



Client and Partner Assets

Client and partner assets are important management resources for the functioning of business models and for initiatives to maximize earnings on trade and investment returns. They also have a major influence on the sustainability of business models.

Reasons Why Clients are the Important Management Resources

- Long-term relationships with sellers and buyers lead to stable earnings on trade.
- Stable demand decreases investment risk.
- It becomes possible to accumulate business know-how in a wide range of industries.
- New businesses can be created through ITOCHU's coordination function. ⇒ [Page 34 Multifaceted Business Creation](#)
- The overall value chain is strengthened through the feedback of information obtained at customer contact points to upstream areas.

Reasons Why Partners are the Important Management Resources

- By complementing finances and functions with partners, it is possible to create new businesses more rapidly while simultaneously controlling risks.
 - Relationships with various countries and local communities around the world have an influence on business continuity.
- ⇒ [Page 34 Multifaceted Business Creation](#)

Relationships between Strategies / Businesses and the Client and Partner Assets

(Examples)

Significance of Partner Assets in China and Asia Strategies

In developing business initiatives in China and Asia, the local market presence, human networks, and knowledge of partners are indispensable. Our strategic business alliance and capital participation with CITIC and the CP Group is aimed at the creation of synergies through the fusion of our partners' resources and ITOCHU's management resources.

⇒ [Page 38 Special Feature Asset Strategies in a "New Era for the Sogo Shosha"](#)



Significance of Client Assets in the Pulp Trade

Our investment in METSA FIBRE Oy, of Finland, one of the world's leading softwood pulp producers, was made possible by the pulp sales network of Celulose Nipo-Brasileira S.A., of Brazil. In this way, we further strengthened our position as one of the leading global pulp traders.



Significance of Customer Assets in the SIS Strategy

In the food business, we are following the Strategic Integrated System (SIS) strategy, which aims to maximize earnings through vertical integration extending from upstream to midstream and downstream. The starting points of SIS are the customer contact points of FamilyMart. By feeding customer needs back to upstream levels, we are strengthening our competitiveness in such areas as product development, intermediate distribution, and raw material procurement.

