

Our Business Model, as Seen through Business Development

Expanding Our Multifaceted Businesses and Tirelessly Upgrading

We are expanding our multifaceted businesses through a chain reaction by leveraging functional areas of strength. At the same time, we are combining existing businesses, shifting to a market-oriented perspective, investing in new fields. Through such efforts, we continue to upgrade our business model and pursue a new vision of what a trading company can achieve.

Advancing into Areas Where We Can Leverage Our Distinctive Strengths

Investing in areas of strength

- Acquire trade opportunities
- Consolidate / Pick up earnings of investees

Coordination
Promoting business management

Distinctive Strengths

Securing resources and raw materials / linking purchasers with producers / providing added value that meets consumer needs / providing solutions

Advance into areas where we can leverage our distinctive strengths

Establishing a Market Position and Creating Multifaceted, Linked Businesses

Acquire new trade

- Expand trade
- Increase earnings of investees

Generating synergies among businesses

Thoroughly instill the "earn, cut, prevent" principles

We narrow down possible areas to those in which we can generate synergies with existing businesses and control them, and we advance into new businesses and markets through trade

When we advance into a new area, we strive to acquire business knowledge and set our sights on the next step. At the same time, we leverage our management resources and create value to increase investees' corporate value and establish a position. Thereafter, we continuously work to thoroughly instill the "earn, cut, prevent" principles, acquire new trade, generate synergies among businesses, and reorganize business, creating multifaceted, linked businesses.

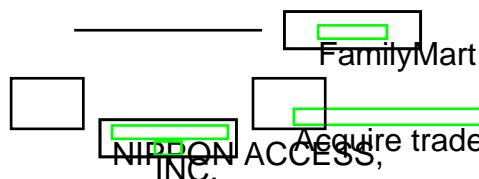
Examples from the Convenience Store Business

Acquiring Customer Contact Points

FUJIOCHU acquired approximately 30% of the issued shares of NIPPON ACCESS, marking our first full-fledged foray into the retail food wholesaler NIPPON ACCESS, INC. Into 2006, we accelerated reforms in our business model, high-level integrated system (SIS) strategy—building a value chain from foodstuffs; midstream processing, manufacturing; downstream retail.

1998 Acquired 30% of issued shares

2006 Acquired 60.4% of issued shares



* As of March 31, 2020, we own 50.2% of FamilyMart Co., Ltd., and 44.4% of NIPPON ACCESS, INC.

Strengthening the Intermediate Food Distribution Business

In October 2011, we conducted the comprehensive reorganization of our intermediate food distribution business. Through this reorganization, we moved all of our intermediate food distribution businesses in all temporary channels to the new business structure. This move improved the scale and functionality of our integrated distribution top-class scale and functionality in the field of food distribution, a structure providing our business partners with low-cost, high-quality services.

Until September 2011



October 2011

