: <https://www.itochu.co.jp/en/csr/itochu/actionplan/>

- Evolve Businesses through Technological Innovation
- Address Climate Change (Contribute to a Decarbonized Society)
- Develop a Rewarding Work Environment
- Respect and Consider Human Rights
- Contribute to Healthier and More Affluent Lifestyles
- Ensure Stable Procurement and Supply
- Maintain Rigorous Governance Structures