■ 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*





ITOCHU KENZAI CORPORATION





Construction materials







3Rs+W service*

Creating Added Value in

Collaboration with The 8th Company

Page 114 The 8th Company

Contact centers

Leasing of store fixtures

* Reduce, reuse, recycle, and waste management



Sales

agents

Manufacturing /

Processing

manufacturing /

processing,

sales agents

/TOOU!

ITOCHW

Ready-to-eat products,

fried chicken, bananas, counter coffee, etc.

Product

planning

Raw materials

Raw materials

Ready-to-eat products (rice balls, boxed lunches)

MUNEX

8

ITOCHW

FAMIMA CAFÉ

(counter coffee)

Spicy Chicken

(fried chicken)

FAMICHIKI

(fried chicken)

MICHAEL TOCHU Food Sales and Marketing Co., Ltd.

Eggs

ITOCHU FEED MILLS CO. LTD

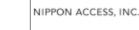
FUJI OIL

Soy meat and general

raw materials for confectioneries, etc.



We handle logistics to individual stores.





Wholesale / Logistics

Comprehensive logistics services





Delivery vans

CONEXIO

Fuel for delivery vans

(renewable diesel)

Service*

Areas of Focus

• Rigorously enhancing product appeal,

convenience, and familiarity

chains

• Optimizing and upgrading supply

→ Page 60 Evolution of FamilyMart

Business

 Advertising and finance businesses and making stores into media • FamilyMart Environmental Vision 2050

(Medium- to long-term environmental goals)

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



POSA cards



Famima T Cards

Motorbike liability insurance, one-day automobile insurance, FamiPort coupons



Famima T Card, issued by POCKET CARD CO., LTD

We coordinate the optimal food value chain from the formulation of raw material procurement schemes to the arrival of items on store shelves, including product planning, manufacturing, processing, and procurement of containers and packaging materials.

Containers and Packaging



Rice ball wrapping films and recycled PET boxed lunch containers, etc.

ITOCHU Retail Link Corporat

To-go item containers (coffee cups, etc.)

FamilyMart collection daily necessities

(detergent, plastic bags, cleaning sheets, etc.)





Non-Food Product*

We provide daily necessities and supplies needed for everyday store operation.

(Store items supporting operation, etc.)

Daily necessities



and umbrellas

ITOCHU Retail Link Corporation



Convenience Wear (basic apparel and

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35

lifestyle sundries, etc.) cleaning supplies

Chopsticks, individual-use hand towels, cash register rolls, plastic bags, and

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