



Covid-19 impact in Asia



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Agenda

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 - Corporate Video
 - Aquaculture & Seafood business portfolio
 - Aquaculture Ecosystem

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- Shrimp production in major Asian countries
- Salmon production in Chile
- Seafood consumption in Japan
- New Normal... what should we do?



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1. Introduction of Mitsui & Co.



Corporate Video



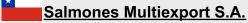






Aquaculture & Seafood business portfolio







The 2nd largest Atlantic salmon producer in Chile.

FY2019/12

- Sales: USD570mil
- Harvest volume: 95k mt (Atlantic salmon and Coho)

Toho Bussan Kaisya, Ltd.



Trading company of

- Seafood;
- Rice, fruits and veggies; and
- Soybean, nuts, feed ingredients

FY2020/3

Sales: USD550mil

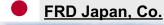
Minh Phu Seafood JSC



No.1 shrimp processor in the world.

FY2019/12

- Sales: USD730mil
- Production volume: 58k mt (Vanamei and Black Tiger)





Land-based trout farming with closed RAS technology.

Pilot plant as phase 1 30mt/year facility in Kisarazu, Chiba pref.

Future plan

- Phase 2: 1,500mt/year (2021~)
- Phase 3: 10,000mt/year











Aquaculture Ecosystem



<u>R&D for products</u> DX for processing

We will establish our own **Aquaculture Ecosystem** which will contribute to enhance QOL with stable supply of high-quality protein sourced from our aquaculture business assets which secure sustainability and transparency.

DX for farming

1) <u>2 strategic items with</u> <u>vertical integration</u>;

<u>Farming</u> <u>optimization</u>

2) Co-creation process with experts

in each field; and

R&D for breeding

3) **Synergy effects** among our affiliates will be the key to strength our Ecosystem.

Sustainability certification

Inventory

<u>optimization</u>

Processing

Marketing

Farming

Feed

Breeding

DX for marketing
Branding













2. Impact COVID-19









> Shrimp production in major Asian countries



What we understand and we foresee...

(based on our limited information we have collected and our estimation on our best effort basis)

India & Indonesia:

- ✓ Covid-19: Number of confirmed cases are still growing
- ✓ Fewer stocking of PLs due to logistical challenges → less harvest in coming months
- ✓ More large size, less small size
- ✓ Less value-added products

Thailand & Vietnam:

- ✓ Covid-19: Under control → Less impact for operation at each stage
- ✓ More value-added products → able to meet the growing demand at home



Salmon production in Chile



Salmon industry in general:

- ✓ Continuing operations as one of essential economic activities, but
- ✓ Facing a lot of challenges;
 - ✓ Slow recovery of foodservice channels in the major markets like USA and Brazil;
 - ✓ Lower market price;
 - Less capacity utilization due to social distancing;
 - ✓ More expenses for Covid-19 countermeasures;
 - ✓ Higher logistics costs for airfreights; and...

What we are talking with our partner:

✓ To diversify markets as well as to develop new products targeting retailers.

Seafood consumption in Japan



Seafood sales compared to the last year in Japan:

Retail: 100~110%

Food service: 40~50%

Productwise... (at retail segment such as supermarkets, grocery stores and CVSs):

- More chicken sales
 ⇔ Less seafood sales in a protein category
 ← price-sensitive?
- More frozen products with additional values
- More microwaveable / ready-meal products
- More Grab-N-Go products











R&D and marketing for value-added products / New technology

Grab-N-Go products & Microwaveable ready-meals like pics in the previous page

Luxury frozen ready-meals at home (easy cooking)









https://www.nosui.co.jp/global/en/index.html

Appetizers, finger foods, snacks... good with beer, wine & sake!







New technology: frozen but fresh, special packages with longer shelf life...















Thank you for watching!

As global demand for seafood continues to grow, a sustainable supply of safe aquatic foods is more critical than ever. Which is why MITSUI is driving its shrimp-farming business forward in Vietnam. Using the latest IoT technology, we track and analyze weather conditions and growth patterns to calculate ideal feed volume. Through this initiative, we've achieved about a threefold increase in production efficiency, while maintaining a high level of food safety.

It is just one example of MITSUI leading the way to a brighter future.

360° business innovation.







Hope to see you in Tokyo next year!







