

President & COO

Achieving Sustainable Growth in Corporate Value and Striving for New Heights

ITOCU Corporation established our new management policy for FYE 2025, “The Brand-new Deal: Profit opportunities are shifting downstream,” which seeks to achieve sustainable growth in corporate value. Under the three pillars of growing earnings, enhancement of corporate brand value, and shareholder returns, we are united in advancing and evolving downstream business that is close to consumers. In FYE 2025, we achieved a record-high profit of 880.3 billion yen, and in the rankings of the most popular employment destinations for graduating students, which serve as one of the indicators of corporate brand value, we secured the top position across all industries in six out of seven major media outlets. Additionally, we received the highest industry award in S&P Global’s worldwide sustainability assessment.

On the international stage, meanwhile, geopolitical risks show no signs of abating, with Russia’s ongoing invasion of Ukraine, and conflicts erupting in areas such as the Middle East, India, and Pakistan, along with the impact of U.S. tariff policies. The global supply chain is more complex than ever, requiring advanced supply chain management. Similarly, while there are concerns about the effect of geopolitical risks on the pace of change, decarbonization trends require appropriate action, while also considering energy security.

Changes in global affairs are affecting the situation on the ground more rapidly by the day, and we anticipate that the world will become still smaller. However, regardless of the business environment, as a general trading company involved in various industries worldwide, we aim to achieve steady corporate growth by effectively responding to rapidly changing situations, making adjustments as needed, and using digital technology, including generative AI.

The spirit of our corporate mission, “*Sampo-yoshi*” (good for the buyer, good for the seller, and good for society), is rooted in the words of our founder, Chubei Itoh. Under this spirit, which resonates with today’s Sustainable Development Goals (SDGs), we will continue to help address social issues through our core business while striving for new heights.



June 2025

Keita Ishii

**Member of the Board
President & Chief Operating Officer**