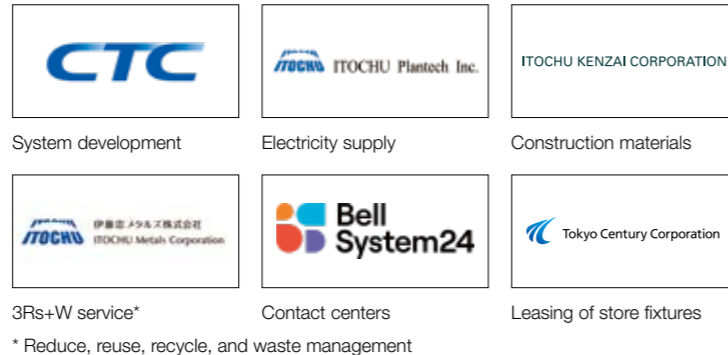


Business Development Example: Our FamilyMart-Centered Convenience Store Business

In its convenience store business, ITOCHU and its Group companies are collaborating to build and improve the value chain, stretching from downstream through to upstream operations. To grow the value of the Group's convenience store business, which is centered on FamilyMart, we are creating synergies that transcend Division Companies' boundaries. Specifically, while The 8th Company is acting as a hub, we not only strengthen the food value chain but also focus on such diverse areas as daily necessities, financial services, systems development, and construction materials.

We support the operational efficiency of approximately 16,600 stores in Japan in many different ways—from systems development through to the leasing of store fixtures.

Operational Support*



Areas of Focus

- Rigorously enhancing product appeal, convenience, and familiarity
 - Optimizing and upgrading supply chains
 - Advertising and finance businesses and making stores into media
 - FamilyMart Environmental Vision 2050 (Medium- to long-term environmental goals)
- Page 60 Evolution of FamilyMart Business

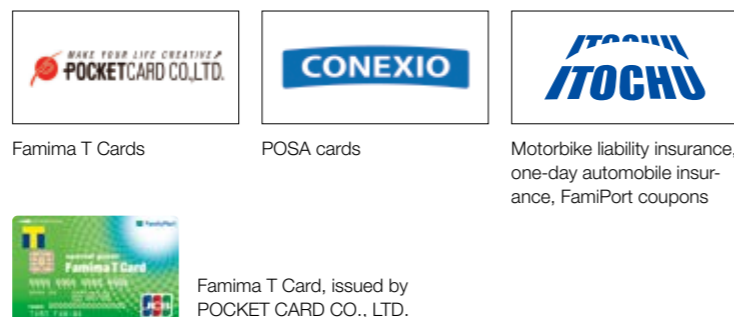
Creating Added Value in Collaboration with The 8th Company



→ Page 114 The 8th Company

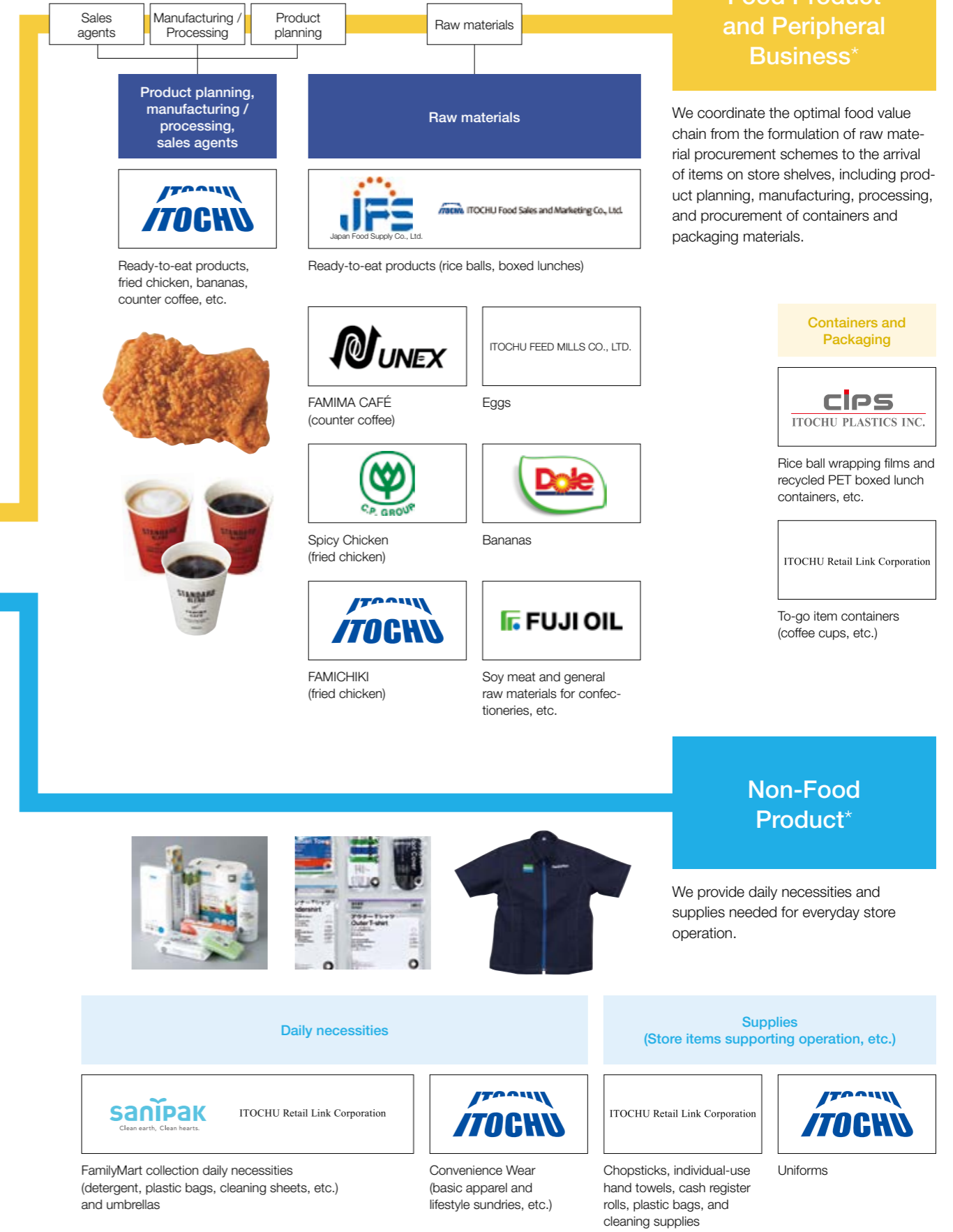
Service*

We provide customers with a broad range of services matching daily needs in fields such as finance and insurance.



Intermediate Distribution*

We handle logistics to individual stores.



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