

# Top Commitment

Chairman & CEO



## Sustainable growth through a reinvented *sampo yoshi* approach

With a rich history spanning over 160 years, ITOCHU is excited to create a brighter future founded on innovation. Passed down from generation to generation since our founding, the ITOCHU spirit of *sampo yoshi* (Good for the seller, Good for the buyer, and Good for society) needs to adapt to world's rapidly changing business environment and to evolve into "reinvented *sampo yoshi*." Besides being the best global partner playing an integral role in supporting prosperous lifestyles, we need to try to reinvent our "earn, cut, prevent" principles by utilizing new technologies to evolve and advance our business model. We also need to reinvent working styles for higher productivity through steps to ensure our employees feel motivated and improve their health.

I believe that through these activities we will "create the future" and "display social leadership" and that this is reinvented *sampo yoshi*. By combining material sustainability issues that look ahead to 2030 and 2050 with the theme of "reinvention" that is central to the Brand-new Deal 2020, ITOCHU aims to achieve sustainable growth through reinvented *sampo yoshi*.

A handwritten signature in black ink, appearing to read "M. Okafuji".

**Masahiro Okafuji**

Member of the Board  
Chairman & Chief Executive Officer



## Rising to the challenge of reinvention

ITOCHU Corporation has developed new businesses and expanded its operations, always trying to stay a step ahead of the times without fearing failure. However, the world is changing at dizzying speed amid technological breakthroughs such as the IoT and AI, collectively dubbed the Fourth Industrial Revolution. ITOCHU needs to embark on the "reinvention of its business" with a sense of urgency. At the same time, we live in an age where the ESG (environmental, social and governance) approach is becoming more widely adopted. A number of our existing businesses will probably no longer be able to survive in the future and we need to consider business initiatives from an ESG perspective. In this environment, ITOCHU will continue to rise to new

challenges, achieving sustainable growth as a reinvented company, while integrating ESG considerations into its business activities, focusing on seven newly identified material sustainability issues in its main business, and returning the fruits of these endeavors to its stakeholders, society and employees.

A handwritten signature in black ink, appearing to read 'Y. Suzuki', written in a cursive style.

**Yoshihisa Suzuki**

Member of the Board  
President & Chief Operating Officer