

# Becoming the Most Familiar and Trusted Presence

The FamilyMart UNY Group has two mainstay businesses: the convenience store (CVS) business and the general merchandising store (GMS) business. The Group is advancing concerted measures based on its "Everyday Fun and Fresh" Group principles. Through these efforts, we aim to be the most familiar and trusted presence in customers' lives.



Stores globally  
**Approx. 24,000**



Number of store staff in Japan  
**Approx. 220,000**

Value Creation Models

### Store Network Rooted in Local Communities

The Group has built a network comprising roughly 17,000 stores in Japan. By operating stores that are rooted in local communities, we have established ourselves as an essential part of the infrastructure of society and daily life.



### Relationships with Customers Based on In-House Cards

As well as deepening relationships with customers, our point-accruing in-house cards will help us develop new businesses in the financial service field.



In-house card members  
**Approx. 20 million**

### System for Providing Valued Products

Mainly in the food field, we have built a supply chain that reliably procures high-quality raw materials and manufactures and delivers products that cater to demand in a timely manner.



Store visits per day in Japan  
**Approx. 16 million**



### Store Facilities Reflecting Changing Needs

We have not only enhanced our product lineup but have also added a range of facilities to our stores, such as ATMs and eat-in spaces.

## Brick-and-Mortar Stores

The greatest attribute of the FamilyMart UNY Group is that its businesses are based on brick-and-mortar stores, where customers can handle real products as they browse. Capitalizing on the advantages of having points of contact with customers and providing them with services through store staff, we are evolving our business models so that we can cater to society's changing needs in a timely manner.

Stores in Japan  
**Approx. 17,000**





# Value Creation Overview

Brick-and-mortar stores are at the core of the FamilyMart UNY Group's provision of added value. The Group continually heightens its social and economic value by remaining in step with social changes to garner customer endorsement while further evolving unique advantages.

### Social problems in Japan

- Aging society
- Decreasing working-age population
- Increasing safety, reassurance, and health needs
- Increasing demands of a recycling-based society

### Social changes

### Rapid technological progress

- Increasing automation
- Growing presence of e-commerce in retail
- Expanding AI and IoT markets

### Adding value

The FamilyMart UNY Group will add value by evolving its unique attributes and advantages even further.

Store Network Rooted in Local Communities

System for Providing Valued Products

### Core of businesses

### Brick-and-mortar stores

Offering a full lineup of products and services and being a familiar presence for customers are at the core of our businesses.

Store Facilities Reflecting Changing Needs

Relationships with Customers Based on In-House Cards

### Economic

#### Strengthening management foundations, enhancing profitability

- Expanding customer base
- Increasing competitiveness of products and services
- Creating new revenue-generating businesses
- Enhancing competitiveness for hiring and development of personnel
- Growing profit margins by increasing operational efficiency

## Value we create

### Social

#### For customers

- Providing products and services that match demand
- Eliminating inconvenient shopping areas

#### For local communities

- Revitalizing local communities
- Providing products and services that meet safety, reassurance, and health needs
- Building a recycling-based society

Group Principles  
**Everyday Fun and Fresh**

Corporate Governance / Risk Management



# Strategies for Adding Value

The retail industry is at a major turning point. Structural change in society and rapid technological progress are compelling retailers not just to revamp the products and services they offer but to rethink how they do business. We will continue taking on challenges with the aim of growing into a retail group that provides new value centered on brick-and-mortar stores.



## Establishing high-quality stores

As well as rebuilding our store network to strengthen area dominance, we are collaborating with partners to create stores that attract even more customers.

## Boosting product appeal

We are achieving differentiation in the food field by developing high-quality original products that cater to the growing concern with health and food safety.



## Brick-and-mortar stores

Core of businesses

Store Network Rooted in Local Communities

Store Facilities Reflecting Changing Needs

Relationships with Customers Based on In-House Cards

System for Providing Valued Products

## Developing next-generation stores

We are capturing new demand by leveraging IT in store creation and by opening new-concept stores based on partnerships with companies belonging to industries with which we have strong affinities.



## Creating new revenue-generating businesses

We are considering the investment of management resources not only in traditional merchandising businesses but also in new growth fields that utilize credit card functions and memberships.

