

Polishing Value Chain, Starting with FamilyMart and Steppingstones for Further Growth

In the convenience store business starting with FamilyMart, ITOCHU Group companies are collaborating to build and strengthen value chains that extend from downstream to upstream areas. These collaborative initiatives are not limited to procuring high-value-added food products and their ingredients but also help increase the appeal of a wide range of products. For example, collaborative initiatives are contributing to the rollouts of the new “FAMIMARU” private brand for daily necessities and *Convenience Wear* apparel, which features differentiated designs. In many different fields, ITOCHU is leveraging its business foundations to transcend Division Company boundaries and enhance entire value chains. These efforts include strengthening efficient and stable logistics functions, building systems, and providing construction materials. As for new steppingstones aimed at sustained growth, The 8th Company is actively engaged in collaborative efforts to create new earnings sources, including advertising, media, and finance businesses.

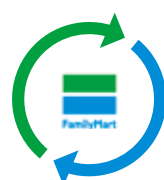
Polishing Existing Business



“Steppingstones” for Further Growth

Expansion of New Businesses by Leveraging Foundations

In new businesses, ITOCHU is accelerating the realization of profits by using stores as media through the installation of digital signage, by creating digital advertising businesses that leverages physical stores, and by strengthening finance businesses that utilize the “Famipay” app. Through the combination of digital media—including digital signage, apps, and digital advertising—as well as the fusion of digital and real, we aim to provide further value to our customers.



Reinforcement of the Foundations of the Convenience Store Business

We will provide superior customer experience value and enhance store profitability by fostering the new “FAMIMARU” private brand, developing more signature products, pursuing brand value enhancement that includes the strengthening of mainstay products, and expanding the customer base through stepped-up marketing approach based on the “Famipay” app and customer data analysis. In addition, by lowering store operating costs through utilizing new technologies such as AI to reduce manpower, we aim to expand and enhance store infrastructure.

Food Product and Peripheral Business

Food Products	
Ready-to-eat products (rice balls, boxed lunches, etc.)	■ Japan Food Supply Co., Ltd. ■ ITOCHU Food Sales and Marketing Co., Ltd. ■ ITOCHU FEED MILLS CO., LTD. ◆ CP Group, etc.
FAMICHIKI (fried chicken)	● ITOCHU
FAMIMA CAFE (over-the-counter coffee)	■ UNEX (GUATEMALA), S.A., etc.
Bananas	■ Dole
Eggs	■ ITOCHU FEED MILLS CO., LTD.
Soy meat and general raw materials for confectioneries, etc.	▲ FUJI OIL CO., LTD.
Rooibos tea	■ ITOCHU Food Sales and Marketing Co., Ltd.
Containers and Packaging	
Rice ball wrapping films and recycled PET boxed lunch containers, etc.	■ ITOCHU PLASTICS INC.
To-go item containers (coffee cups, etc.)	■ ITOCHU Retail Link Corporation, etc.

Intermediate Distribution

Wholesale / Logistics	■ NIPPON ACCESS, INC.
Comprehensive logistics services	■ ITOCHU LOGISTICS CORP.
Delivery vans	▲ NIPPON CAR SOLUTIONS CO., LTD.
Fuel for delivery vans (renewable diesel)	■ ITOCHU ENEX CO., LTD.

Advertising and Media Business

Targeting advertisement	■ Data One Corp.
Digital signage	■ Gate One Corp.

* All of the products and services listed are provided by ITOCHU Group (ITOCHU, subsidiaries, and affiliates) and ITOCHU's business partners.

■ Subsidiary ▲ Affiliated company ◆ Business partner ● ITOCHU

Non-Food Product

Supplies (Store items supporting operation, etc.)	
Chopsticks, individual-use hand towels, plastic bags, cleaning supplies	■ ITOCHU Retail Link Corporation
Uniforms	● ITOCHU
Cash register rolls, copy paper, ATM paper	■ ITOCHU Retail Link Corporation, etc.
Daily Necessities	
FAMIMARU daily necessities	■ ITOCHU Retail Link Corporation ■ Sanipak Company Of Japan, Ltd.
Convenience Wear (basic apparel and lifestyle sundries, etc.)	● ITOCHU

Operational Support

Systems development	■ CTC
Electricity supply	■ ITOCHU Plantech Inc.
Construction materials	■ ITOCHU KENZAI CORPORATION
3Rs+W service*	■ ITOCHU Metals Corporation
Contact centers	▲ BELLSYSTEM24, Inc.
Leasing of store fixtures	▲ Tokyo Century Corporation

* Reduce, Reuse, Recycle, and Waste management

Service

Famima T Cards	■ POCKET CARD CO., LTD.
Motorbike liability insurance, one-day automobile insurance, FamilyMart coupons	● ITOCHU
FamiPay (Payment function, pay in next-month, retail finance)	■ Famima Digital One Co., Ltd.

Daily Sales at Existing FamilyMart Stores (year on year)

The FYE 2021 privatization has enabled expedited implementation of product development and marketing measures more speedily than in the past. Thanks to the success of these measures, daily sales have increased year on year for 23 consecutive months.

