



Additional business explanations at the 24th Shareholders Meeting

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2021.6.22

**This material describes
the additional business explanations
at the 24th Shareholders Meeting.**

1. Upcycle service launch

New ORD Green Shift 5 Measures

Greenhouse gas reduction in agricultural production



1

Introduction of our original green standard

Greenhouse gas reduction in last-one-miles



2

Start of green energy demonstration experiment for delivery vehicles

Promotion of deplasticization of packaging



3

Further greening of product packaging

Food loss reduction



4

Strengthening conventional efforts to reduce food loss

5

Promotion of sales of up-cycle foods

New ORD Green Shift 5 Measures

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Introduction of our original green standard

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Promotion of sales of up-cycle foods

Upcycle service launch

On July 8th, we opened a sales floor specializing in upcycling products on the Oisix site. **We aim to create a market with sales of over 2 billion yen within 3 years** to further reduce food loss in the fields.



2. Future CAPEX plan

Future CAPEX plan

Summary

2021.4 2022.4 2023.4 2024.4 2025.4

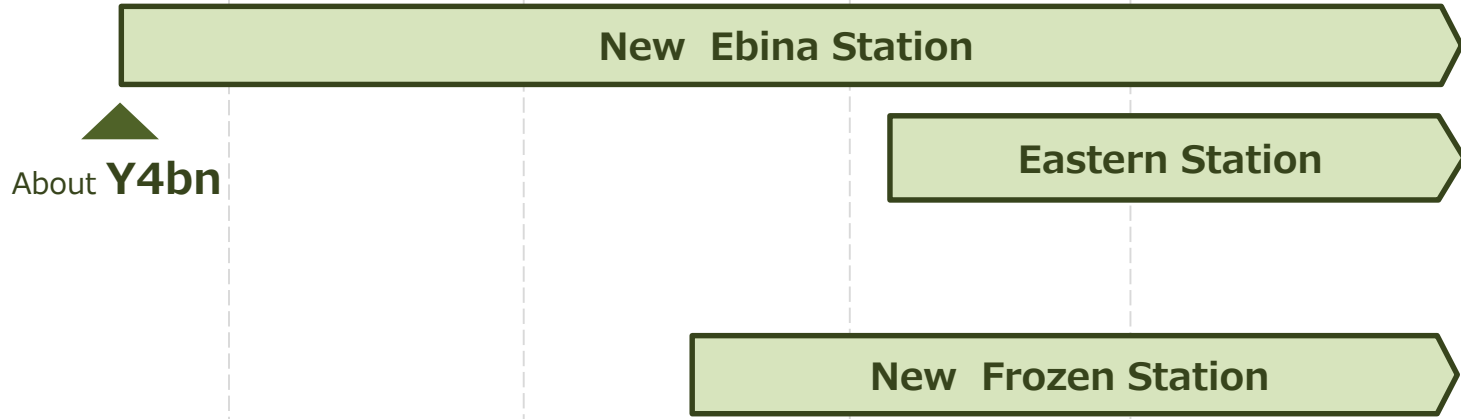
Distribution



- In the second half of 2021, the new Ebina station will start operation (about Y4bn).
- The frozen station is scheduled to start new operations in 2023.

Refrigerated

Frozen

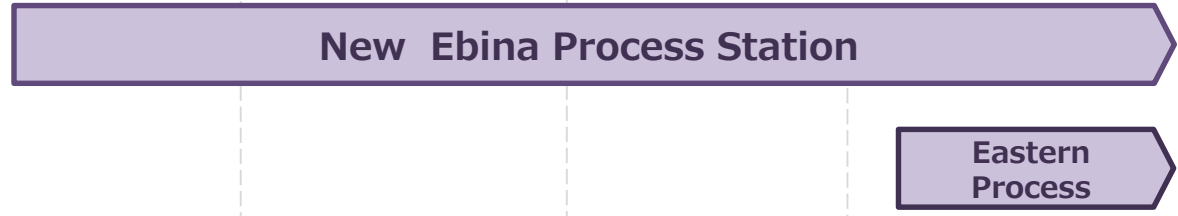


Process/ Kit manufacturing



- Scheduled to change the function of the current Ebina station to processing / kit manufacturing

Function change of the current Ebina station to process



System



- Scheduled to improve work efficiency and strengthen UI / UX by system renewal over several years

In-house system renewal and UIUX enhancement

About Y3bn

