

As of March 31, 2005

## Number of Employees

Consolidated*	6,637
Non-consolidated	361

\*The number of consolidated employees is based on actual working employees excluding temporary staff.

## Number of Subsidiaries and Associates

Domestic	75
Overseas	23

## Products & Services

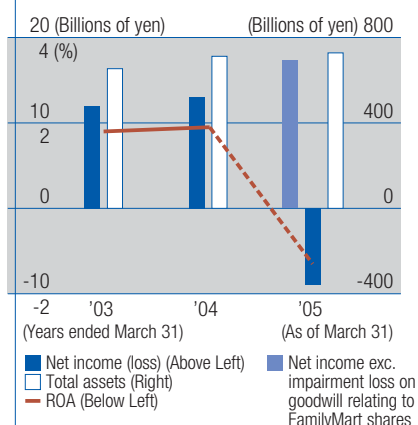
- Wheat, barley • Vegetable oils • Soybeans, corn • Juice, coffee • Sugar • Dairy products • Marine, livestock, agri products • Frozen foods • Processed foods • Pet foods • Soft drinks • Liquor

## Organization (As of April 1, 2005)

### Food Company

Planning & Coordinating Department
Administration Department
Affiliate Administration & Risk Management Department
Provisions Division
Oilseeds, Oils & Fats Department
Grain & Feed Department
Sugar, Confectionary Materials & Dairy Products Department
Coffee & Beverage Marketing Department
Fresh Food & Food Business Solutions Division
Marine Products Department
Meat Products Department
Food Marketing Development Department
Agri Products Department
Food Products Marketing & Distribution Division
Food Products Marketing & Distribution Department No.1
Food Products Marketing & Distribution Department No.2
FamilyMart Department

## Financial Highlights



Against this background, the Company is currently working to strengthen distribution functions for mid-stream operations and plans to establish a high-level supply infrastructure that better responds to customer needs. We have made an additional investment in NIPPON ACCESS, INC. and have established Dolce Co., Ltd., a wholesale company of confectionary.

Due to increases in the transaction volume of raw materials and food distribution subsidiaries, gross trading profits for fiscal year 2005 rose by ¥5.2 billion year-on-year to ¥136.2 billion. Despite this, we posted a net loss of ¥9.3 billion for the period due to recognition of a ¥45.1 billion impairment loss on goodwill relating to shares of FamilyMart Co., Ltd. Excluding the impairment loss, this virtually marks a profit increase of ¥4.0 billion and a 0.4 percentage point rise in ROA to 2.3%.

## Accelerating the Establishment of FamilyMart Stores Overseas

Making use of the know-how we have cultivated domestically, the Company intends to pursue an aggressive expansion of FamilyMart convenience stores overseas in cooperation with FamilyMart Co., Ltd. Following previous launches in Taiwan, South Korea, and Thailand, we conducted an official debut in Shanghai, China in July 2004. In addition, we opened a store on the U.S. West Coast in July 2005, with the intention of making optimal use of our functions as a trading company to provide full support for the FamilyMart's "Global 20,000 Store Plan," while continuing to strengthen ties with peripheral industries such as food supplies, logistics, and vendor operations.

\* Please refer to pages 18-19 for the feature article on FamilyMart-related business.



Opening of a FamilyMart store in Shanghai, China

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