

Six Points of View in Multifaceted Business Development

1 Expanding and Diversifying Sources of Supply

In procurement, ITOCHU works to diversify and expand its sources of supply. In this way, we disperse risks, such as geopolitical and exchange rate risks; increase buying power; and strengthen our competitiveness by increasing the amounts supplied.

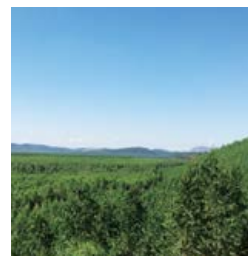
Targeting a stable supply of food, ITOCHU is establishing and expanding grain handling and supply bases. (Photo: CGB grain export facility on the west coast of the United States)



2 Participating in Production Activities

We participate in upstream production activities with the objectives of developing and procuring competitive products, taking the initiative on the supply side, and generating earnings.

We are reinforcing our position as the global No. 1 pulp trader by participating in the pulp production business. (Photo: Celulose Nipo-Brasileira S.A.)



3 Expanding the Range of Success Models

We aim to create businesses efficiently and rapidly by extending models of success with certain products and regions to other products and regions.

In brand business, licensing business and business development in China is leading to growth in source of earnings. (Photo: OUTDOOR PRODUCTS)



4 Pursuing Economies of Scale

We are working to increase our operational efficiency and strengthen competitiveness by expanding our scale through mergers and boosting our competitiveness.

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Asset Strategies in a "New Era for the Sogo Shosha"

In the iron ore business, we increased our competitiveness through the merger in Brazil of NAMISA and the mining division of CSN.



5 Obtaining Contact with Consumers

We are aiming to achieve synergistic earnings growth by obtaining contact with consumers, feeding information back to mid-stream and upstream businesses, and optimizing the supply chain.

Information obtained by FamilyMart, which is a point of contact with customers, is increasing added value throughout the entire value chain.



6 Cash Collection from Exits

Based on our view of the long-term business environment, we implement exits from existing businesses and reinvest in new strategic fields using the cash generated from exits. In this way, we are working to create new businesses.

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III. Multifaceted, Linked Business Development, and Flexible Exits

