

## COVER STORY

# To Lead A New Era

---

**In FYE 2016, to build a solid growth foundation that can withstand changes in the economic environment, ITOCHU accelerated asset replacement, advanced measures to address issues, and further strengthened cash flow management.**

**In FYE 2017, to lead in the “New Era for the *Sogo Shosha*,” the entire company will work together and aim to achieve a new record high for profits.**

The Corporate Message — I am One with Infinite Missions — is an expression that comes to mind when pondering the corporate philosophy of “Committed to the Global Good.”

The Corporate Message incorporates our promise to society, that we will continue to provide the abundance that results from business activities, and it also incorporates diverse aspects “typical to ITOCHU,” such as the rich personalities of our employees, our free spirited corporate culture, and “individual capabilities.” In this way, the Corporate Message expresses the values that must be shared by all employees as we take on further challenges.

Keeping ITOCHU's spirit in our hearts and minds, we will aim for business activities to benefit the seller, the buyer, and society. In this way, we will fulfill our responsibility to society — our “infinite missions.”





I am One with Infinite Missions





ITOCHU in the “New Era for the *Sogo Shosha*”

## Generating Earnings in China and Asia

ITOCHU will fully leverage its strengths in the non-resource sector, centered on consumer-related businesses, such as textiles and food. We will contribute to abundance for the people of China and Asia and achieve sustained gains in corporate value while steadily moving ahead with our strategic business alliance and capital participation with CITIC and CP Group.

Focus Fields

### Non-Resource

Textiles were ITOCHU’s founding business. Moving forward, we will build a platform for stable earnings in the non-resource sector, including not only consumer-related businesses, such as textiles and food, but also machinery, chemicals, and other products. In this way, ITOCHU will continue to lead the industry.





ITOCHU in the “New Era for the *Sogo Shosha*”

## All Employees Working Together to Take On Challenges

By establishing an environment in which diverse human resources can fully leverage their capabilities, ITOCHU will concentrate the “individual capabilities” of its employees and aim to move on to “Engaging All Employees to Lead a New Era for the *Sogo Shosha*.”

Inherited Strengths

### “Individual Capabilities”

ITOCHU's growth has been centered on consumer-related businesses. The “individual capabilities” that draw on personal strengths to create businesses on the front-lines have been passed down from generation to generation. In the future, ITOCHU will further improve “individual capabilities” in both business divisions and administrative divisions, including structural reforms as well as human resources policies based on a focus on the front-lines.





ITOCHU in the “New Era for the *Sogo Shosha*”

## Toward a System that Continues an Aggressive Posture While Reinforcing Defense

By strengthening corporate governance, ITOCHU will reinforce defense, leverage management leadership, and implement decision-making that is transparent and fair. In addition, ITOCHU will work to bring up the next generation of leaders and improve the sustainability of the Company’s growth.

Toward Ongoing Growth

### Strengthening Governance

By increasing the number of outside directors and having an outside director serve as the chair of the Nomination Committee, ITOCHU has strengthened the supervision function. In addition, ITOCHU has introduced evaluations of the Board of Directors and introduced a performance-linked and share-based remuneration plan. In these ways, the Company is working to achieve ongoing increases in corporate value by strengthening corporate governance.