Commitment Sustainability at the ITOCHU Group Environment Society Governance Sustainable Finance Evaluation by Society Independent Assurance Report



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The Roots of Our Management Philosophy

ITOCHU Mission: Sampo-yoshi

Guided by our Group's corporate mission, "Sampovoshi" (Japanese for "good for all three sides": good for the seller, good for the buyer, and good for society), ITOCHU seeks not only to achieve profit but also to help address social issues, in line with the trust and expectations placed on us by our diverse stakeholders, including our investors and shareholders, business partners, and employees.



Calligraphic characters (Sampo-yoshi) by Shoko Kanazawa

Our Founder, Chubei Itoh, and Sampo-yoshi

The foundation of ITOCHU Corporation traces back to 1858, the year in which Chubei Itoh set out from his hometown of Toyosato Village (Shiga Prefecture) to Nagasaki as a traveling linen merchant.

Chubei Itoh's business was based on the spirit of Sampo-yoshi, the management philosophy of merchants of Ohmi

The philosophy originated in the shogunate era, when the Ohmi merchants were permitted to do business in the regions they visited because they focused not only on "good for the seller" and "good for the buyer", but also on contributing to the economy of these regions, or "good for society". This can be said to form the roots of modern sustainability.

The roots of Sampo-yoshi are said to lie in Chubei Itoh's personal motto, "Trade is a compassionate business. It is noble when it accords with the spirit of Buddha by profiting those who sell and those who buy and supplying the needs of society." The spirit of Sampo-yoshi, based on trust and credibility, has been passed down in our company for over 160 years since our founding, and we will continue to uphold this enduring spirit in the future.



Our founder, Chubei Itoh (1842 - 1903)



Ohmi merchants (Photo courtesy of Archival Museum for the Faculty of Economics at Shiga University)

A Management Philosophy Inherited from Our Founding

Rational and Progressive Management

In 1872, Chubei Itoh established a "store law" to modernize management. The store law was a set of house rules covering what today could be called the corporate mission, guideline of conduct, human resources system, and employment regulations, which subsequently became the philosophical foundation of ITOCHU Corporation's management. Additionally, Chubei Itoh introduced pioneering management methods for the time, such as adopting a meeting system that emphasized communication with employees and codifying of a system of sharing profit between three parties,* thereby building a foundation of mutual trust with employees and achieving rational management.

Front-line Capabilities and Customer Focus

Chubei Itoh stated, "The footprints of the landowner become fertilizer for the fields, and the gaze of the herdsman enhances the sheen of the cattle and horses," encouraging management to lead by example and go to the front-line. Additionally, all employees were assigned to branch stores for thorough on-site training, urged to continuously improve with a high level of business compliance, and taught to show utmost respect to customers. These front-line capabilities and customer focus are important perspectives that connect to our market-oriented approach today.

Employees Are Family

Employees were treated with deep affection, akin to family. An example is the sukiyaki parties held each month on days ending with a 1 or 6, where all employees participated in an informal gathering with no hierarchy. Unusually for that era, many group photographs were preserved and featured all employees, also reflecting the company's care for its employees. This spirit of "employees are family" is alive today in our current Work-Style Reforms.



A ledger from the time of ITOCHU's founding



Itoh Honten ("Itoh Headquarters") employee group photo (c.1900)

^{*} System of sharing profit between three parties: In an era where the feudal influence remained strong, this was an extremely progressive philosophy of sharing profits with employees. The store's net profit was divided among three parties: the store owner, the store's reserve fund, and store employees.

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More than 160 Years of History and Sustainability

How has ITOCHU Group been able to keep developing for more than 160 years since its founding? The answer lies in the trust we have built in our company by continuously responding to customer and societal needs, based on the spirit of *Sampo-voshi* inherited from our founding.

Our Group's initiatives rooted in *Sampo-yoshi* are currently contributing to enhanced corporate value, sustainability, and business longevity, garnering interest not only domestically in Japan but abroad, including in their selection for a Harvard Business School case study.

Moving forward, our Group will continue to enhance corporate value and achieve sustainable growth through the practice of *Sampo-voshi*.



Headquarters with modern amenities, built in 1915



Trust and Sustainability

Sandra J. Sucher

Professor of Management Practice, Harvard Business School

Evaluation by Society

Internationally recognized trust researcher, studying how organizations become trusted and the vital role leaders play in building and restoring trust. Author of 110 business cases, technical notes, video interviews, teaching notes, and three books, including The Power of Trust. Business executive for 20 years before joining Harvard, including as a senior executive at Fidelity Investments, and has served on corporate and nonprofit boards and as Chair of the Better Business Bureau. Currently a member of the Edelman Trust Institute Advisory Board.

The first time I heard the English translation of the philosophy of *Sampo-yoshi*, "Good for the Seller, Good for the Buyer, Good for Society," it struck me as a perfectly clear statement of trust. Why? Because it shows the intentions of the trusted party—ITOCHU—to the people and groups it wants to trust it. By committing to be "good for the buyer, and good for society" ITOCHU acknowledges that it is being trusted and in order to make good on that trust, it needs to act in a beneficial manner.

Many people believe that acting in an ethical manner assumes self-sacrifice. What is especially useful about *Sampo-yoshi* as a business philosophy is that it is premised on the assumption that businesses have to pursue their own interests to be in a position to be able to help others, and that if they do that, they will also benefit. This leads to an approach that builds trust into the fabric of the business and how it acts.

ITOCHU is an example of building trust through sustainability in two ways: the long-term sustainability of the business itself, and the sustainability of the communities where it does business. The two strands come together in its embrace of the UN's Sustainable Development Goals (SDGs). Acting to promote sustainability is a clear expectation of society, and ITOCHU offers a model for how to organize a business to do this. It has a multi-level governance structure, and its sustainability activities are approved of and monitored by the top leadership of the company. One of the strengths of its approach is that it is also bottom-up: its eight division companies develop sustainability action plans that are socially valuable and commercially viable. Each one is a lesson for other companies wanting to fulfill societal expectations for business leadership in addressing sustainability. Taken together, they show the sheer scale and audacious ambitions that are possible.

We know from research that trust is built from the inside-out. *Sampo-yoshi's* "Good for the Seller" doesn't just refer to profits earned from being good for its customers, it also underpins ITOCHU's commitment to employees' development with rewards for contribution. Two unique human resource practices illustrate the culture: the Morning-Focused Working System, and a program of support for balancing cancer care and work. These practices grow directly from *Sampo-yoshi* and show the same aptitude for creativity and practical decision making that is characteristic of how ITOCHU solves problems and operates, and how to enhance productivity, loyalty, and trust.

What stands out for me as a trust researcher is the fact that ITOCHU has prospered by following the philosophy of *Sampo-yoshi* for 160 years. ITOCHU shows the importance of making management philosophies that build trust into living things that ground a company and at the same time continue to be developed as contexts and conditions change.

Consolidated net profit

(Bln Yen)

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8 Division Companies

Textile

Providing new values and impressions for everyday life in fields ranging from fashion to high-tech materials.

Machinery

Developing in a broad array of fields including large-scale plants, social infrastructure, aircraft, ships, automobiles, construction machinery, and industrial machinery.

Metals & Minerals

Contributing to economic development and environmental protection worldwide through the development and safe supply of mineral resources.

Energy & Chemicals

Working in tangible and intangible ways to help improve lives by using overall strength as a global trading company to offer solutions and services.

Food

Expanding globally while contributing to food safety and security from the supply of basic ingredients for food to manufacturing, distribution and retail.

General Products & Realty

Operating on a global scale in fields ranging from general lifestyle products to the development and sale of homes and the goods that support them.

ICT & Financial Business

Creating and expanding new markets by utilizing business development functions based on ICT and BPO along with customer networks.

The 8th

Building on our strength in the consumer sector and full utilization of various business platforms for the development of new businesses and customers through a market-oriented perspective.



Steadily Improving Earning Power

ITOCHU has overcome numerous hardships by transforming itself by flexibly changing its management resource allocation and business structure in response to changes in the external environment. Since FYE 2011, ITOCHU has accelerated the speed of growth and steadily improved earning power step by step.

1858-

Founding **Focus Mainly on the Textile Sector**

1950s-

Diversification, Including Automobiles, Petroleum, and Food

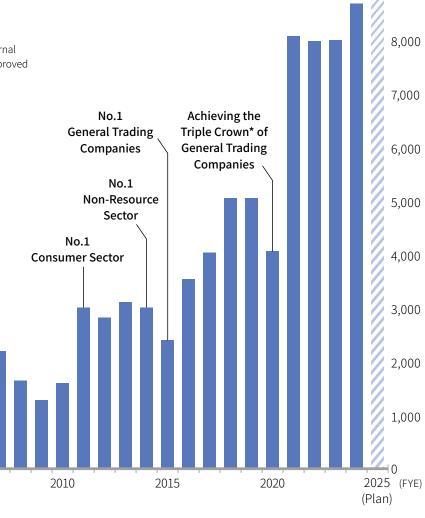
1980s-

1995

Expansion in the ICT Sector

1858

1990



1990s-

2000

2005

Disposal of Negative Legacy Assets from the Bubble Era Set the Steppingstones for the Current Business, Such as Acquiring Shares in FamilyMart

2010s-**Enhancing Comprehensive Strength through Downstream-Driven**

Transformation

* Market capitalization, share price, and consolidated net profit

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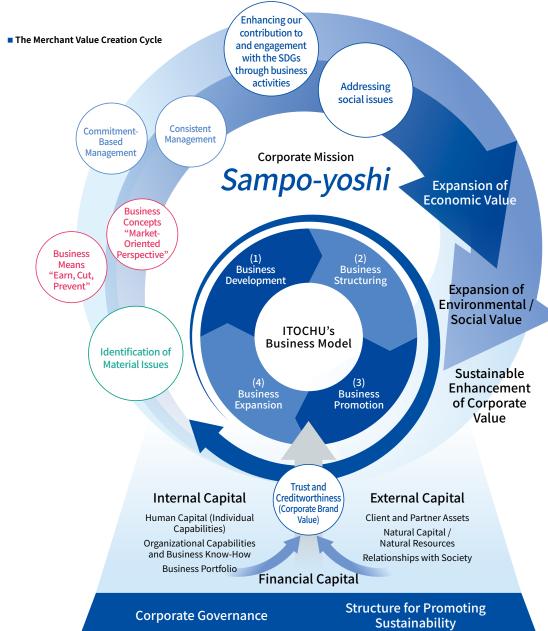
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Sampo-yoshi Capitalism and The Merchant Value Creation Cycle

To achieve a sustainable society, we embrace an approach to a capitalism that serves all stakeholders, or *Sampo-yoshi* Capitalism. Through our business activities, we will contribute to the achievement of the Sustainable Development Goals (SDGs) in such ways as maintaining the foundations of everyday life and protecting the environment.

Based on ITOCHU's founding spirit and corporate mission *Sampo-yoshi*, we have identified seven key issues (material issues) from Environmental, Social, and Governance (ESG) perspectives, and aim to address social issues through our core business based on our management policy. As a result, we will expand both economic value and environmental and social value, thereby striving for the sustainable enhancement of our corporate brand value.

Regarding efforts related to the SDGs, we continue to enhance our contribution to and engagement with the SDGs, one of the pillars of the previous medium-term management plan, "Brand-new Deal 2023," and this commitment is continued under the current management policy, "The Brand-new Deal: Profit opportunities are shifting downstream," as well. By actively promoting such areas as business expansion in accordance with a decarbonized society, leading development in the recycling businesses, and sustained growth through strengthening the value chain, we will balance responses to societal demands with business expansion.



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Sustainability Policy

The ITOCHU Group Sustainability **Policy**

ITOCHU Group, conducting business globally under the spirit of "Sampo-yoshi," the founding spirit and our Corporate Mission, considers that addressing global environmental and social issues is one of the top priorities in our management policy. We have formulated this policy based on The ITOCHU Group Corporate Guideline of Conduct, "I am One with Infinite Missions," and The ITOCHU Group Code of Ethical Conduct for the realization of sustainable society.

1. Identification of Material Issues and Promotion of Businesses that Address the Social Issues

As a member of the international community, we will identify and assess material issues where we can create the most social and environmental value for that can enhance the sustainable growth of both society and our business.

2. Establishment of Mutual Trust with Society

We will take necessary measures to ensure that we disclose accurate and clear information and expand the information we disclose, and maintain a communicative relationship with our stakeholders. In doing so, we aim to be receptive and responsive to the expectations and demands of society.

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3. Strengthening Sustainable Supply Chain and Business Investment Management

We will promote sustainable business activities by preventing and continuing to give consideration to problems for the conservation of the global environment, climate change mitigation and adaption, pollution control, resource recycling, protection of biodiversity and ecosystems, and basic human and labor rights.

We will endeavor to effectively use resources (such as air, water, land, food, minerals, fossil fuels, animals and plants), respect human rights and consider occupational health and safety in the businesses where we invest and in the supply chains of the products we handle.

We request our business partners to understand and implement the concept of sustainability in the ITOCHU Group, and aim to build a sustainable value chain.

We will respect the legal systems of each country and international norms. We will strive to understand the cultures, traditions and customs of countries and regions around the world. We will then engage in fair and sincere corporate activities.

4. Education and Awareness of Employees to Promote Sustainability

We believe that the promotion of sustainability starts with each and every employee. Therefore, we will take necessary measures to educate our employees on the material issues we have identified and nurture a sustainability mindset among the workforce. Every employee is expected to adhere to this policy by executing respective action plans drafted in alignment to this policy.

Fumihiko Kobayashi

Member of the Board Executive Vice President Chief Administrative Officer

> Established in April 2006 Revised in April 2022

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Reference Guidelines and Principles for Promoting Sustainability

In promoting sustainability, we refer to international guidelines and principles such as The Ten Principles of the United Nations Global Compact and Sustainable Development Goals (SDGs) adopted by the United Nations in September 2015. The guidelines and principles we refer to are listed below.

- The Paris Agreement (COP21)
- GRI Standards
- IFRS ISSB S1, S2
- SASB (Sustainability Accounting Standards Board) Standard
- CSRD ESRS (European Sustainability Reporting Standards)
- ISO14001 (Environmental Management System)
- TNFD Recommendations
- Universal Declaration of Human Rights (UDHR)
- International Covenants on Human Rights
- Sustainable Development Goals (SDGs)*
- Basic Principles on the Use of Force and Firearms by Law Enforcement Officials
- Keidanren: Charter of Corporate Behavior, Global **Environment Charter**
- The Ten Principles of the United Nations Global Compact

- International Integrated Reporting Framework
- Disclosure Standards of SSBJ (Sustainability Standards Board of Japan)
- The Environmental Reporting Guidelines issued by the Ministry of the Environment
- ISO 26000 (Social Responsibility)
- TCFD Recommendations
- UN Guiding Principles on Business and Human Rights
- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- OECD Guidelines for Multinational Enterprises
- Japan Foreign Trade Council: Shosha's Corporate Environmental Code of Conduct, Supply Chain CSR Action Guidelines, Long-term Vision for Climate Change Measures

SUSTAINABLE GALS DEVELOPMENT GALS

































ITOCHU Group's Concept of Sustainability

Guided by our founding spirit and corporate mission of Sampo-yoshi (good for the seller, good for the buyer and good for society), ITOCHU Group seeks not only to achieve profit but also to help address social issues, in line with the trust and expectations placed on us by our diverse stakeholders, including our shareholders, investors, business partners, and employees.

We adopted an environmental, social, and governance (ESG)-oriented management approach, identifying seven Material Issues (key sustainability issues) from two perspectives: societal impact and business impact. We believe that addressing these Material Issues in terms of both the associated risks and opportunities will serve to enhance our corporate value over the medium- to long-term.

In our long-term management policy, "The Brand-new Deal: Profit opportunities are shifting downstream," announced in April 2024, we have stated that we will achieve the enhancement of corporate brand value alongside growing earnings and shareholder returns. Furthermore, in order to further enhance our corporate brand value, we have established three main pillars: Reinforcement of human capital, Strengthen dialogue with stakeholders, and Enhancing our contribution to and engagement with the SDGs through business activities.

Since our founding more than 160 years ago, we have built our corporate brand value based on high external evaluations of our accumulated history of innovative initiatives, thereby creating synergies with financial growth and increasing our corporate value. Building on strengths like our points of contact with the consumer sector and based on the market-oriented perspective of all employees, we aim to further enhance our corporate brand value by listening to the voices of the market, society, and consumers, while continuing to steadily refine the qualitative aspects of our business activities.

Management Policy

The Brand-new Deal

-Profit opportunities are shifting downstream -

We aim to achieve sustainable enhancement in corporate value, by having all employees, from the business divisions to the administrative divisions, always enhancing their marketng capabilities, leveraging the assets and expertise of upstream and midstream, which we have been building up for over 160 years since our founding, while developing and evolving downstream businesses that are closer to consumers.



Built a "corporate brand" through high external evaluations based on the accumulation of innovative initiatives, creating a synergy effect with financial growth, thereby enhancing corporate value. Based on the "market-oriented perspective," we aim to further enhance brand value by listening to the voices of the market, society, and consumers, and continuing to refine our qualitative aspects diligently.

Reinforcement of human capital

Strengthen dialogue with stakeholders

Enhancing our contribution to and engagement with the SDGs through business activities

^{*} Sustainable Development Goals (SDGs): Following the 2015 deadline for the Millennium Development Goals (MDGs), the SDGs set goals for sustainable development by 2030. The 17 goals address issues such as poverty, starvation, energy, climate change and social equality.

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Material Issues

ITOCHU put forth Material Issues that incorporate an ESG perspective when we formulated the previous medium-term management plan as of April 2018. Addressing these Material Issues through our core business, we will contribute to a sustainable society. ITOCHU's sustainability initiatives aim to fulfill our responsibilities for the society of today and the future. Also, these initiatives are contributing to the achievement of the Sustainable

Development Goals (SDGs)* adopted by the United Nations in 2015.

- * Sustainable Development Goals (SDGs): Targets for sustainable development to achieve by 2030, adopted in September 2015 by member states of the United Nations
- Identification and Review Process for Material Issues (P15)
- Risks and Opportunities/Social Impacts of Each Material Issue (P22)
- Sustainability Action Plans (P26)



Evolve Businesses through Technological Innovation

We are creating new value by proactively exploring new technologies as we adapt to changing industry structures by venturing beyond existing business frameworks.









Address Climate Change (Contribute to a Decarbonized Society)

We are striving to adapt to the impact of climate change on our business activities, while also promoting business activities that contribute to a decarbonized society and seeking to reduce greenhouse gas emissions.











Develop a Rewarding Work Environment

We are developing a work environment where all employees feel proud and motivated, and where they can leverage their diversity to demonstrate their abilities to the fullest.





Respect and Consider Human Rights

We are promoting respect and consideration for human rights in our business operations and ensuring stability in our business, while also contributing to the development of local communities.















Contribute to Healthier and More Affluent Lifestyles

We are striving to improve the quality of life for all people and are contributing to the creation of healthier and more affluent lifestyles.













Ensure Stable Procurement and Supply

We are contributing to the creation of a circular economy by giving consideration to biodiversity and other environmental issues while undertaking the effective utilization of resources as well as their stable procurement and supply, in line with demand in each country.













Maintain Rigorous Governance ☆ Structures

We are ensuring appropriate and efficient execution of operations through independent, objective, and effective oversight of management by the Board of Directors and increased transparency in decisionmaking.



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Identification and Review Process for Material Issues

Since ITOCHU first identified Material Issues in 2013, we have conducted annual reviews based on trends in the international community and the expectations of stakeholders.

The Current Material Issues were identified in April 2018 in consideration of ITOCHU's sustainable growth and the social impact of its business, based on changes in social conditions and the business environment, such as the adoption of the SDGs and the effectuation of the Paris Agreement, as well as ITOCHU's corporate mission of Sampo-yoshi. While the original Material Issues focused on consideration for the environment and society (CSR),

the revisions are based on "our efforts through core business," "alignment with management strategy," "mediumto long-term social change," and "the addition of governance elements." After we reviewed the Material Issues, considering our risks, opportunities, and external environment in FYE 2025, we confirmed that no changes are necessary at this time.

Processes of identifying and reviewing the Material Issues are as illustrated.

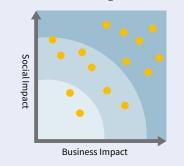
Step 1 Identification of Issues

ITOCHU referred to the international guidelines issued by the International Integrated Reporting Council (IIRC), items assessed by ESG evaluation organizations, etc. We prepared a strategy analysis sheet based on the SDGs, which cover a wide range of social issues, considering internal and external business environments, and international trends. With these approaches, we extracted issues (candidates of Material Issues) for sustainable growth.



Step 2 Division Companies **Determine Importance** and Set Success **Indicators**

Each of ITOCHU's Division Companies determined the risks, opportunities and success indicators for their business activities. Concerning risks and opportunities by internal and external stakeholders, Business Impact and Social Impact of dozens of materiality candidates were examined from a medium- to longterm perspective for each Division Company, and mapped on a strategic analysis sheet. We followed the "Sampo-yoshi", which was our business philosophy and also our corporate mission to identify priority issues to address for sustainable growth.



Step 3 Reviews by the Sustainability Advisory Board

ITOCHU created a Materiality Matrix based on both Impact to Management, and Stakeholders Opinions and Expectations. The Sustainability Advisory Board conducted reviews and an exchange of ideas on Materiality



Matrix between outside experts with diverse backgrounds and expertise, based on the external environment and trends of other companies. We identified seven Material Issues as follows.



- 1 Evolve Businesses through Technological Innovation
- 2 Address Climate Change
- 3 Develop a Rewarding Work Environment
- 4 Respect and Consider Human Rights
- 5 Contribute to Healthier and More Affluent Lifestyles
- 6 Ensure Stable Procurement and Supply
- 7 Maintain Rigorous Governance Structures
- 8 Improve Infrastructures
- Supply Safe and Secure Products
- Consider Biodiversity
- Conserve Water
- Prevent Air Pollution
- Stimulate Regional Economy through Finance
- Reduce Waste

 Discussion Processes with External Stakeholders (Experts): ITOCHU Sustainability Report 2018 P24 (https://www.itochu.co.jp/en/files/18fulle-all.pdf#page=25)

Discussion and Decision-Making Among Management

The Sustainability Committee chaired by the CAO held deliberations and confirmed the validity of Material Issues. Then meetings of the Board of Directors chaired by the CEO decided the 7 Material Issues.

Step 5 Reviews of Material Issues

Each year, Sustainability Management Division reviews the Materiality Matrix by taking account of the scope of the Company's business, the results of the key risk reviews conducted semi-annually under the scope of the enterprise risk management (ERM), and the concerns raised through the annual Sustainability Advisory Board meetings with external experts and interviews with shareholders for confirming the effectiveness of the current Material Issues. The results are discussed by the Sustainability Committee, where Division Companies and headquarters' administrative divisions also attend, and decided by the CAO, and reported to the Board of Directors.

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Organization and Systems

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The Sustainability Management Division plans and formulates company-wide action to further sustainability at ITOCHU Corporation, which the Sustainability Chairperson served by the Chief Administrative Officer finalizes. Meanwhile, the ESG Officers and Managers in each unit carry out sustainability actions. The Sustainability Committee, one of the company's key committees, holds deliberations and reviews policy formulation and important matters. In addition to a role in heading the Sustainability Committee, the CAO joins meetings of the Board of Directors, the Headquarters Management Committee (HMC) and the Investment Consultative Committee. The chair also engages in decision-making based on the company's impact on the environment and society by reporting regularly to the Board of Directors to brief them on our promotion of sustainability.

We furthermore engage in dialogue with stakeholders within and outside the company. One example of this is our regularly convened advisory board. This dialogue provides an understanding of what society expects of and desires from the company, which we can then apply to our initiatives that lead to sustainable management and the resolution of social issues through core business operations.

* CAO: Chief Administrative Officer HMC: Headquarters Management Committee ■ Sustainability-related Governance Structural Chart (As of June 18, 2025) **Oversight functions** CAO chairs CAO CAO Governance, Nomination **Board of Directors** and Remuneration Committee CAO Approves sustainability-related group policies, Consultation CAO is a member strategies and related business promotion CAO Supervise the appropriateness of Women's Advancement sustainability disclosure information Committee Consultation Executive functions **Sustainability Committee** Chairman & CEO Deliberates and reviews sustainability-Sustainability related matters Advisorv President & COO Board Internal Control Committee Dialogue with Headquarters Management CAO Deliberates and reviews ERM-related external experts Committee matters including sustainability-related risks Determines sustainability-related group including policies and strategies Investment Consultative CAO proposals and Determines and monitors ERM* policies including advice relating to Committee Report on sustainability-related risk management • Deliberates sustainability-related risks in the latest trends in deliberations new and existing businesses and approves Promotes new business and makes divestment sustainability and review submissions to the HMC decisions based on sustainability-related risks issues findings Planning, promotion and information collection/analysis functions Sustainability Management Division • Plans, formulates measures and implements company-wide sustainability promotion, focusing on the response to critical issues for sustainability (material issues) • Supports the formulation and implementation of measures in business activities • Undertakes the general management of the implementation status of measures and reports to the Sustainability Committee General Metals & Energy & ICT & Products & The 8th Textile Machinery Food Minerals Chemicals **Financial** Realty Appoint management of each organization as Group ESG Officer Headquarters Domestic Overseas Assign Group ESG Manager as assistant under the Officer Administrative Branches Blocs Divisions Manage progress and monitor various measures and initiatives

^{*} ERM: Enterprise Risk Management

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Board of Directors

ITOCHU Group recognizes that addressing sustainability challenges is one of its most important management priorities. The Board of Directors approves the Group policies, strategies, and business initiatives related to sustainability, and also provides oversight on the appropriateness of sustainabilityrelated information that is to be disclosed.

The Board of Directors oversees the appropriateness of Material Issues by reviewing important matters such as policies toward risks and opportunities and specific actions to address them, as well as key performance indicators and progress toward their achievement.

Regarding the implementation of business and investment strategies (including the review of strategies and decisions on withdrawal from business) for sustainability-related risks and opportunities, including environmental and social risks, we use the ESG Checklist for Investments as a preliminary ESG risk assessment for all new investments, identify and analyze policies, structures and initiatives associated with sustainability-related risk. Those sustainability-related risks are verified at the Headquarters Management Committee (HMC), a committee where important matters are discussed.

After implementation, investments are followed up on from a multi-faceted perspective, including sustainability monitoring reviews of group companies to prevent sustainability-related risks, human rights due diligence, conducting on-site inspections to prevent environmental pollution, and other risks.

For management along the value chain, we conduct an annual sustainability survey to check the status of ESG initiatives of our suppliers. In addition, initiatives related to risks and opportunities regarding climate change are analyzed and disclosed based on the Task Force on Climate-Related Financial Disclosure (TCFD), and similarly those for natural capital are based on the Task Force on Nature-Related Financial Disclosure (TNFD) frameworks.

The Chief Administrative Officer (CAO) reports regularly to the Board of Directors on the content of deliberations at the HMC and initiatives taken, and the Board of Directors supervises the Company's efforts to address sustainability-related issues.

Skills and Competencies of the Board of Directors

ITOCHU's CAO has specialized experience and knowledge in the field of the SDGs and ESG. The CAO receives periodic reports about twice a month from the Sustainability Management Division in charge of planning and implementing various sustainability-related measures. Furthermore, we invite external experts to give talks and exchange opinions at meetings of the Sustainability Advisory Board held every year. Through those opportunities, we deepen our knowledge about sustainability-related trends in the world, the expectations in our company and the issues we should tackle.

The CAO, our representative director, is a member of the HMC which discusses our general management policy and important management-related matters. At the same time, the CAO concurrently serves as the chair of the Sustainability Committee. The CAO decides matters deliberated upon in meetings of the Sustainability Committee as the person with overall responsibility for sustainability. The HMC then approves important matters after they have been decided upon by the CAO. The CAO reports those decisions to the Board of Directors about three times a year together with the status of the main activities to promote sustainability. We believe this structure gives the Board of Directors the competency when overseeing sustainability.

Sustainability Committee

The Sustainability Committee deliberates on the formulation and implementation of various measures to respond to sustainability-related matters. The committee identifies, assesses and manages the setting of sustainability-related targets, the state of progress on those targets, and current sustainability-related risks and opportunities. The Board of Directors oversees the promotion of business and investment strategies to respond to sustainability-related risks and opportunities. (That includes a review of strategies and divestment decisions.) In addition, the management of each Division Company and administrative division have been designated as ESG Officers. ESG Officers are responsible for overseeing the progress of various sustainability-related measures and initiatives, and reporting this progress to the Sustainability Committee.

FYE 2025 Sustainability-related Deliberations and Reports

Board of Directors	
Members	Number of Meetings Held
Directors and Audit & Supervisory Board members	3

Main items for approval/deliberation/report

- Reports on contents of deliberations by the Sustainability Committee and decisions by the CAO
- Reports on external ESG assessments
- Reports on social contribution initiatives

Sustainability Committee	
Members Members	Number of Meetings Held
Chair: CAO	
Members: Corporate Planning & Administration Division Corporate Communications Division Human Resources & General Affairs Division Legal Division Finance Division General Accounting Control Division Global Risk Management Division Investor Relations Division General Managers of the Planning & Administration Departments in each Division Company Audit & Supervisory Board member	2

Items for Approval

- Disclosure of sustainability-related information in Annual Securities Report
- Revision of Environmental Policy
 Expanded notification of revised "Sustainability Action Guidelines for Supply Chains"

Matters to be Reported

- Confirmation of the material issues
- Review of sustainability action plans
- Results of ITOCHU Group Sustainability Monitoring Reviews
- Reports on response status of disclosure for CSRD, ISSB/SSBJ
- Reports on progress of GHG emissions and avoided emissions
- ISO14001 environmental management reviews
- Reports on human rights due diligence and sustainability surveys

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Sustainability Advisory Board

The Sustainability Advisory Board was established to engage outside stakeholders in dialog with our executive management to determine whether the direction we are taking with regards to sustainability is aligned with the needs of society as ITOCHU Corporation's business grows more diverse and widespread, and then to apply the insights to promoting sustainability. ITOCHU holds this meeting every year.

Overview of the Sustainability Advisory Board 2024

In FYE 2025, we welcomed three experts to discuss the theme of "Supplier Engagement for GHG Emissions Reduction" in a meeting of the Sustainability Advisory Board we held in January 2025. First, we introduced the features of our Scope3 and the innovations and challenges in collecting Scope3, followed by lectures from the experts on the latest trends regarding national GX promotion measures, GHG protocol revision, and GHG data acquisition from suppliers from the experts' different perspectives.

Additionally, specific examples of reduced Scope3 emissions were introduced by the company. ITOCHU Group will continue to promote businesses that contribute to avoided emissions and collaborate with our partners along the value chain to advance environmentally friendly designs in handling products and services, the greening of energy usage, and striving to reduce GHG emission.



Meeting of the Sustainability Advisory Board 2024



Mr.Tomita from Institute for Sustainability Management



Mr.Yamagishi from WWF Japan



Mr.Nishida from Ministry of Economy, Trade and Industry

Summary of Past Activities

(Job Titles at the Time)

Supplier Engagement to Reduce GHG Emissions

Advisory Board Members

 Mitsuhiro Nishida Director, GX Investment Promotion Division, GX Group, METI

 Naoyuki Yamagishi Director, Nature Conservation Office, World Wide Fund for Nature Japan

 Hidemi Tomita CEO. Institute for Sustainability Management

ITOCHU Members

• Fumihiko Kobayashi

Representative Director, Executive Vice President, CAO FYE 2025 • Toshio Okudera General Manager, Machinery Corporate Planning Dept. Kotaro Suzuki General Manager, Metals Corporate Planning Dept.

 Hajime Sakanashi General Manager, Energy & Chemicals Corporate Planning Dept.

General Manager, Food Business Planning Dept. Yośhihiro Kamigaichi Yasuhiro Takahashi General Manager, Corporate Planning Dept.

General Manager, Information & Financial Management Planning Dept. Tetsuya Asano

 Toru Óka General Manager, 8th Corporate Planning Office

Textile Business Planning Dept. Kei Yoshikoshi

Director, Sustainability Promotion Department (Moderator) Yoshihito Tabe

Natural Capital • Biodiversity • TNFD

Sustainability Advisory Board Members

FYE 2024

Office for Mainstreaming Biodiversity, Biodiversity Policy Division, Nature Conservation Bureau, Ministry of the Environment Ms.Naoko Hamashima

Ms.Kaori Fujita

Professor, Green Goals Initiative / Graduate School of Life Sciences, Tohoku University and Senior Deputy Editor, Nikkei ESG SDGs Center

• Mr.Hidemi Tomita Managing Director, LRQA Sustainability K.K.

Supply Chains and Human Rights

External Lecturer

 Mr. Ken Toyoda Director for Business and Human Rights Policy, Ministry of Economy, Trade and

Industry

FYE 2023

Sustainability Advisory Board Members

 Ms. Tomovo Matsui Professor of Graduate Schools for Law & Politics, The University of Tokyo

• Mr. Hideki Wakabayashi Director, Japan NGO Center for International Corporation • THINK Lobby Board

Member • Director, Global Compact Network Japan

Carbon Credits

Sustainability Advisory Board Members

FYE 2022 • Mr. Fumihiro Kajikawa Director, Environmental Economy Office, Ministry of Economy, Trade and

• Ms. Yukari Takamura Professor of Institute for Future Initiatives, The University of Tokyo

• Mr. Hidemi Tomita Managing Director, LRQA Sustainability K.K.

Response to Climate Change

Sustainability Advisory Board Members

• Ms. Yukari Takamura Professor of Institute for Future Initiatives, The University of Tokyo FYE 2021 • Ms. Fuyumi Naito

Director of Decarbonized Business Promotion Office, Climate Change Policy

Division, Global Environment Bureau/ Chief Sustainability Officer, Ministry of the

 Mr Hidemi Tomita Director, Lloyd's Register Japan K.K.

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Sustainability Awareness Activities at ITOCHU

While pursuing sustainable activities, ITOCHU engages in various activities to raise awareness within the Company so as to further ITOCHU Group officers and employees' understanding and to work through business on solutions to social issues in a manner that conforms to the latest global trends.

Recent Sustainability Awareness Activities

ITOCHU conducts general sustainability education for all directors and employees every year, with the aim of promoting sustainability throughout the company and conducting awareness surveys. This training is intended to promote understanding of trends in the environment, business, and human rights, as well as ITOCHU's initiatives, policies, and measures in response to these trends. In addition, the opinions and level of understanding received from the Employee Questionnaire conducted at the end of the course are utilized in the next year's training.

	Theme	Participation
FYE 2025	CAO Message, Management Policy and sustainability, GHG emissions reduction targets and avoided emissions, Environmental and social risk response, (Topic) Natural capital	100%
FYE 2024	CAO message, "Sampo-yoshi" capitalism, Role of non-financials in enhancing corporate value, Expansion of disclosure requirements, Expansion in environment from GHG to natural capital, Social and human rights	100%
FYE 2023	SDGs and Sustainability (Examples: Latest trends, Sustainability Action Plans, GHG emission reduction and climate change measures, business and human rights, supply chain management, etc.)	100%
FYE 2022	SDGs and Sustainability (Examples: Latest trends, risks and opportunities of the ITOCHU Group, GHG emission reduction and climate change measures, business and human rights, supply chain management, etc.)	100%
FYE 2021	Sustainability Trends (ITOCHU Group Material Issues, Risks, and Opportunities)	100%

Sustainability Seminars

We have been holding in-house sustainability seminars on a continuous basis since 2007 to improve the practical knowledge of our employees by incorporating insights and opinions from external experts on various sustainability issues.

Recent Seminars

In FYE 2023, we held a practical seminar on the methodology for calculating Scope3 emissions within the Itochu Group. Additionally, to ensure that all relevant employees can independently handle Scope3 calculations, we developed calculation manuals for each company division. Moreover, in FYE 2024, we held a video training course to deepen understanding of the background and methods for the regular execution of TCFD and TNFD scenario analysis, mainly for departments primarily targeted by those frameworks.

In FYE 2025, we invited Ms. Aya Nagata, Director of the Biodiversity Mainstreaming Office at the Nature Conservation Bureau of the Ministry of the Environment, to give a lecture on the international biodiversity framework and Japan's strategy for transitioning to a nature-positive economy, along with specific corporate examples. On the day of the event, over 100 employees gathered, and it provided an excellent opportunity to listen to systematic discussions while considering how their respective responsibilities relate to natural capital.

FYE 2025	The Importance of Considering and Coexisting with Natural Capital in Business
FYE 2024	Training on Biodiversity (basic, practical)
FTE 2024	Briefing for TCFD and Scenario Analysis
FYE 2023	Method of Calculating Scope3 Emissions in the ITOCHU Group
FYE 2022	When and Where Does CO ₂ Occur? Life Cycle Assessment (LCA) Study Session
FYE 2019	Business and Human Rights (in the Supply Chain)



Ms. Nagata from Ministry of the Environment

Sustainability Trainings

We engage in various sustainability trainings for ITOCHU personnel so as to promote sustainability awareness within our Group. We strive to raise awareness of the environment, human rights, and other aspects of sustainability that must be understood according to each business domain and responsibility.

Training Title	Applicable Employees	Training Details	Participants in FYE 2025
Group ESG Managers Conference	Group ESG managers	Basic knowledge and explanation of work duties for ITOCHU Group ESG promotion supervisors	70
Training New Recruits	New employees	ITOCHU Group sustainability promotion	157
Training for Newly Appointed Section Managers	New Section Managers	Examples of businesses which promote the ITOCHU Group sustainability and which balance social issues and business feasibility	58
Training in Preparation for Overseas Assignments	Employees designated for overseas assignment	Points of caution related to ITOCHU Group sustainability and promoting sustainability overseas	180
Training for Group Executive Officers	Group executive officers	ITOCHU Group sustainability and importance of Group alliances	87
Sustainability Survey Workshop	Employees conducting sustainability surveys	Important items in the Sustainability Action Guidelines for Supply Chains and sustainability surveys	67

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Flow of Sustainability Promotion

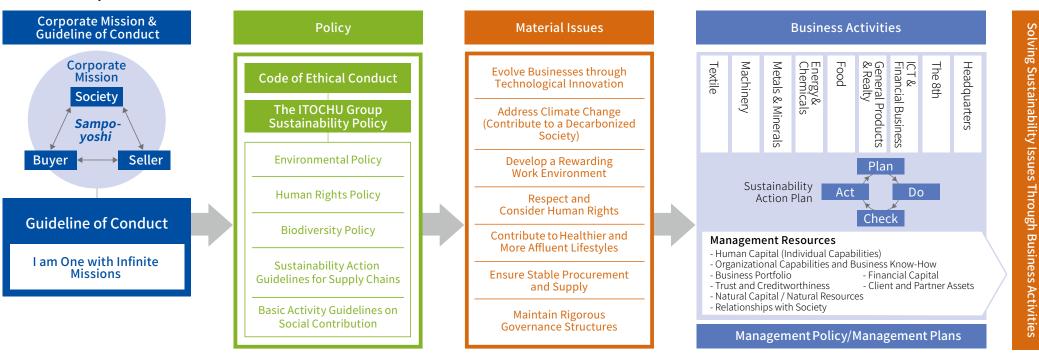
ITOCHU Group has established the ITOCHU Group Sustainability Policy based on its corporate mission and changes in the external environment. We work to promote initiatives that contribute to sustainability in a structured and systematic manner. Specifically, we incorporate the Group's Material Issues into the Sustainability Action Plans, and we aim to help resolve key sustainability challenges through trading and business investments based on the policies set out in our management policy and management plan.

Through our Sustainability Action Plans, we manage key challenges to be addressed, risks and

opportunities, target business areas, specific approaches, key performance indicators, and the status of progress toward them every year. We conduct progress reviews based on the key performance indicators set for each of the eight division companies and for administrative divisions, and report this progress to the Sustainability Committee every year. We implement the PDCA cycle and disclose this information to ensure that progress on Material Issues continues.

Please refer to the ITOCHU Group Sustainability Policy (P12) for details.

■ Flow of Sustainability Promotion



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Risks, Opportunities, and Impacts for Each Material Issue

Our company bases its approach on the GRI Standards and SASB Standards, international disclosure frameworks, while also referencing the detailed reporting standards of the CSRD (Corporate Sustainability Reporting Directive in Europe), the ESRS framework, and Japan's SSBJ (Sustainability Standards Board of Japan) disclosure standards based on IFRS's ISSB. We evaluate risks and opportunities posed by environmental and social changes to our business, as well as the impact our company has on society, using a dual-axis approach of

likelihood and magnitude. By reviewing these aspects through consultation with external experts as needed, and through biannual Consolidated Risk Management Reviews, we are engaged in the development of new strategies and risk management plans aligned with our management policies.

The risks and opportunities that are considered to impact our business due to environmental and social changes are as follows.

Material Issues	Risks	Opportunities
Evolve Businesses through Technological Innovation	Obsolescence of existing business models resulting from the emergence of new technologies, such as IoT and AI. Labor shortage in developed countries, loss of excellent human resources in businesses in which efficiency improvement is delayed.	Creation of new markets and provision of innovative services. Utilizing new technologies for optimizing human resources and logistics, increasing competitiveness by promoting work style reform.
Address Climate Change (Contribute to a Decarbonized Society)	Transition Risk ■ Reduction in demand for fossil fuels due to business restrictions on greenhouse gas emissions, Decline in the value of related assets, and increased costs due to carbon taxes and the use of renewable energy. Physical Risk ■ Increased costs for protecting ecosystem, damage to business due to the increase in abnormal weather (e.g., droughts, flooding, typhoons and hurricanes).	Increase in renewable energy and other business opportunities which will contribute to alleviating climate change. Retention and acquisition of customers by strengthening supply structures that can adapt to abnormal weather.
Develop a Rewarding Work Environment	 Accumulation of dissatisfaction among employees due to the obstruction of collective bargaining rights and the right to unionize, leading to decreased labor productivity and an increased risk of litigation. Lack of performance-based evaluation and compensation causing missed business opportunities resulted by loss of excellent human resources, Increase in health-related expenses accompanied by health damage and human rights violations due to excessive work, and Occurrence of reputation risk. 	Improvement of labor productivity, health and motivation resulting from the establishment of a rewarding work environment and the provision of opportunities for skill enhancement. Establishing a workplace in which diverse talent can thrive and securing of excellent human resources, Enhanced capability of responding to changes in circumstances and business opportunities.
Respect and Consider Human Rights	 Business delay or business continuity risk resulting from the occurrence of a human rights problem in workers and stakeholders along the value chain. Business instability and decline in our credibility that may result from human rights violations in the social infrastructure services we provide. 	Stabilization of business or securing of excellent human resources resulting from harmonious coexistence with local communities. Increasing productivity by the consideration of human rights and improvement of work environment in the supply chain. Establishment of safe, stable supply system for products.
Contribute to Healthier and More Affluent Lifestyles	 Decline in credibility that would result from the occurrence of consumers and service users' safety or health issues. Impact on business of destabilization of the market or social security system based on policy change. 	Increase in demand for food safety, security and health improvement. Expansion of information, financial and logistics services resulting from an increase in consumer spending or penetration of the internet.
Ensure Stable Procurement and Supply	 Impact of opposition movement resulting from the occurrence of an environmental problem and worsening relationship with local communities. Decreased sustainable procurement and supply capability due to changes in the local ecosystem of business activities. Decline in procurement and supply capabilities due to inflation triggered by geopolitical factors and currency fluctuations. 	 Increase in resource demand attributed to an increase in population and improvement of living standard in emerging countries. Winning customer trust or creating new businesses with stable supply of sustainable resources and materials, taking ecological considerations into account.
Maintain Rigorous Governance Structures	Occurrence of business continuity risk or unexpected loss resulting from the malfunction of corporate governance, violation of laws and regulations or internal control.	• Improvement of transparency in decision-making, appropriate response to changes and establishment of a stable basis of growth enabled by the establishment of a firm governance system.

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Risks, Opportunities, and Impacts for Each Material Issue

The impacts that our company is believed to have on society due to environmental and social changes are as follows.

Material Issus	Impact Classification	Impact Description
Evolve Businesses through Technological Innovation	Innovation	 Promote DX, and improve productivity and operational efficiency of the entire industry. Leverage new technologies (such as Fintech, IoT, AI, and remote technology, etc.) and business models, and promote the creation of new businesses and the provision of innovative services utilizing consumer contact points.
	GHG Emissions	Comply with the Japanese government's target, achieve "virtually zero" GHG emissions by 2050. Furthermore, aim for "zero offset" by 2040 through the active promotion of businesses that reduce emissions, and contribute to reducing the impact of climate change.
	Climate Change Opportunities	 Promote integrated projects including the development, operation, and fuel supply of ammonia-fueled vessels, and contribute to net zero emissions of GHGs in the marine and shipping sectors. Develop, own, and operate renewable energy power plants so as to realize a stable supply of renewable energy, and contribute to mitigating the effect of climate change. Provide a stable supply of AI storage batteries that help optimize the balance of power supply in household regions and contribute to mitigating the effect of climate change. Promote sales of electric vehicles (EVs) and hybrid vehicles (HVs), and contribute to global warming countermeasures in the transportation sector. Promote environmentally friendly energy use in regional heat supply, and contribute to mitigating the effect of climate change.
	Climate Change Adaptation	Diversify origin and development of local industries so as to hedge weather risks, and reduce the impact of extreme weather and global warming in food, forestry sectors.
Address Climate Change (Contribute to a Decarbonized Society)	Transition Risk	 Promote efforts to completely withdraw from fuel coal mine interests, and contribute to mitigating the effect of climate change. Work with specialized companies on resource development projects that take into account GHG reduction (Transition Fuel), and contribute to mitigating the effect of climate change.
becar bonized society,	Capital Introduction	 Continue to invest in the development of technologies that contribute to the reduction of greenhouse gas emissions, such as CCS (CO₂ storage) and CCU (CO₂ utilization), and contribute to mitigating the effect of climate change. Promote businesses related to the stable supply of materials necessary for the production and supply of fuels such as hydrogen and ammonia, raw materials such as nickel and PGM, and storage batteries, and contribute to mitigating the effects of climate change. Expand the use of sustainable by-products as an alternative to cement, which is indispensable for civil engineering and construction, and contribute to mitigating the effect of climate change.
	Pollution Prevention and Resource Recycling	Work with local specialized companies in Europe and the Middle East, promote waste disposal and waste power generation projects, and contribute to mitigating the effect of climate change.
	Water Resources	Work with local specialized companies mainly in Europe and the Middle East, promote water treatment business, and promote effective use of water resources and contribute to reducing the environmental impact.
Develop a Rewarding Work Environment	Labor Practices	 Prohibit all forms of discrimination, create an environment in which employees with childcare, nursing care, or illness can also play an active role, and support the activities of diverse human resources. Enhance occupational health services and health & safety management system, and promote employees' health and safety. Penetrate labor standards, work style reform, enhancing employee benefits, and promote improvement of labor productivity and employee engagement. Develop training programs for all levels from a global perspective, develop and utilize personnel systems based on management by objectives, and promote the development of excellent human resources.
	Labor Practices	• Establish and conduct fair recruitment, harassment prevention, human rights training, and grievance hotlines, and reduce the negative impact on human rights.
	Mining	• Give full consideration to the environment, health and occupational safety (EHS) and coexistence with local residents, and promote sustainable mining operations. • Contribute to medical care and education for local communities in the areas where we operate our mines.
Respect and Consider Human Rights	Forest	• Improve value chain transparency in the procurement of raw materials for wood, palm oil, natural rubber, food, etc., and prevent negative impacts on forests, the environment and local residents.
, , ,	Value Chain	 Continuously conduct surveys on human rights, society, and the environment of new businesses, business investments and major suppliers, and reduce direct and indirect negative impacts of human rights, society and the environment throughout the value chain. Conduct human rights due diligence, and reduce negative human rights, society and environment throughout the value chain.
	Community Contribution	Promote social contribution activities for local communities and realize a symbiotic community where sports and cultural exchange are possible.

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Risks, Opportunities, and Impacts for Each Material Issue

Material Issus	Impact Classification	Impact Description					
Contribute to Healthier	Food Safety	 Select and concentrate on suppliers to ensure stable procurement of safe and secure food products, and provide safe products to our customers. Work with suppliers, provide products with food information and nutritional balance, and contribute to the promotion of people's health. 					
and More Affluent Lifestyles	Medical Health	Provide advanced medical equipment and advanced medical services, develop safe pharmaceuticals and other product, and contribute to the improvement of people's health.					
	Retail Finance	• Expand financial services that support people who need financing for their daily lives and business continuity (low-income people, etc.), and contribute to a healthy and prosperous life.					
	Forest	• Increase value chain transparency in the procurement of raw materials for wood, palm oil, natural rubber, food, fiber, etc., and prevent negative impacts on forests, the environment and local residents.					
	Plastic	Work with brand owners, supply environmental-friendly materials such as bioplastics, establish recycling and reuse programs, and contribute to solving social problems such as marine plastics and waste plastics.					
	Electric Power, Mining, Oil and Gas Fields	• Identify and reduce impacts on biodiversity through ESG risk assessment in investment projects (electric power, mines, oil and gas fields, etc.).					
Ensure Stable Procurement and Supply	Stable Supply of Resources	 Diversify production areas to hedge weather risks, cultivate new production areas through the development of local industries, and contribute to the stable supply of agricultural products. Work with key partners, maintain a value chain of mining resources and next-generation fuels (hydrogen and ammonia) that reinforces existing achievements, and contribute to the stable supply of resources. 					
	Value Chain	 Strengthen communication on the respect for human rights and environmental management with stakeholder along value chains and prevent direct and indirect negative impacts on the economy, environment, and people. Further expand and increase the handling of sustainable materials, and contribute to the stable supply of textile products. 					
	Pollution Prevention and Resource Recycling	• Contribute to the promotion of the effective use of resources and the reduction of adverse environmental impact in our own offices and business activities such as waste disposal and food. • Comply with relevant chemicals laws and regulations, and minimize the adverse effects on human health, the environment and the stable supply of chemicals.					
	Water Resources	Promote the efficient use of water in our own offices and business activities, promote water treatment projects in water-stressed areas, and contribute to the promotion of effective use of water resources and reduction of environmental impact.					
Maintain Rigorous Governance Structures	Governance	 Provide highly effective supervision of management, increase the transparency of decision-making, ensure appropriate and efficient business execution, and meet the expectations of our stakeholders through sustainable growth. Establish a group risk management system, maintain continuous performance, and meet the expectations of our stakeholders. Further foster awareness among employees that compliance at all times constitutes a contribution to the company and society, and mitigate adverse impacts on the economy (competition practices, procurement practices, etc. 					

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Management of Sustainability-related Risks

Integration into the Enterprise Risk Management System

ITOCHU Group recognizes that risk management is an important management priority. Accordingly, we have established a basic policy for risk management at the Group with reference to the COSO-ERM framework, and developed the enterprise risk management systems and methodologies. We recognize factors that may have a major future impact on our financial situation and performance as key risks. To deal with these key risks, we have established a variety of in-house committees and responsible divisions. At the same time, we have set up the necessary risks management structures and management methods. For example, we have set up various management rules, investment criteria, risk exposure limits and transaction limits, and reporting and monitoring structures. We then manage risks and opportunities individually and on a companywide basis.

ITOCHU conducts reviews of key risks across the organization every half-year. From the results, we recognize that sustainability-related risks span a wide range, including governance, compliance, information security, labor management, human resources, and environmental and social issues. Each responsible division takes the lead in formulating internal management systems and monitoring these risks. The results are appropriately reported and monitored in accordance with the governance processes of company-wide risk management, striving to enhance risk management.

Please refer to the "Governance>Risk Management (P228)" for details.

Sustainability-related Risks and Opportunities

Evaluation of Sustainability-related Risks and Opportunities

We gather information on a regular basis regarding regulatory and other trends related to sustainability, including climate change, natural capital, supply chain issues, and human rights, as well as sustainability-related risks and opportunities impacting our business operations throughout the world. Based on this information, the sales department and certain administrative divisions quantitatively assess risks and opportunities related to the environmental, social, and governance themes listed below, using evaluation indicators such as the frequency and severity of risks and the scope of operations/activities. We visualize the impact from both the perspective of societal impact and the impact on ITOCHU Group, thereby identifying particularly important risks and opportunities.

Internal Risk Management System Concerning Major Environmental and Social Risks

Environmental and Social Risks							
Area	Environ	ment	Society				
Theme	Climate C Polluti Resource Cir Water Reso Biodive	on culation ources	Human Capital Occupational Safety Respect the Human Rights Responsibilities to Customers Supply Chains				
Business Investment	Related to I Group Com	nvestments					
Trading	New Products: Sustainability Impact Assessments on Products New Business Partners: Sustainability Action Guidelines Existing Business Partners: Sustainability Survey						
Specific Topics	Climate Change TCFD	Natural Capital TNFD	Respect the Human Rights Human Rights Due Diligence				

Management of Sustainability-related Risks and Opportunities

ITOCHU Group, under the governance of the enterprise risk management system, we manage sustainability-related risks and opportunities associated with business operations as follows.

Business Investment

ITOCHU assesses the social and environmental impact of its business investment projects and the governance status of the investment targets in advance using the "ESG Checklist for Investments." Subsequently, at each business segment's DMC (Division Company Management Committee), we deliberate on investments, loans, guarantees, and businesses management that may affect Company's management policies and management. These decisions are made by the company president. After investments, we conduct an annual monitoring review of the group companies.

Trading

When we handle new groups of products in trade, we investigate significant environmental and social risks and impacts through LCA (Life Cycle Assessment) analysis methods and establish a system and monitoring mechanism to comply with appropriate legal regulations. For new business partners, we notify them of our Sustainability Action Guidelines and seek their understanding of our ESG approach. For major business partners, we annually assess their ESG compliance through a sustainability survey. If there are concerns, we conduct detailed checks through face-to-face meetings or on-site visits and take necessary measures.

Other Management on Thematic Basis

We analyze the impact of environmental changes on business and the effectiveness of countermeasures in accordance with the TCFD framework for climate change and the TNFD framework for natural capital. We also engage in human rights due diligence by conducting on-site investigations with suppliers and Group companies to ensure that we are not complicit in human rights violations.

Operational-level Risk Management System

We on Group basis, delegates authority to its operating segments in order to enable swift decision-making and to manage sustainability-related risks and opportunities associated with their business operations. DMC, which serves as an advisory body to the Division Company President of each operating segment, who hold responsibility for overseeing the management and business activities of their respective companies, annually reviews business risks and opportunities, including those related to environmental, social and other sustainability-related issues, and formulates the plan that sets out a range of measures including risk management and business priorities. The plan for each operating segment is submitted to the HMC (Headquarters Management Committee) and/or to the Board of Directors, which serves as the Group's supervisory body, and is approved by the Board of Directors following a final comprehensive analysis and deliberation from a sustainability perspective.

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Sustainability Action Plans

As an internal mechanism to promote and monitor initiatives related to identified materiality, we annually create and review Sustainability Action Plans for each business sector. For each business area, we extract important "sustainability challenges," "risks," and "opportunities" for each company and formulate Sustainability Action Plans that define medium- to long-term "commitments," "response approaches" and "performance indicators" to achieve them. Each target department conducts an annual review of the Sustainability Action Plan according to the PDCA cycle system.

In addition, each unit—headquarters administrative divisions, domestic branches and offices, overseas locations, etc.—formulates a Sustainability Action Plan according to its business and function, the goal being to further entrench the foundations supporting business activities.

For the top four material issues that are of high importance to us, we have set mid- to long-term numerical targets for the entire company and are managing their progress.



Evolve Businesses through Technological Innovation

Mid-to Long-term Targets

ITOCHU Group creates avoided emissions that exceeds its GHG emissions by 2040 and achieve "offset zero".

Background on Setting the Targets for This Material Issues

As technological innovation progresses, the development and diffusion of cleantech businesses, as well as efforts to contribute to environmentally friendly design of products and services and resource recycling, and work efficiency improvement through Al and DX are expected. As an indicator of the evolution of business, we have set the creation of GHG's avoided emissions, which

Results

Created avoided emissions

- FYE 2025: 9.7 million t-CO₂e
- FYE 2023: 6.4 million t-CO2e
- FYE 2019: 1 million t-CO₂e



Evolve Businesses through Technological Innovation

Company	Targets	Classification	issues to Address	business Area	Commitment	Specific Approach	Performance indicators	Degree of Progress
Textile Company	9 resistances	Innovation	Improving and increasing the efficiency of business processes	Textile products in general	We will strive to sustain and improve the textile industry by promoting the digital transformation of our entire group.	Contribute to an increase in the efficiency of business processes, the optimization of inventory and the strengthening of customer relationship management in group companies by building a system to utilize IT and data.	Promote the digital transformation of group companies and then aim to increase profits, improve the efficiency of business, cut costs and reduce inventory/ disposal losses by utilizing IT and data.	The use of generative AI has grown rapidly in FYE 2025. Currently, over 500 employees in the Textile Company and its subsidiaries are using Google's generative AI for business purposes alongside utilizing I-Colleague, which is an in-house AI of ITOCHU Corporation. Through efforts to integrate AI into daily operations and the implementation of AI web applications, more than half of AI users have confirmed an improvement in work efficiency. We will continue to utilize AI in more advanced business operations across a wide range of fields. Dome and EDWIN outlets have implemented an AI-based inventory optimization system. By efficiently managing inventory transfers between stores, it prevents stockouts and lost sales while reducing overall inventory levels, thus enhancing inventory efficiency. At Dome, 70% of inter-store transferred items were successfully sold, indicating that the proper number of items was not always delivered from the warehouse to the stores. At Edwin, the system was also used to set appropriate discount prices and timing, resulting in a 10-point increase in sell-through rate and higher gross profit during the Fall/Winter 2024 season.
Machinery Company	7 amendan	• Climate Change Opportunities • Innovation	Taking countermeasures against climate change Next-generation business development	Ships/Shipping field	We will contribute to decarbonization in the shipping and maritime sectors through the promotion of an integrated project encompassing the development, ownership and operation of ammonia-fueled ships, the development of fuel supply chains, and fuel procurement.		After 2027, promote the spread of ammonia-fueled vessels and the establishment of a supply chains to contribute to the decarbonization of the maritime industry.	 To contribute to decarbonization in the shipping sector, we are developing an integrated project aimed at: (i) developing ammonia-fueled vessels, (ii) owning and operating ammonia-fueled vessels, (iii) establishing fuel supply chains, and (iv) procuring/producing clean ammonia. Test operation of first commercialized engine (for ammonia fueled large bulk carrier as our pilot project) with ammonia as a fuel was started from February 2025 at engine maker in Japan. Once the engine development progresses to a certain extent, discussions with relevant parties will be accelerated towards the order of the ship. Selected by the Singapore government as a potential bunkering operator in July 2024. Discussions, including the ordering of bunkering vessels, are ongoing towards the establishment of a bunkering business in the country. And the bunkering business in Spain is being promoted in collaboration with Peninsula Petroleum. In August 2024, the green ammonia production project utilizing existing ammonia facilities in Indonesia, jointly promoted with PUPUK Indonesia and Toyo Engineering, was selected as a target project for the Global South subsidy. Following the execution of the Front-End Engineering Design (FEED), discussions with relevant parties are ongoing towards the investment decision in FYE 2026.

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Evolve Businesses through Technological Innovation

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Machinery Company	13 жия	• Climate Change Opportunities • Innovation	Taking countermeasures against climate change Next-generation business development	Sales of passenger cars and commercial vehicles	We will achieve the eco-friendly mobility society by strengthening businesses of electric vehicles (EVs), hybrid vehicles (HVs), vehicles with a reduced environmental impact, and those related.	Contribute to spread of eco-friendly vehicles by increasing business of eco-friendly and high-efficiency products, such as EVs, HVs, vehicles with a reduced environmental impact, and related parts.	Expand sales of eco-friendly products in response to the expanded lineup of EVs, HVs, vehicles with a reduced environmental impact, and similar vehicles from automakers as our business partners.	As a partner in EVision, Isuzu's total solution program for EVs, we have expanded our efforts to promote commercial EVs. In collaboration with IGRID Solutions Inc., we initiated a demonstration project in October 2024 to integrate EV operations with facility energy management. In the Ministry of the Environment's commissioned project, Demonstration Project for Sector Coupling through the Combination of Battery Swapping EV Development and Renewable Energy Utilization, we achieved over 45,000km of cumulative deliveries. (25,000km increased compared to the previous year) As planned, the delivery demonstration operation concluded in December 2024. And we conducted an examination of the business model aimed at promoting the widespread adoption of EV trucks by eliminating charging time constraints through battery swapping.
Metals & Minerals Company	7 ************************************	• Climate Change Opportunities • Capital Introduction • Innovation	Taking countermeasures against climate change Next-generation business development	Resource recycling business Mining business Environmental business Materials-related business	We will realize stable resource supply as our social mission and responsibility while fully considering its environmental impact. We will contribute to climate change issues through businesses that help to reduce greenhouse gases (e.g., lighter-weight vehicles and electric vehicles (EVs)) and the stable supply of essential materials.	Take the lead in developing recycling- orientated business. Promote initiatives for the social implementation of hydrogen and ammonia, etc. as resources and raw materials that contribute to the decarbonization in client industries (e.g. steel and power). Promote businesses to contribute to the stable supply of nickel, PGM and other materials necessary in the manufacture and supply of hydrogen, green materials and energy, and storage batteries. Continue to be involved in the development of technologies that contribute to the reduction of greenhouse gas emissions, including technologies for carbon dioxide capture and storage (CCS) and carbon dioxide capture and utilization (CCU). Promote initiatives to completely withdraw from thermal coal mine interests while continuing to realize stable resource supply as our social mission and responsibility through trading in regards to our coal business. Implementation and expansion of businesses that contribute to developing lighter-weight vehicles and shifting to EVs (e.g., aluminum and copper).	Promote recycling-orientated business. Promote initiatives for the social implementation of hydrogen and ammonia, etc. as resources and raw materials that contribute to the decarbonization in client industries (e.g., steel and power). Promote examination toward technological development and commercialization to contribute to a reduction in greenhouse gas emissions, including hydrogen, green material and energy production, and carbon dioxide capture and storage (CCS) and carbon dioxide capture and utilization (CCU). Strive to withdraw from thermal coal mine interests. Realize initiatives in businesses that contribute to developing lighterweight vehicles and shifting to EVs (e.g., aluminum and copper).	 Together with JFE Steel, UAE's largest steelmaker EMSTEEL, and others, we have promoted detailed feasibility studies for the establishment of a supply chain of ferrous raw material for green ironmaking with low carbon emission, which contribute to the decarbonization of the steel industry. In May 2024, we signed a Memorandum of Understanding with CSN Mineração S.A. [CM] in our Iron Ore Business in Brazil and NEXI concerning the decarbonization of the steel industry, which includes utilizing high-grade iron ore produced by CM. We are contributing to the effective utilization of limited resources and the supply of environmental materials by promoting 3R+W (reduce / reuse / recycle + waste management). Specifically, we are steadily promoting initiatives in venous industries. This includes the reuse and recycling of store facilities and fixtures, the expansion and increase in sophistication of metal scrap and waste treatment through the use of a nationwide network of recycling companies. We have invested in Everfuel of Denmark, who conducts the design, EPC, and operation of green hydrogen production facilities, distribution assets, and operation of hydrogen stations by using water electrolysis equipment, as well as the sale of hydrogen. In February 2025, we have commenced the first commercial production of green hydrogen, promoting the establishment of a locally-produced and consumed green hydrogen value chain. We are promoting the Platreef project and others in the PGM (platinum group metals)/nickel business where demand is expected to grow significantly due to the worldwide spread of electric vehicles and fuel cell vehicles, and also expanding trade activities of such materials. We have an investment into Australia-based MCi, who possesses mineral carbonation technologies. We are promoting their technology for the market. In December 2024, we have completed the construction of the first demonstration plant capable of processing multiple raw material
Metals & Minerals Company	9 магат менаты	Innovation	Development of DX-related businesses	Mining business Resource- related business Logistics business	We will contribute to improving business efficiency and eliminating concerns about skilled worker availability while fully considering the health and safety of on-site employees.	Promote an increase in efficiency of mine operations and facility management utilizing digital transformation. Promote conversion to the automatic operation of mining equipment such as underground mining equipment and dump trucks.	Promote initiatives that contribute to an improvement in the health and safety of employees at operation sites and in the overall business efficiency.	We signed a memorandum to collaborate in decarbonization and digital transformation with Companhia Siderúrgica Nacional [CSN] and started demonstration experiment with the aim of contributing to increased safety, operational efficiency, and decarbonization at the iron ore mine (Casa de Pedra [CdP] Mine) that we have invested and CSN steel work. It began the full-scale operation of GE Digital's operation and asset management software at the CdP Mine, improving the plant's actual yield rate. We are currently considering to apply of the system at other operational sites and other regions.

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Evolve Businesses through Technological Innovation

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Food Company	9 Macori benevite	Innovation	Next-generation business development	Overall food- related businesses	We will aim to improve productivity and increase business efficiency in the overall food-related field by promoting systemization of RPA and AI. We will aim to create innovative services and new business by integrating resources and new technologies of the ITOCHU Group.	We will aim to improve productivity and increase business efficiency by introducing and utilizing new systems and new technologies focused on the food distribution field. We will create unique new value by combining the wide ranging product lineup, functions and expertise of our group based on retail customer needs.	Status of promoting business reform in the food-related field with the introduction of AI, RPA and other systems. Status of promoting the development of new products and services through the food wholesale business developed by the ITOCHU Group.	Continued to promote collaborative efforts with specific retail, wholesale, and manufacturing companies on the theme of "improving logistics efficiency by optimizing the value chain." In particular, we will focus on building services that contribute to improving retail store operations and logistics efficiency.
ICT & Financial Business Company	9 recent become	Innovation	Maintenance of industrial, logistics, and transportation infrastructure	ICT infrastructure development business	We will contribute to realize safe, secure, and highly convenient social infrastructure through providing various ICT solutions.	Maximize the added value of our ICT solutions by continuously sourcing new products and services.	Increase the number of partnerships. Development and introduction of new services and businesses related to "Sustainability Transformation" and "Green Transformation".	Signed reseller agreements with 2 new vendors. Provide services and solutions that enhance the efficiency and flexibility of network operations and the utilization of data. With the aim of creating new businesses in the domains of "Sustainability Transformation" and "Green Transformation," the company offers ERP solutions to support corporate sustainability management, ranging from the collection and analysis of corporate ESG data to the preparation of disclosure reports, while also providing support for the disclosure of non-financial information and consulting services to reduce CO2 emissions. We are committed to further expand business to contribute to the realization of a safe, secure, and convenient social infrastructure.
The 8th Company	9	Innovation	Next-generation business development	Consumer related business	We will aim to create innovative services and new business by integrating assets and new technologies of the ITOCHU Group.	Increase contact with consumers by promoting the retail business in our initiatives to understand consumer behaviors, and combine the wide range of products, functions, and expertise of the Group to create unique new value that will be profitable for consumers and communal society.	Aim to develop new businesses and cultivate new customers by taking full advantage of the business foundations possessed by the ITOCHU Group.	 In January 2020, a capital and business alliance was concluded with Cougar Corporation, which develops virtual Al assistants with advanced recognition technology. By leveraging the company's technology, an Al model was developed to support store manager operations at FamilyMart (FM) stores. As of the end of March 2025, approximately 7,000 stores (about 1.4 times the number compared to the same month of the previous year) and, with the integration of generative Al, its communication functions have been further enhanced. The speedy responses of the virtual Al assistant—including voice search function of operation manuals—aim to further reduce the operational tasks at stores. In October 2020, FM, NTT Docomo, and CyberAgent jointly established Data One Corp., an advertising distribution company. The company features a new form of digital advertising based on actual purchase data from physical stores, with the unique ability to carry out purchase effect verification seamlessly. Possessing over 40 million advertising IDs, the largest scale in the country, it is also promoting the enhancement of customer purchasing experiences and the efficiency of digital marketing by deploying digital advertising that crosses various distribution channels, utilizing actual purchase data from other retailers. In September 2021, FM established Gate One Corp., a media business company specializing in digital signage. Large-scale digital signage has been installed inside FM stores, transforming them into media outlets. As of the end of March 2025, signage is installed in about 10,200 stores, establishing the largest retail media network in the country that reaches approximately 64 million people in one week. Furthermore, the company is strengthening its distribution of beneficial content—such as regional awareness videos tailored to each prefecture—to local residents and visitors, aiming to provide customers with an unprecedented in-store experience.

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Mid-to Long-term Targets

ITOCHU Group achieve 75% GHG reduction from 2018 levels by 2040 and achieve net zero GHG emissions by 2050.

Background on Setting the Targets for This Material Issues

In support of the Paris Agreement and Japanese government targets, the ITOCHU Group set a target to reduce GHG emissions in Scope 1/2/3 and promote initiatives such as complete withdrawal from thermal coal mining interests and clean-tech business.

Results

	FYE 2019	FYE 2024	FYE 2025
Scope 1/2/3 total	4,161 thousand t-CO ₂ e	3,923 thousand t-CO ₂ e	4,139 thousand t-CO ₂ e
Reduction rate compared to FYE 2019	-	5.7%	0.53%

^{*} The above figure is the sum of Scope 1/2/3 disclosed in ESG data.



Address Climate Change (Contribute to a Decarbonized Society): Action Plans

Company	Targets	Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Machinery Company	7 street for the stre	Climate Change Opportunities	Taking countermeasures against climate change	Overall power generation business	We will develop power plants with a good balance between renewable energy power generation and conventional power generation, thereby contributing to the development of countries and regions in a sustainable manner that is optimized for each.	Pursue opportunities to invest aggressively in renewable energy power generation through analyses of countries and regions.	FYE 2031: Target to achieve a renewable energy ratio more than 20% (equity interest basis) and reflect this to the future strategy.	 Tyr Energy Development Renewables, a renewable energy development company established in FYE 2023, is currently developing 25 assets with a capacity of 5GW of solar power in the United States. The U.S. wholly owned subsidiary, NAES Corporation, the world's largest independent power plant operation and maintenance service company, provides asset management and operation & maintenance services for approximately 1,400 sites, including 2GW of solar power plants and 1.1 GW of wind power plants in the renewable energy sector. In June 2023, the US renewable fund was established. Through the fund, the first investment was made in a wind power plant in February 2024. Additionally, in September 2024, the second investment into solar and battery energy storage assets was agreed. As of March 2025, the ratio of renewable energy based on generation capacity share is 18.7%. (1.6% increased compared to the previous year)
Machinery Company	7 sinemation of state	• Climate Change Opportunities • Innovation	Taking countermeasures against climate change Next-generation business development	Ships/Shipping field	We will contribute to decarbonization in the shipping and maritime sectors through the promotion of an integrated project encompassing the development, ownership and operation of ammoniafueled ships, the development of fuel supply chains, and fuel procurement.	In addition to the joint development of ammonia-fueled vessels with the Japanese consortium and the ownership and operation of these vessels, ITOCHU will take the lead in the development of supply chain of an ammonia bunkering and fuel procurement, aiming for early materialization of the pilot project.	After 2027, promote the spread of ammonia-fueled vessels and the establishment of a supply chains to contribute to the decarbonization of the maritime industry.	To contribute to decarbonization in the shipping sector, we are developing an integrated project aimed at: (i) developing ammonia-fueled vessels, (ii) owning and operating ammonia-fueled vessels, (iii) establishing fuel supply chains, and (iv) procuring/producing clean ammonia. Test operation of first commercialized engine (for ammonia fueled large bulk carrier as our pilot project) with ammonia as a fuel was started from February 2025 at engine maker in Japan. Once the engine development progresses to a certain extent, discussions with relevant parties will be accelerated towards the order of the ship. Selected by the Singapore government as a potential bunkering operator in July 2024. Discussions, including the ordering of bunkering vessels, are ongoing towards the establishment of a bunkering business in the country. And the bunkering business in Spain is being promoted in collaboration with Peninsula Petroleum. In August 2024, the green ammonia production project utilizing existing ammonia facilities in Indonesia, jointly promoted with PUPUK Indonesia and Toyo Engineering, was selected as a target project for the Global South subsidy. Following the execution of the Front-End Engineering Design (FEED), discussions with relevant parties are ongoing towards the investment decision in FYE 2026.
Machinery Company	13 35M/F	• Climate Change Opportunities • Innovation	Taking countermeasures against climate change Next-generation business development	Sales of passenger cars and commercial vehicles	We will achieve the eco-friendly mobility society by strengthening businesses of electric vehicles (EVs), hybrid vehicles (HVs), vehicles with a reduced environmental impact, and those related.	Contribute to spread of eco-friendly vehicles by increasing business of eco-friendly and high-efficiency products, such as EVs, HVs, vehicles with a reduced environmental impact, and related parts.	Expand sales of eco-friendly products in response to the expanded lineup of EVs, HVs, vehicles with a reduced environmental impact, and similar vehicles from automakers as our business partners.	● As a partner in EVision, Isuzu's total solution program for EVs, we have expanded our efforts to promote commercial EVs. In collaboration with iGRID Solutions Inc., we initiated a demonstration project in October 2024 to integrate EV operations with facility energy management. ● In the Ministry of the Environment's commissioned project, Demonstration Project for Sector Coupling through the Combination of Battery Swapping EV Development and Renewable Energy Utilization, we achieved over 45,000km of cumulative deliveries. (25,000km increased compared to the previous year) As planned, the delivery demonstration operation concluded in December 2024. And we conducted an examination of the business model aimed at promoting the widespread adoption of EV trucks by eliminating charging time constraints through battery swapping.





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• We decided to withdraw from thermal coal mine interests with a perspective of strengthening contribution

for the majority of the ITOCHU's thermal coal interests and also divested Ravensworth North coal mine

interests in Australia producing both thermal and coking coal.

and initiatives to SDGs. We already divested our Drummond mine interests in Colombia that had accounted

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Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Machinery Company	6 attories 6 attories 12 events 12 events 13 events 14 events 15 events 15 events 16 events 17 events 18 events	Water Resources Pollution Prevention and Resource Recycling	Improving water and sanitation infrastructures	Water and environmental projects	We will contribute to improve the sanitary conditions, the development of economic activities, and the protection of the global environment through the appropriate treatment and effective use of water and waste.	Expand water and environment projects to promote the appropriate use and treatment of water and the effective utilization of resources, and reduce the burden on the environment.	Expand the investment portfolio in the water and environment field which contribute to social demands for the environment and the promotion of a circular economy.	■ Water Field ■ We are promoting seawater desalination business in Australia and Oman. Environmental Field ■ Uk: Our operations encompass three municipal solid waste incineration and power generation facilities (Energy-from-Waste/EfW plants), processing 850,000 tons of waste annually. These plants provide electricity for 100,000 British households equivalent. ■ Serbia: We set up first integrated waste management system in the Republic of Serbia. It contributes to the environmental issues such as greenhouse gases (GHG) (CO₂ equivalent) emission and polluted water leakage due to the inappropriate waste treatment. We have initiated an integrated waste management operation, including an EfW facility from July 2024. The project anticipates a reduction of approximately 210,000 tons of GHG emissions and has received Certification of Carbon Credit from the Gold Standard. ■ UAE: We are currently operating the first EfW project in Dubai. These facilities are designed to process half of the Dubai's municipal solid waste annually (1.9 million tons). The construction of this plant, the largest of its kind in the world, was successfully completed in August 2024. ■ Saudi Arabia: We are actively engaged in integrated hazardous waste management services in Jubail Industrial City.
Machinery Company	7 street (100	Climate Change Opportunities Innovation	Taking countermeasures against climate change Next-generation business development	Aerospace business	To achieve decarbonization in the aviation industry through the adoption of hydrogen fuel cell engines	To commercialize hydrogen fuel cell engines, we aim to enhance public acceptance by collaborating with hydrogen-related companies, including the development of hydrogen infrastructure	Targeting the commercialization of the ZA600 engine, which can be installed on small aircraft, from 2026 onward. Following that, the ZA2000 engine — suitable for larger turboprop aircraft — is planned for development and commercialization.	Newly added from FYE 2026.
Metals & Minerals Company	7 anneadan	• Climate Change Opportunities • Capital Introduction • Innovation	Taking countermeasures against climate change Next-generation business development	Resource recycling business Mining business Environmental business Materials-related business	We will realize stable resource supply as our social mission and responsibility while fully considering its environmental impact. We will contribute to climate change issues through businesses that help to reduce greenhouse gases (e.g., lighter-weight vehicles and electric vehicles (EVs)) and the stable supply of essential materials.	Take the lead in developing recycling-orientated business. Promote initiatives for the social implementation of hydrogen and ammonia, etc. as resources and raw materials that contribute to the decarbonization in client industries (e.g. steel and power). Promote businesses to contribute to the stable supply of nickel, PGM and other materials necessary in the manufacture and supply of hydrogen, green materials and energy, and storage batteries. Continue to be involved in the development of technologies that contribute to the reduction of greenhouse gas emissions, including technologies for carbon dioxide capture and storage (CCS) and carbon dioxide capture and utilization (CCU). Promote initiatives to completely withdraw from thermal coal mine interests while continuing to realize stable resource supply as our social mission and responsibility through trading in regards to our coal business.	Promote recycling-orientated business. Promote initiatives for the social implementation of hydrogen and ammonia, etc. as resources and raw materials that contribute to the decarbonization in client industries (e.g., steel and power). Promote examination toward technological development and commercialization to contribute to a reduction in greenhouse gas emissions, including hydrogen, green material and energy production, and carbon dioxide capture and storage (CCS) and carbon dioxide capture and utilization (CCU). Strive to withdraw from thermal coal mine interests. Realize initiatives in businesses that contribute to developing lighter-weight	 Together with JFE Steel, UAE's largest steelmaker EMSTEEL, and others, we have promoted detailed feasibility studies for the establishment of a supply chain of ferrous raw material for green ironmaking with low carbon emission, which contribute to the decarbonization of the steel industry. In May 2024, we signed a Memorandum of Understanding with CSN Mineração S.A. [CM] in our Iron Ore Business in Brazil and NEXI concerning the decarbonization of the steel industry, which includes utilizing high-grade iron ore produced by CM. We are contributing to the effective utilization of limited resources and the supply of environmental materials by promoting 3R+W (reduce / reuse / recycle + waste management). Specifically, we are steadily promoting initiatives in venous industries. This includes the reuse and recycling of store facilities and fixtures, the expansion and increase in sophistication of metal scrap and waste treatment through the use of a nationwide network of recycling companies. We have invested in Everfuel of Denmark, who conducts the design, EPC, and operation of green hydrogen production facilities, distribution assets, and operation of hydrogen stations by using water electrolysis equipment, as well as the sale of hydrogen. In February 2025, we have commenced the first commercial production of green hydrogen, promoting the establishment of a locally-produced and consumed green hydrogen value chain. We are promoting the Platreef project and others in the PGM (platinum group metals)/nickel business where demand is expected to grow significantly due to the worldwide spread of electric vehicles and fuel cell vehicles, and also expanding trade activities of such materials. We have an investment into Australia-based MCi, who possesses mineral carbonation technologies. We are promoting their technology for the market. In December 2024, we have completed the construction of the first demonstration plant capable of processing multiple raw material

vehicles and shifting to EVs

(e.g., aluminum and copper).

businesses that contribute to developing

lighter-weight vehicles and shifting to

• Implementation and expansion of

EVs (e.g., aluminum and copper).

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Energy & Chemicals Company	13 chuir	Transition Risk Stable Supply of Resources	Stably supplying energy taking into account climate change and the environment	Oil/gas interests and liquefied natural gas (LNG) projects	We will produce resources (transition fuels) taking into account a reduction in greenhouse gases. We will provide a stable supply of energy to contribute to the development of industry and the construction of infrastructure.	Work on resource development projects in collaboration with superior partners who have advanced technical capabilities and abundant experience.	Pursue opportunities to participate in gas projects with a relatively low environmental burden in fossil fuels and as raw material source of the low-carbon fuel while keeping in mind the stable supply of energy in the transition phase toward the realization of a sustainable society.	To realize a sustainable society through the stable supply of energy, we continue to discuss with competent partners ways to participate in new upstream projects and collaborate on decarbonization as raw materials for a transition fuel.
Energy & Chemicals Company	7 STEEDSHIF AND COLOR OF THE PROPERTY OF THE P	Climate Change Opportunities	Energy use that takes into consideration local communities and the environment	District heating and cooling	We will promote initiatives toward environmentally friendly regional energy use.	Communicate appropriately with neighboring stakeholders in the Jingu Gaien district. Engineering, construction, and operation of highly efficient heat supply plants.	Maintain the stable operations of district heating and cooling in the Jingu Gaien district and promote the district heating and cooling to neighboring areas.	We are continuing discussions with the relevant stakeholders to spread and promote district heating and cooling to neighboring areas.
Energy & Chemicals Company	7 STEERIST AND COLOR TO COLOR	Climate Change Opportunities	Efforts to optimally and continuously supply renewable energy	• Energy Storage System • Power and Environmental Solution	We will continue to stably supply the Energy Storage System that are the key to the efficient and optimal utilization of renewable energy.	We will continue to sell Energy Storage Systems equipped with optimal charge and discharge software based on machine learning (AI). Composition of PV integrated storage systems and power storage facilities.	Number of storage batteries sold. (Sales and installation performance of storage batteries)	Sold a cumulative total of approximately 63,000 units (615 MWh) of energy storage systems, as of the end of March, 2025. We are advancing the development and expansion of next-generation power trading, including VPP and P2P power transactions, as well as remote power demand and supply control utilizing AI. We are promoting the sale of industrial storage systems that contribute to the decarbonization of businesses in collaboration with overseas partner companies. In collaboration with Tokyo Metropolitan Government, we have established Japan's first fund for utility scale energy storage and completed the recruitment of investors. We are focusing on building multiple individual projects, including those selected for subsidies from Tokyo.
Energy & Chemicals Company	7 ************************************	Stable Supply of Resources Capital Introduction	Working on new fuel initiatives toward the realization of a carbon-neutral society / recycling- orientated low-carbon society	Production and supply of hydrogen and fuel ammonia, and procurement and supply of renewable fuels Working on new energy initiatives	We will aim to build a production and supply structure for new fuels to contribute to the reduction of greenhouse gases on a life cycle assessment basis toward the realization of a sustainable society and to improve energy efficiency.	Work on hydrogen and ammonia which are expected to serve as next-generation energies and fuels that do not emit carbon dioxide when burned. Also work on renewable fuels (derived from waste oils) to contribute to the reduction of greenhouses gases emitted from aircraft and large vehicles that are difficult to convert from internal combustion engines.	Build a new fuel value chain to be able to realize production, efficient transportation and supply by utilizing collaboration with superior partners and our track record in development and trading.	Hydrogen and Ammonia ITOCHU has announced its investment in Protium Green Solutions, a UK-based company developing a decentralized green hydrogen supply business. To realize a decarbonized society, we concluded a Memorandum of Cooperation (MOC) with Hive Hydrogen South Africa to collaborate in the field of green ammonia. Currently, we are engaging in Pre-FEED activities, considering the formation of partnerships, market approach strategies, and technology selection. Renewable Diesel (RD) and Sustainable Aviation Fuel (SAF) From August 2024, seven companies, including ITOCHU, are conducting a pilot test for Scope 3 environmental value trading. Through collaboration with Neste OYJ and GS Caltex, the fuel supply that complies with the Carbon Offsetting and Reduction Scheme for International Aviation has commenced at Narita International Airport. New Energy TOCHU has acquired shares of Blue Laser Fusion Inc. (BLF), a fusion energy-related startup, through a third-party allotment, while simultaneously concluding a strategic and business alliance agreement with BLF for fusion energy and other related businesses in which laser technology developed by BLF will be used.
Energy & Chemicals Company	13 амиг	Capital Introduction	Working on initiatives in carbon dioxide capture and storage (CCS) business toward the realization of a carbon-neutral society and inclusive and sustainable economic growth	Building of CO ₂ capture chains using CCS	We will aim to build CO2 capture chains to contribute to the reduction of greenhouse gases toward the realization of a sustainable society.	Refine CO2 storage technologies - an application of petroleum development technologies - and enhance access to CO2 capture chains (e.g., collection and transportation) to link them to CO2 storage technologies.	Build a CO2 transportation and storage business model by uncovering CO2 capture needs at places where CO2 is emitted in client industries across our companies.	Together with ITOCHU Oil Exploration Co., Ltd., we joined the Geological Carbon Dioxide Storage Technology Research Association and participated in research and development projects for this technology. The Japan Sea-side Tohoku Region CCS business concept was selected for the Joint Study on Japanese Advanced CCS Project a public offering project in FYE 2024 and Engineering Design Work for Japanese Advanced CCS Project in FYE 2025 by the Japan Organization for Metals and Energy Security (JOGMEC). We are currently discussing the feasibility of a CCS value chain project using ship transportation with our collaboration partners.

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Energy & Chemicals Company	7 :::::::::::::::::::::::::::::::::::::	Climate Change Opportunities	Initiatives to optimize to supply renewable energy sustainably.	Renewable power business / Renewable energy-related materials procurement	To achieve a stable supply of renewable energy through development and operation of renewable power plants (solar, biomass and wind). To grow renewable power businesses domestically and internationally through global procurement activities on renewable energy-related materials.	By further stabilizing the operation of the existing renewable power plants, and by expanding the renewable energy portfolio with new and continuous development.	Renewable energy asset volume	Expanded the third party-owned distributed renewable power generation, across Japan through iGrid Solutions Co., Ltd., which operates approximately 1,110 on-site solar power plants (combined output of appx 275MW). Expanded the third party-owned distributed renewable power generation across Japan through Clean Energy Connect, Inc. which operates approximately 2,000 off-site solar power plants (combined output of appx 175MW).
Food Company	7 ATTENDED I AND 7 GUAN DESTY 13 GUANAT 13 GUANAT	GHG Emissions	Taking countermeasures against climate change	Fresh food field	We will examine and promote measures that contribute to tackling climate change.	Dole will utilize green energy in our processed food business.	Residue input volume to the Dole Philippines biogas plant. GHG reduction amount by introduction of clean energy.	Result in FYE 2025 Utilization of processed pineapple residue: 128,984 tons. Due to decrease of pineapple production, utilization quantity was less than last fiscal year. GHG reduction from Renewable Energy installation: 126,786t CO2e Thanks to the utilization of biomass*, GHG reduction quantity got more than last fiscal year. * We utilize rice hull for the boiler as the alternative energy source of diesel.
General Products & Realty Company	12 SEPERATE AND PRODUCT OF SHARE AND PRODUCT OF SHA	Forest	Using sustainable forest resources	Pulp Woodchips Wood products & materials	We deal in sustainable forest resources to reduce the impact on the environment and prevent the increase of greenhouse gases.	Handle certified lumber or lumber for which a high level of control can be verified.	Ensure a 100% handling ratio of certified or high-level management confirmed materials.	In FYE 2025, 100% of our Pulp, Woodchips and Wood Products & Materials transactions were handled as certified material or were intensively managed.
General Products & Realty Company	12 SUPPORTED TO CONCOMPTION CO	Capital Introduction Pollution Prevention and Resource Recycling	Taking countermeasures against climate change	Cement substitute material such as slag	We plan to expand the use of sustainable byproducts (slag) as a substitute material for the cement which is vital for construction and civil engineering.	Establish continuous, stable business between Steelworks as the supplier of slag and users.	Consider investment, participation, etc. in the slag business and focus initiatives on creating demand, especially in developing countries, with the aim of establishing continuous, stable business.	We are currently in discussions concerning investment and participation in the slag business. In FYE 2025, global slag transactions will amount to 1.45 million tons.

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Develop a Rewarding Work Environment

Mid-to Long-term Targets

ITOCHU increases the ratio of female officers (including Executive Officers) to 30% or higher by 2030.

Background on Setting the Targets for This Material Issues

The perspective of female managers is extremely important to ITOCHU with its advantages in the consumer business.

Results

As a result of appointing five new female Executive Officers as of April 1, 2025, the ratio of women among all of our executive positions is 28%.



Develop a Rewarding Work Environment: Action Plans

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Headquarters	8 occid most and occidents	Labor Practices	Improving operating efficiency and preventing long working hours through work style reform	Human resources affairs	We will aim to improve labor productivity and employee engagement by promoting varied work styles.	Conduct regular monitoring of employees' work situations. Conduct employee engagement survey. Promote the percentage of taking employee acquiring paid leave.	Compliance to labor laws. Rate of positive responses to the "engagement score" item in the engagement survey: approximately 70% Paid leave acquisition rate at 70% or higher.	Conducted monitoring of employee's working hours and working environment so as to prevent unpaid overtime work. The positive answer rate to the "engagement score" in employment survey which conducted in FYE 2025 was 68%, in FYE 2024 was 68%, in FYE 2023 was 67%. Percentage of taking employee acquiring paid leave; 69% in FYE 2025.
Headquarters	8 and week	Labor Practices	Improving the health of employees	Human resources affairs	We will improve the health of employees to create an environment that will enable individual employees to better demonstrate their capabilities. We will build a system that helps employees with cancer or long-term illness to create a balance between treatment and work, thereby fostering a culture of mutual support.	Establish well-equipped in-house clinics and a system for supporting each employee in receiving personalized medical care. Improve the lifestyle-related indicators (drinking, sleeping, smoking, etc.) Follow-up for health checkup consultation result. Promote support system for balancing cancer care and work with the partnership with the National Cancer Center Japan. Life security while absent or taking leave and providing scholarships. Grant special leave for cancer and designated intractable diseases. Establish international emergency medical structure. Conduct stress check every year. Conduct counselling by clinical psychologists.	Improve the percentage of taking the cancer screening consultation and health checkup consultation. Improve presenteeism and absenteeism. Decrease in the number of employees taking absences and leave, and reduction in the job turnover rate. Decrease in the number of employees requiring specific health guidance and employees restricted from traveling overseas. Improve the utilization rate of the Cancer Treatment and Work-Life Balance Support Plan.	Percentage of employees who receive regular medical checkups in Japan: 92.2% (As of March 27th, 2025). Percentage of employees who take cancer screening consulation: 96.8% in FYE 2025. Percentage of employees who take detailed examination for physical findings: 100% in FYE 2024. Percentage of productivity loss due to presenteeism: 32.0% in FYE 2024. Average Days of absenteeism: 1.3days in FYE 2025. Number of employees taking leave due to mental health issues: 8 persons in FYE 2025. Percentage of employees who receive specific health guidance: 48.9% in FYE 2024. Percentage of employees utilize the Cancer Treatment and Work-Life Balance Suppor Plan: 83.3% in FYE 2025. Percentage of employees who get enough rest through sleep: 65.6% in FYE 2024.
Headquarters	8 30004100	Labor Practices	Sustainable development of employees' capabilities	Human resources affairs	We will develop training programs on a global basis and provide opportunities to learn proactively that respond to the changing times and business needs with a market-oriented mindset to foster employees who can constantly change their business to meet their needs while inheriting the corporate philosophy. We will also utilize training programs to continuously produce excellent human resources.	Continue to develop and provide training programs at all jobs levels. Continue and enhance overseas deployment of interns and language trainees. Offer diverse career path options and experience in diverse work through regular rotation. Foster career awareness among employees by enhancing personnel assessments, career vision training, career counselling systems and other programs/systems.	Annual training-related expenses exceeding one billion yen. The number of employees who joined human development program (cumulative total number) 50,000 or more. Percentage of career-track employees who are deployed overseas in their first eight years at the company at 80% or higher.	Annual training-related expenses forecast: 2.45 Billion yen in FYE 2025. The number of employees who joined human development program (cumulative total number) 56,831. Overseas dispatch rate for career-track employees in up to their eighth year since joining the company: 87.3%. (As of FYE 2018, there are 671 employees required to be dispatched, of which 586 have actual overseas dispatch experience.)





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Develop a Rewarding Work Environment: Action Plans

Company	Targets	Classification	issues to Address	Area	Communent	Specific Approach	renormance mulcators	Degree or Frogress
Headquarters	5 these states of the states o	Labor Practices	Creating an environment that allows diverse human resources to exercise their potential	Human resources affairs	We will prohibit all types of discrimination, including those based on race, gender, religion, nationality and age, and respect human rights. We will accept diverse values and create an environment where each employee maximize their ability with flexible working style and other supports.	Continue fair and equitable recruitment and promotion. Create a work environment in which employees accept and leverage diverse values. In anticipation of an increase in dual-income couples, enhance support for balancing childcare, nursing care, fertility treatment and similar circumstances with work (including utilization of flexible working style). Expansion of individualized support tailored to employees' life stages and career development. Support for the active contribution of senior personnel over the age of 60. Promote understanding and acceptance of LGBTQ and other sexual minority employees (e.g., employee education). Give reasonable consideration to the work environment of employees with disabilities.	Achieve the following plans by Year 2030. (1) Female board of directors (including executive officers) as a percentage: 30%. Achieve the following plans by FYE 2026. (2) Female employees as a percentage of workforce: 30%. (3) Female employees as a percentage of new employees: More than 40%. (4) Female employees as a percentage of employees in managerial positions: 10%. (5) Percentage of male employees who take childcare leave: 100%. Achieve the following plans as of March 2025 (6) The percentage of employment of those with disabilities over our entire group: 2.5% (Includes ITOCHU Uneedus Co., Ltd. and ITOCHU Human Resources & General Affairs Services Inc.). *(1) to (5) are stipulated in the General Employer Action Plan under the Act on Promotion of Women's Participation and Advancement in the Workplace.	(1) Females Officers(including Executive Officers) as a percentage of all Officers: 21% as of March 2025. (2) Female employees as a percentage of workforce: 26% as of March 2025. (3) Female employees as a percentage of new employees: 39% in FYE 2025. (4) Female employees as a percentage of employees in managerial positions: 9.0% as of March 2025. (5) Percentage of male employees who take childcare leave: 96% as of March 2025. (6) The percentage of employment of those with disabilities over our entire group: 2.42% as of March 1, 2025 (Includes ITOCHU Uneedus Co., Ltd. and ITOCHU Human Resources & General Affairs Services Inc.). * (1) to (5) are stipulated in the General Employer Action Plan under the Act on Promotion of Women's Participation and Advancement in the Workplace • Introduced the following measures as a result of discussions at the Women's Advancement Committee • Made it "mandatory" for male employees to take childcare leave (paid leave) • Accelerated Women's Advancement (Special Appointment of Female Executive Officers, Development of Potential Candidates for Management Positions, Individual Support for Overseas Assignments) • Enhanced the utilization of femtech (e.g. subsidize for egg freezing fee and infertility treatment) • Renamed "Clerical Staff" to "Business Expert (BX)." • Strengthened Career Continuation Support (Childcare Support Allowance for Early Return to Work until the child reaches the age of 2) • Furthermore, in 2025, completed the integration of its two existing women's dormitories in the Tokyo metropolitan area into a newly constructed facility. The dormitory is used as a platform for internal networking and talent development.

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Respect and Consider Human Rights

Mid-to Long-term Targets

ITOCHU conducts Sustainability Survey of key suppliers every year over the medium to long term, with the aim of reducing to zero the number of noncompliant suppliers requiring corrective action.

Background on Setting the Targets for This Material Issues

We examine the key suppliers' responses to the questionnaire, which is including prohibition of child labor, forced labor, payment of living wages, etc., and reconfirm with suppliers if we need to check details of their policies or actions. We aim to achieve sustainable procurement by identifying noncompliant suppliers and requiring further correction.

Results

- In FYE 2025, the Sustainability Survey was conducted for 275
- Requests of reconfirmation: 42Requests of corrective actions: 0
- Suppliers in violation:0



Respect and Consider Human Rights: Action Plans

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Textile Company	8 ECCST VERW AND COCKETS	Value Chain	Establishing a value chain reflecting consideration for human rights and the environment	Textile products in general	We will promote dealings with companies which respect human rights and which engage in environmental management throughout their entire value chains.	Strive to understand at an early stage the human rights, social and environmental risks in supply chains by continually conducting surveys on major suppliers.	Conduct on-site visit surveys and questionnaires at more than 50 major suppliers a year on an ongoing basis.	In FYE 2025, surveys were conducted for 75 suppliers in China and the Asian region. As a result, no significant issues were identified. Appropriate feedback is provided on survey responses from suppliers to promote a sustainable supply chain.
Machinery Company	8 ICCUTYON ON TOWNS OF THE PROPERTY OF THE PRO	Supply Chain	Establishing a supply chain reflecting consideration for human rights and the environment	Overall electric power and plant projects	We will contribute to improving the quality of life of all stakeholders in the supply chain and business investment destinations.	Set rules on due diligence related to social and business environmental safety for suppliers and business investment destinations based on the distinctive characteristics of each business, implement due diligence, and strengthen monitoring continuously.	Implement the due diligence described on the left in all new development projects.	We continue operations to check the core subjects outlined in the social responsibility guidelines by employing a company-wide ESG checklist across all investment projects. Prior to investment, we conduct due diligence on each development project, assessing its social and environmental integrity based on the unique characteristics of each business.
Metals & Minerals Company	8 scarrier se se scarre directo se	Mining Electric Power Mining Oil and Gas Fields	Sustainable mine development that pays continuous careful attention to the risks in occupational safety and health and environmental risks, and that contributes to local communities' well-being	Mining business	We will promote sustainable development of natural resources by fully committing to EHS (environment, health, occupational safety) and harmonious coexistence with local communities in areas which our mines operate. We will improve local infrastructure such as medical care and education.	Ensure the thorough application of the EHS guidelines and employee education. Contribute to local communities through activities for improving medical care, education and infrastructure.	Implementation of annual internal seminars to ensure our employees are fully aware of the EHS guidelines. EHS seminar attendance rate: 100%. Rate of checks implemented on EHS compliance in existing and operating projects to be possessed in long term and new mining business: 100%. Donations to medical care and education, and building infrastructure in local communities. Carry out CSR activities in all existing and operating projects to be possessed in long term (100%).	We held internal EHS (environment, health and occupational safety) guidelines training courses for supervisors and staffs engaged in mining projects. The attendance rate of the training was achieved 100%. We checked the proper compliance to the EHS guidelines for one new project, nine existing projects, and one another resource-related project. We carried out social activities at the communities where our projects are located.
Food Company	8	Supply Chain	Establishing a supply chain reflecting consideration for human rights and the environment	Provisions field	We will develop a procurement structure compliant with third-party body certification and supplier-specific codes of conduct.	We will promote procurement compliant with supplier-specific codes of conduct in coffee bean and cacao bean producing countries. We will strengthen the handling of oil certified by the RSPO - a third-party certification organization for palm oil. We will support the establishment of a promotion and distribution system in Japan for MSPO/ISPO in cooperation with domestic industrial associations. The aim of this is to encourage the use of certified oil systems in producing countries.	Coffee beans: Promotion of procurement of products compliant with supplier-specific codes of conduct or certified products based on our procurement policy. Cacao beans: Promotion of procurement of products compliant with supplier-specific codes of conduct (sustainable products) based on our procurement policy. Palm oil: Procurement of palm oil based on our procurement policy. Promotion of the disclosure of the set KPI indicators and supplier information. 2030 Coffee beans: Aim for a 50% switch to sustainable coffee beans. Cacao beans: Aim for a 100% switch to sustainable coffee beans.	Coffee beans: procurement ratio of FYE 2025:32% The coffee market has reached an all-time high, leading various client companies to reduce the usage ratio of certified raw materials for cost-cutting purposes. Although the handling ratio decreased compared to the previous year, the target value (over 30%) was achieved. Cacao beans (traceable products): procuremen ratio of FYE 2025: 65% (4,984 tons of traceable beans out of 7,728 tons total.) Palm oil: Check supplier's sustainable palm oil sourcing policies through regular surveys, and continue purchasing based on our procurement policies. At the same time, we continue to publicize the ratio of RSPO certified Palm Oils and Traceable To Mill etc. Ratio of RSPO Certified Palm Products/Oleo chemicals of FYE 2025 Palm Oils 36% Oleo Chemical Products 69% Support Achievements to Each Producing Country (Qualitative) Coffee Beans:Next Generation Support/Ethiopia To contribute to the improvement of sanitary and educational standards in Ethiopia, the toilets at schools are constructed and the educational materials to preserve the history and culture of coffee are provided in the coffee bean production areas of Ethiopia.



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Respect and Consider Human Rights: Action Plans

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Food Company	8 ISSULTIVES AND SOCIAL STREET, STREET	• Forest • Stable Supply of Resources	Establishing a supply chain reflecting consideration for human rights and the environment	Fresh food field	We will contribute to increased employment and an improved living environment by fostering local industries.	We will diversify producing areas to disperse weather risks in our Dole business. In addition, we will develop new producing areas to expand employment and improve the living environment through the growth of local industries.	Cultivate pineapples in Sierra Leone to develop a producing area followed by the development program in the Philippines. Start the commercial production and export of pineapple processed foods in Sierra Leone.	Employment: 2,578 people as of March 2025. Pineapple production: Approximately 12,000 tons in FYE 2025. Providing of medical treatment for local persons. Through a non-profit organization, with whom the partnership agreement is signed for medical collaboration, we provide maternal healthcare services to employees, their families, and local residents. (In FYE 2025, 199 children was born in our clinic)
Food Company	8 INCOMPRESSION AND STREET AND ST	Supply Chain	Responsible Fisheries Procurement	Fresh food field	We will develop a procurement structure compliant with third-party body certification and supplier- specific codes of conduct.	Promote procurement in accordance with the supplier's own code of conduct in the country of origin of the tuna.	Develop a tuna procurement policy and promote procurement of products and certified products that comply with the policy.	One vessel was added to existing MSC fisheries certification in February 2025. In FYE 2025, we handled 12,500 tons of MSC certified tuna in total. (Around 6% volume in total) (Reference) We have acquired the MSC fisheries certification for six fishing vessels as of July 2022, and MSC fisheries certification for an additional 19 fishing vessels in June 2023.
General Products & Realty Company	8 EXTENSION AND SECURITY OF THE PROPERTY OF T	• Forest • Supply Chain	Realization of sustainable supply of natural rubber	Natural Rubber	We will endeavor to establish measures to identify and avoid procuring rubber from any suppliers who dispossess indigenous people and develop High Conservation Value (HCV) areas, High Carbon Stock (HCS) areas and peatland. We support or offer a training to improve yields and quality for natural rubber producers, especially smallholders. We also offer a risk-assessment education that includes modern slavery issue.	We will establish a traceability system to make uncertain raw material procurement supply chain transparent. We will achieve our commitment through the sustainability activity of our unique initiative "PROJECT TREE (https://project-tree-natural-rubber.com/)."	We aim to procure raw materials with traceability and sustainability ensured in our natural rubber processing business. (Aiming to achieve 100% traceability for the natural rubber raw materials which we procure by 2025 through an original block chain-based traceability system.) We will increase the number of smallholders implementing sustainability training and education, and contribute to achieving sustainability in the natural rubber industry.	Traceability of the natural rubber raw materials' procurement reported by suppliers reached 100%. Traceability of the natural rubber raw materials' procurement using our system reached 24% of the monthly purchasing volume up to the smallholders. 11,991 of smallholders implemented sustainability training and education. *Based on the performance from January to December 2024.
General Products & Realty Company	11 separation of the second of	Community Contribution	Developing a safe and secure, environmentally responsible community	Real Estate	To promote the construction of public facilities which prevent disasters, reduces the effects on the environment, and revitalizes the local economy.	Cooperating with local administrations to construct public facilities utilizing private capital.	Continuously and multilaterally promote the construction of public facilities which prevents disasters, reduces the effects on the environment, and revitalizes the local economy.	In Shibata-machi, Miyagi Prefecture, a comprehensive gymnasium developed as a public-private partnership project (PPP) was opened in December 2024, and that will function as an evacuation center in case of a disaster. In Kuwana City, Mie Prefecture, another PPP is being promoted to construct an indoor swimming pool that contributes to the revitalization of the local community by consolidating school swimming lessons as well as expanding the functions of the sports park. In Kyoto Prefecture, a public-private partnership project (PPP) is underway to develop an arena that will function as designated evacuation shelter but also with logistics and storage hub in case of a disaster.

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Contribute to Healthier and More Affluent Lifestyles: Action Plans

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Machinery Company	2 mm (1) control of the control of t	Food Safety	Address Climate Change Develop a Rewarding Work Environment Respect and Consider Human Rights Contribute to Healthier and More Affluent Lifestyles Stable food procurement and supply	DENBA products and related business	We will contribute to the reduction of food loss by utilizing freshness preservation technology.	Retain food freshness and reduce consumption of edible oil through promotion of DENBA products.	Expand sales of DENBA Fresh Pro and DENBA Fryer in the super market and restaurant chain industry. Improve diffusion of DENBA Marine for ship warehouse.	In 2024, approximately 1,450 units of DENBA Fresh Pro, DENBA+, and DENBA Fryer were sold, mainly to supermarket and restaurant chains. These products helped reduce food loss by preserving meat freshness in refrigerated showcases and cutting waste oil in deli sections. A total of eight units of the food freshness system have continuously been in use at children's cafeterias since 2023. Around 150 new units of DENBA Marine, for ship food storage, were sold, bringing the total number of installations to over 400 units—an increase of more than 40 from the previous year.
Energy & Chemicals Company	3 SECRECIAL SECRECIAL SECRECIAL SECRECIAL SECRECIAL SECRECIAL SECRECIAL SECRECIA SEC	Medical Health	Promoting good health among people	Pharmaceutical products	We will contribute to improve people's health and working environment through accelerating the development of pharmaceuticals and other products in fields with significant needs including cancer-related fields.	Actively promoting to support the development and marketing of new pharmaceutical and generics.	Aim to accelerate the deployment of pharmaceuticals on the market, obtain early approvals for new pharmaceutical, generics and other products of which we are engaged in supporting the development and place them on the market.	Continuing to maintain a stable supply of pharmaceutical raw materials and other products to pharmaceutical manufacturers in Japan and overseas and support for launch some new generics products by ITOCHU CHEMICAL FRONTIER Corporation.(launched in FYE 2025: generic anticancer drug, generic antiepileptic drug, and generic hypercholesterolemic drug) We have continued to sell a pain reliever in North America through ITOCHU CHEMICAL FRONTIER Corporation. ITOCHU CHEMICAL FRONTIER received the 2024 TOP ESG Supplier Award from GE HealthCare Technologies (the world's largest contrast media manufacturer) for its stable supply of iodine, including recycled products.
Food Company	3 occasion and account	Food Safety	Supplying safe, secure food	Overall food-related businesses	We will select and concentrate on suppliers to stably procure safe, secure food.	We will aim to strengthen the food safety management structures in our suppliers. We will do this by persons with certifications/qualifications related to the Food Safety Management System (FSMS) taking the central role in enhancing supplier audits and making requests for improvements.	Stably supply safe and secure food by enhancing the audits and guidance for suppliers mainly by the persons with certifications/qualifications related to the Food Safety Management System (FSMS).	We conducted inspections to 369 factories. We are continuing to stably supply safe and secure food. We are achieving this by continuing to enhance the audits and guidance for suppliers mainly by the persons with certifications/ qualifications related to the Food Safety Management System (FSMS) or in-house qualification holders related to factory audit.
ICT & Financial Business Company	9 моступномих	Innovation	Next-generation business development	Business incubation through venture investments, focusing on FinTech, IoT, Al and Remote technologies	Challenge to create new businesses by utilizing cutting-edge innovations and service models in the FinTech, IoT, AI and Remote technology sectors.	Seek opportunities to invest in and partnership with various startups, so as to develop new businesses.	Realization of new services and businesses.	Continuing from FYE 2024, 4 direct investments and 1 fund investment were made to make business development together with startups that have new products, new technologies, and new business models.
ICT & Financial Business Company	3 exercises as recorded	Medical Health	Promoting good health among the people	Support pharmaceutical development projects Preventative healthcare-related business Medical healthcare IT business Sales of Cutting-Edge medical devices and provision of medical services	We will provide value-added services for pharmaceuticals and medical sites, and will contribute to the improvement of people's quality of life (QOL) by utilizing cutting-edge ICT tools. We aim to improve quality of life by providing cutting-edge medical devices and advanced medical services in the field of medical care, where technologies are innovated rapidly.	We will optimize healthcare utilizing medical data. Promote sales of advanced medical devices, and the business of supporting the operation of designated regional cancer care hospitals.	Realization of new services and business development relating to medical data. Increased penetration of medical devices that enhance quality of life, such as scalp cooling therapy systems.	Introduction of a scalp cooling therapy system for cancer patients that is effective in reducing hair loss caused by anticancer drug treatment. Currently installed at 103 facilities (as of FYE 2024 79 facilities), with a total of 4,100 patients (as of FYE 2024 2,900 patients) using the system.
ICT & Financial Business Company	8 titor necese.	Retail Finance	Providing financial services	Domestic and overseas retail finance business	We work on expanding and creating the retail financial market and providing financial services to individuals to contribute to enriching people's lives.	Increase the number of customers and loan balance by expanding and creating the retail financial market.	The number of customers and loan balance.	Growth Rate of Outstanding Lending As the end of January 2025 compared to the end of March 2024 UAF: 98.3% EasyBuy: 98.0% FRF: 111.7% ACF: 105.7% 'Operation started in 2018 FRF and ACF remained steady. On the other hand, UAF is affected by the slump in personal consumption in Hong Kong. And EasyBuy is experiencing a decline in loan balances due to central bank regulations on household debt in Thailand.

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Ensure Stable Procurement and Supply: Action Plans

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Textile Company	12 SERVERIA SERVERIA MITERIAL SERVERIA	Prevention of Pollution and Circulating Society	Reducing our environmental burden by circulating society	Textile products in general	We will contribute to realize a Circulating Society through our sustainable textile products and recycling of them.	Promote sustainable products and projects leading to the recycling of resources.	Promote the sustainable products such as "RENU", a recycled polyester derived from textile, and set up schemes to recycle textile products.	The environmental impact of handling recycled polyester through the RENU project is as follows (estimated for FYE 2025). Waste volume to be made into "RENU": equivalent to 6.2 million T-shirts, CO2 reduction: 1,906 tons, Water usage reduction: 6,416 kiloliters. Approximately 4,300 collection points for "Wear to Fashion", the clothing recycling service (as of March 2025). We are currently operating a joint project called the "ARChemia Project", which involves textiles and chemicals, and transforms used clothing into chemical products with high environmental added value. To date, more than 10 companies have adopted this project, and we are continuing to promote its expansion.
Textile Company	8 HOOST VOICE and constraint	Value Chain	Establishing a value chain reflecting consideration for human rights and the environment	Textile products in general	We will promote dealings with companies which respect human rights and which engage in environmental management throughout their entire value chains.	Strive to understand at an early stage the human rights, social and environmental risks in supply chains by continually conducting surveys on major suppliers.	Conduct on-site visit surveys and questionnaires at more than 50 major suppliers a year on an ongoing basis.	In FYE 2025, surveys were conducted for 75 suppliers in China and the Asian region. As a result, no significant issues were identified. Appropriate feedback is provided on survey responses from suppliers to promote a sustainable supply chain.
Metals & Minerals Company	12 Northead Control of	Stable Supply of Resources	Stable supply of industrial resources and materials	Mining business	We will contribute to the stable operation of various industries by maintaining and developing reliable supply chains for essential raw materials and fuels.	Polish existing interests and Acquire equity interests in superior projects to secure resources to form the basis for the steady supply of raw materials and fuels.	Acquisition of superior resource projects to strengthen and expand business foundation, in addition to polishing our existing competitive mining operations.	Production began in 2022 at the Western Ridge iron ore deposits, which we acquired a partial interest from major resource company BHP. In 2024, we are promoting the introduction of new equipment installation and infrastructure construction. The South Flank iron ore deposit, which began production in 2021, continues to operate smoothly, and in 2024, it is on track to establish an annual production capacity of 80 million tons as planned. In the Western Australian Iron Ore Operations, various measures are being promoted to ensure a stable supply, improve productivity, and to maintain and strengthen cost competitiveness. In 2024, we executed an increase in our stake in Iron Ore Business in Brazil (CM), which produces high-grade iron ore rich in iron on a large scale and at low cost. This strengthens the stable supply system of high-grade iron ore, contributing to the decarbonization of steel. Commercial production began in 2023 at the Allegheny coking coal mine in the USA, in which we invested in 2019 for the purpose of securing a stable supply of high-quality steelmaking raw materials. In 2024, efforts are underway mainly to stabilize operations, including improvements to the mine's environment.
Metals & Minerals Company	8 1334 see	Mining Electric Power-Mining-Oil and Gas Fields	Sustainable mine development that pays continuous careful attention to the risks in occupational safety and health and environmental risks, and that contributes to local communities' well-being	Mining business	We will promote sustainable development of natural resources by fully committing to EHS (environment, health, occupational safety) and harmonious coexistence with local communities in areas which our mines operate. We will improve local infrastructure such as medical care and education.	Ensure the thorough application of the EHS guidelines and employee education. Contribute to local communities through activities for improving medical care, education and infrastructure.	Implementation of annual internal seminars to ensure our employees are fully aware of the EHS guidelines. EHS seminar attendance rate: 100%. Rate of checks implemented on EHS compliance in existing and operating projects to be possessed in long term and new mining business: 100%. Donations to medical care and education, and building infrastructure in local communities. Carry out CSR activities in all existing and operating projects to be possessed in long term (100%).	We held internal EHS (environment, health and occupational safety) guidelines training courses for supervisors and staffs engaged in mining projects. The attendance rate of the training was achieved 100%. We checked the proper compliance to the EHS guidelines for one new project, nine existing projects, and one another resource-related project. We carried out social activities at the communities where our projects are located.
Energy & Chemicals Company	12 SCHOOLSE CONTROLLED MOTORICUTE	Plastic	Efforts leading to solutions to social problems	Plastic-related environmental response	We will contribute to solving social problems (e.g., marine plastics and waste plastics) that urgently require measures with a plastic-related environmental response.	Supply environmental materials and establish a recycling/reuse program in collaboration with brand owners.	Build a recycling-oriented-model by enhancing our handling of environmental materials and establishing a recycling/reuse program.	We have worked with Japanese brand owners to introduce PCR (Post Consumer Recycled) polyethylene and polypropylene resins supplied by recyclers mainly in China and Southeast Asia into their cosmetic and sanitary containers.

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Ensure Stable Procurement and Supply: Action Plans

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Energy & Chemicals Company	7 comedian	Stable Supply of Resources Capital Introduction	Working on new fuel initiatives toward the realization of a carbon-neutral society / recycling- orientated low-carbon society	Production and supply of hydrogen and fuel ammonia, and procurement and supply of renewable fuels Working on new energy initiatives	We will aim to build a production and supply structure for new fuels to contribute to the reduction of greenhouse gases on a life cycle assessment basis toward the realization of a sustainable society and to improve energy efficiency.	Work on hydrogen and ammonia which are expected to serve as next-generation energies and fuels that do not emit carbon dioxide when burned. Also work on renewable fuels (derived from waste oils) to contribute to the reduction of greenhouses gases emitted from aircraft and large vehicles that are difficult to convert from internal combustion engines.	Build a new fuel value chain to be able to realize production, efficient transportation and supply by utilizing collaboration with superior partners and our track record in development and trading.	Hydrogen and Ammonia ITOCHU has announced its investment in Protium Green Solutions, a UK-based company developing a decentralized green hydrogen supply business. To realize a decarbonized society, we concluded a Memorandum of Cooperation (MOC) with Hive Hydrogen South Africa to collaborate in the field of green ammonia. Currently, we are engaging in Pre-FEED activities, considering the formation of partnerships, market approach strategies, and technology selection. Renewable Diesel (RD) and Sustainable Aviation Fuel (SAF) From August 2024, seven companies, including ITOCHU, are conducting a pilot test for Scope 3 environmental value trading. Through collaboration with Neste OYJ and GS Caltex, the fuel supply that complies with the Carbon Offsetting and Reduction Scheme for International Aviation has commenced at Narita International Airport. New Energy TOCHU has acquired shares of Blue Laser Fusion Inc. (BLF), a fusion energy-related startup, through a third-party allotment, while simultaneously concluding a strategic and business alliance agreement with BLF for fusion energy and other related businesses in which laser technology developed by BLF will be used.
Food Company	8 months and	Supply Chain	Establishing a supply chain reflecting consideration for human rights and the environment	Provisions field	We will develop a procurement structure compliant with third-party body certification and supplier-specific codes of conduct.	We will promote procurement compliant with supplier-specific codes of conduct in coffee bean and cacao bean producing countries. We will strengthen the handling of oil certified by the RSPO - a third-party certification organization for palm oil. We will support the establishment of a promotion and distribution system in Japan for MSPO/ISPO in cooperation with domestic industrial associations. The aim of this is to encourage the use of certified oil systems in producing countries.	Coffee beans: Promotion of procurement of products compliant with supplier-specific codes of conduct or certified products based on our procurement policy. Cacao beans: Promotion of procurement of products compliant with supplier-specific codes of conduct (sustainable products) based on our procurement policy. Palm oil: Procurement of palm oil based on our procurement policy. Promotion of the disclosure of the set KPI indicators and supplier information. 2030 Coffee beans: Aim for a 50% switch to sustainable coffee beans. Cacao beans: Aim for a 100% switch to sustainable coffee beans. Aim for a 100% switch to sustainable palm oil.	Coffee beans: procurement ratio of FYE 2025: 32% The coffee market has reached an all-time high, leading various client companies to reduce the usage ratio of certified raw materials for cost-cutting purposes. Although the handling ratio decreased compared to the previous year, the target value (over 30%) was achieved. Cacao beans (traceable products): procuremen ratio of FYE 2025: 65% (4,984 tons of traceable beans out of 7,728 tons total.) Palm oil: Check supplier's sustainable palm oil sourcing policies through regular surveys, and continue purchasing based on our procurement policies. At the same time, we continue to publicize the ratio of RSPO certified Palm Oils and Traceable To Mill etc. Ratio of RSPO Certified Palm Products/Oleo chemicals of FYE 2025 Palm Oils 36% Oleo Chemical Products 69% Support Achievements to Each Producing Country (Qualitative) Coffee Beans:Next Generation Support/Ethiopia To contribute to the improvement of sanitary and educational standards in Ethiopia, the toilets at schools are constructed and the educational materials to preserve the history and culture of coffee are provided in the coffee bean production areas of Ethiopia.
Food Company	8 icon record 9 icon portrol 15 iff.	Forest Stable Supply of Resources	Establishing a supply chain reflecting consideration for human rights and the environment	Fresh food field	We will contribute to increased employment and an improved living environment by fostering local industries.	We will diversify producing areas to disperse weather risks in our Dole business. In addition, we will develop new producing areas to expand employment and improve the living environment through the growth of local industries.	Cultivate pineapples in Sierra Leone to develop a producing area followed by the development program in the Philippines. Start the commercial production and export of pineapple processed foods in Sierra Leone.	Employment: 2,578 people as of March 2025. Pineapple production: Approximately 12,000 tons in FYE 2025. Providing of medical treatment for local persons. Through a non-profit organization, with whom the partnership agreement is signed for medical collaboration, we provide maternal healthcare services to employees, their families, and local residents. (In FYE 2025, 199 children was born in our clinic)





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Ensure Stable Procurement and Supply: Action Plans

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Food Company	8 ISSN FOR AN	Supply Chain	Responsible Fisheries Procurement	Fresh food field	We will develop a procurement structure compliant with third-party body certification and supplier- specific codes of conduct.	Promote procurement in accordance with the supplier's own code of conduct in the country of origin of the tuna.	Develop a tuna procurement policy and promote procurement of products and certified products that comply with the policy.	One vessel was added to existing MSC fisheries certification in February 2025. In FYE 2025, we handled 12,500 tons of MSC certified tuna in total. (Around 6% volume in total) (Reference) We have acquired the MSC fisheries certification for six fishing vessels as of July 2022, and MSC fisheries certification for an additional 19 fishing vessels in June 2023.
Food Company	12 SUPPLIES ONS SETTING AND TOTAL AN	Pollution Prevention and Resource Recycling	Supply and use of environmentally friendly resources and materials	Fresh food field	Through the reduction of food loss, we will contribute to the promote the effective use of the resources and reduce the environmental impacts.	The company will brand and commercialize the out-of-spec Dole bananas discarded in Japan and Philippines as Mottainai bananas and distribute them in the market again.	Reduction of waste at the production site (Philippines) Reuse of discarded bananas (Japan)	Result in FYE 2025 Reuse of waste bananas in Philippines: 25,003 tons The consumption volume of discarded bananas in Japan: 2,045 tons Thanks to the utilization of off spec banana and the expansion of "Mottainai" project, the reuse volume was increased compared with last fiscal year.
Food Company	12 SEPTEMENT OF SE	Pollution Prevention and Resource Recycling	Reduction of food loss, promotion of recycling	Overall food-related businesses	We contribute to the realization of a circular economy by promoting food loss reduction throughout the entire supply chain in the food distribution sector.	Promoted measures to reduce food loss in the domestic wholesale business. The company has implemented improvement measures based on the policies of "no food loss," "sell out products," and "donate food products".	In the domestic wholesale business, in addition to strengthening inventory management through the use of IT technology, the company contributes to the reduction of food loss by utilizing its domestic sales network and donating to food banks.	We are on track to achieve its FYE 2031 target, with a 4.7% y/y reduction as of the end of FYE 2025, and a 36.5% y/y reduction by the end of FYE 2025 compared to FYE 2017. We adjusted supply and demand based on retail store sales data and order data, and also increased the volume of products donated to food banks.
General Products & Realty Company	12 SUPPLIES OCCUPANTS OCCU	Forest	Using sustainable forest resources	Pulp Woodchips Wood products & materials	We deal in sustainable forest resources to reduce the impact on the environment and prevent the increase of greenhouse gases.	Handle certified lumber or lumber for which a high level of control can be verified.	Ensure a 100% handling ratio of certified or high-level management confirmed materials.	In FYE 2025, 100% of our Pulp, Woodchips and Wood Products & Materials transactions were handled as certified material or were intensively managed.
General Products & Realty Company	8 most revent 12 enemals COO	• Forest • Supply Chain	Realization of sustainable supply of natural rubber	Natural Rubber	We will endeavor to establish measures to identify and avoid procuring rubber from any suppliers who dispossess indigenous people and develop High Conservation Value (HCV) areas, High Carbon Stock (HCS) areas and peatland. We support or offer a training to improve yields and quality for natural rubber producers, especially smallholders. We also offer a risk-assessment education that includes modern slavery issue.	We will establish a traceability system to make uncertain raw material procurement supply chain transparent. We will achieve our commitment through the sustainability activity of our unique initiative "PROJECT TREE (https://project-tree-natural-rubber.com/)."	We aim to procure raw materials with traceability and sustainability ensured in our natural rubber processing business. (Aiming to achieve 100% traceability for the natural rubber raw materials which we procure by 2025 through an original block chain-based traceability system.) We will increase the number of smallholders implementing sustainability training and education, and contribute to achieving sustainability in the natural rubber industry.	Traceability of the natural rubber raw materials' procurement reported by suppliers reached 100%. Traceability of the natural rubber raw materials' procurement using our system reached 24% of the monthly purchasing volume up to the smallholders. 11,991 of smallholders implemented sustainability training and education. Based on the performance from January to December 2024.
General Products & Realty Company	12 SEPERATE AND PRODUCTION AND PRODU	Capital Introduction Pollution Prevention and Resource Recycling	Taking countermeasures against climate change	Cement substitute material such as slag	We plan to expand the use of sustainable byproducts (slag) as a substitute material for the cement which is vital for construction and civil engineering.	Establish continuous, stable business between Steelworks as the supplier of slag and users.	Consider investment, participation, etc. in the slag business and focus initiatives on creating demand, especially in developing countries, with the aim of establishing continuous, stable business.	We are currently in discussions concerning investment and participation in the slag business. In FYE 2025, global slag transactions will amount to 1.45 million tons.
ICT & Financial Business Company	12 SUBSTRICT CONSIDERATION AND PRODUCTION CONSIDERATION CO	Pollution Prevention and Resource Recycling	Provide products/ services that support the realization of a sustainable lifestyle.	Reuse / Recycling Business	Contribute to the development of a sustainable society by making most of limited resources through the distribution of used mobile phones and tablets in the Japanese market.	Expand supply channels in order to realize a sustainable and stable procurement of resources. Reinforce promotional activities in order to raise the awareness of secondhand mobile phones/tablets.	Expand product variation and supply channels. Expand distribution outlets.	Product Handling Models: Increased from 856 models in FYE 2024 to 947 models in FYE 2025. Procurement Sources: Maintained at 12 companies from FYE 2024 to FYE 2025. Distribution Channels: Expanding sales channels through major e-commerce operators in addition to our own e-commerce site.

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Our Sustainable History and Value Creation Model



Maintain Rigorous Governance Structures: Action Plans

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Headquarters	16 MARINER SERVICE	Governance	Maintaining and reinforcing a governance system for achieving sustainable growth	Corporate governance	We will implement highly effective supervision over the management from an independent and objective standpoint and ensure the appropriate and efficient execution of business operations by improving the transparency of our decision-making, aiming to our sustainable growth as well as the medium- and long-term improvement of our corporate value.	Appoint several outside Directors, who have a high level of independence that fulfills our independence criteria and are expected to contribute to the company management with a high level of knowledge in their respective fields. Maintain a highly transparent and objective Directors' and officers' remuneration system, which can increase their motivation to contribute to our medium- and long-term improvement of our company's performance and the improvement of our corporate value.	Continue to implement measures to strengthen the supervising function of the Board of Directors, through an annual evaluation of the Board of Directors.	We have maintained the diversity of the Board of Directors (always appointing one third or higher percentage of outside Directors- four outside Directors out of 11 Directors, two female Directors and an outside Director and an outside Audit & Supervisory Board Members with a wide range of sufficient experience in corporate management). The majority (four out of seven members) of the Governance, Nomination and Remuneration Committee and its chair continue to be outside Directors. The chair of the Women's Advancement Committee continues to be a female outside Director; half of the members are outside Directors and outside Audit & Supervisory Board Members, and half of the members are female (3 out of 6 in each case).
Headquarters	16 MA MITTER STREET	Governance	Ensuring compliance	Compliance	We will make employees more aware that ensuring compliance at any time is our contribution to the company and society.	Recognizing attitude of employees identifying issues and ensuring action plans to address the issues through periodic compliance attitude survey and direct communications.	Continuous direct communication with employees through face-to-face training programs whose contents shall be updated along with monitoring the measures according to risks, expectations from society and issues on site which will change with the time.	In the period of April - May 2024, "Monitor and Review" of the ITOCHU Group's compliance system for the FYE 2024 was conducted. This survey covered a total of 434 organizations, including all organizations at the headquarter, all domestic branches, overseas blocks, and ITOCHU Corporation's Group companies, and their subsubsidiaries. The purpose of the survey is to understand and promote each organization's compliance system. In the period of November 2024 - January 2025, the Legal Department conducted monitoring for the compliance-related incidents where the necessity to confirm the implementation status of their recurrence prevention measures, formulated in the FYE 2024, was high. This monitoring was in addition to the comprehensive monitoring already conducted on the organizations where compliance-related incidents occurred. It is confirmed that these recurrence prevention measures for these cases were generally implemented appropriately. In the period of January - February 2025, e-learning regarding the "Antimonopoly Act", "Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors", and periodical on-site compliance training seminars was simultaneously conducted for all ITOCHU Corporation employees, temporary staffs, and secondees. (Number of the participants:4,340) The status of our periodical on-site compliance training seminars conducted for domestic group companies including their subsidiaries and affiliates in FYE 2025 is as follows: 89 companies with 18,780 participants
Headquarters	16 ROS NURX september september	Governance	Maintaining and reinforcing a governance system for achieving sustainable growth	Risk management	We will build a system for group risk management and maintain it to manage the risk of loss and ensure the appropriateness of our corporate group's operations.	Conduct regular reviews of risk management systems that have been established, including internal committees and risk management departments, various rules and regulations, reporting and monitoring systems, as well as the effectiveness of such systems.	Maintain a firm governance system in the medium- and long-term by establishing a PDCA cycle, including development and implementation of action plans by the departments responsible for risk management, and monitoring and reviews by internal committees.	Regarding principal risks of ITOCHU Group, we reviewed the progress of the action plans of the FYE 2025 submitted by each risk management responsible divisions every half year. Including all issues dealt during the period, we reported to the Internal Control Committee that Itochu's internal risk management system is active, which was held in October 2024 (review of the first half of FYE 2025), and in April 2025 (review of the second half of FYE 2025, and the action plans for FYE 2026).

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Participation in Initiatives

We participate in the following initiatives to promote sustainability.

Involvement in the United Nations Global Compact

In April 2009, ITOCHU Corporation joined the United Nations Global Compact, a global initiative to achieve sustainable growth for the international community. ITOCHU will fulfill our corporate mission of "Sampo-yoshi" in accordance with the United Nations Global Compact's 10 principles covering human rights, labor, environment and anticorruption.



The Ten Principles of the United Nations Global Compact

Human Rights	Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2 make sure that they are not complicit in human rights abuses.
Labour	Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4 the elimination of all forms of forced and compulsory labour; Principle 5 the effective abolition of child labour; and Principle 6 the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7 Businesses are asked to support a precautionary approach to environmental challenges; Principle 8 undertake initiatives to promote greater environmental responsibility; and Principle 9 encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.

Work with Global Compact Network Japan

ITOCHU is the corporate director of Global Compact Network Japan (GCNJ), the local network for the United Nations Global Compact in Japan. The GCNJ learns from other companies' practices and academics, and also consists of subcommittees for deliberations and exchanging ideas on specific topics concerning approaches and initiatives for sustainability. In FYE 2024, ITOCHU proactively participated in the ESG subcommittee.

TCFD Consortium

ITOCHU announced its support for TCFD in May 2019, which encourages companies to disclose financial information related to climate change. By participating in the TCFD Consortium*, we will continuously engage in the appropriate disclosure of ITOCHU business risks and opportunities associated with climate

* The TCFD Consortium established on May 27, 2019 by Ministry of Economy, Trade and Industry (METI), Ministry of the Environment (MOE), and the Financial Services Agency (FSA) as a body for promoting discussion and deliberation among companies and financial institutions supporting the TCFD mission.

TNFD Forum

ITOCHU supports the principles and activities of the TNFD which promotes disclosure of the impact of nature-related risks and opportunities on corporate business and financial accounting. In June 2022, we joined the TNFD Forum to gain experience and knowledge and in October 2024, we also registered with TNFD Adopters. Through the forum, we have been gathering information on TNFD and is committed to appropriate disclosure in accordance with the TNFD Recommendations.

CDP (Climate Change, Water Security and Forests)

ITOCHU is actively providing information on ESG initiatives to various stakeholders around the world. As part of these initiatives, we have been responding to climate change, water security and forests questionnaires of the CDP, which is recognized worldwide as a global standard for corporate environmental information disclosure.

United Nations Global Compact (https://unglobalcompact.org/)

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GX League formulated by the Ministry of Economy, Trade and Industry

In 2022, ITOCHU expressed its support for the GX League Basic Concept established by the Ministry of Economy, Trade and Industry, and has been actively involving and making proposals at the public-private councils regarding the concept of emissions trading, the carbon credit market, and the ideal way to trade credits in the GX League. Taking into account our involvement of the various initiatives during the preparatory period for the establishment of the GX League, we participated in the GX League, which began in earnest in April 2023. The GX League will take on the challenge of GX (Green Transformation) with a view to achieving carbon neutrality and social change in 2050, and will serve as a forum for collaboration among industry, government and academia to achieve sustainable growth. As a participating company, our company will continue to be actively involved in the league's initiatives, including emissions trading, which is a concrete policy tool for decarbonization, and contribute to the virtuous cycle of the environment, economy and society, including climate change.

GX League (https://gx-league.go.jp/en/)

Japan Climate Initiative (JCI)

ITOCHU participates in the Japan Climate Initiative, a network of Japanese non-governmental actors actively working to achieve the 1.5-degree target. This network gathers companies, local governments, organizations, and NGOs who support the idea of "participating from Japan on the front line of decarbonization." With the active commitment of the Director in charge, the staff of the Sustainability Management Division participates in various seminars and other activities of JCI to keep up with the latest trends of climate-related issues in Japan and overseas. In addition, we disclose information on our commitment and initiatives toward the decarbonized society on the JCI's website.

• Introduction of ITOCHU in the Japan Climate Initiative website (Japanese only) (https://japanclimate.org/member/itochu-co/)

Japan Partnership for Circular Economy (J4CE)

ITOCHU is participating in the Japan Partnership for Circular Economy, a public-private collaboration established by the Ministry of the Environment, the Ministry of Economy, Trade and Industry, and the Japan Business Federation. This initiative aims to foster a deeper understanding and promote efforts towards a circular economy. Among more than 200 registered companies, the spotlight case collection released in 2025 features our textile company, which invests in and collaborates for the production of recycled polyester RENU. It highlights the resource circulation service PASSTO, which seamlessly conducts the collection, sorting, and redistribution of unused items.

Page of the Circular Economy Partnership (https://j4ce.env.go.jp/en)

RSPO (Roundtable on Sustainable Palm Oil)

Please refer to P183 for details of our activities.

RSPO Website (https://www.rspo.org/)

GPSNR (Global Platform for Sustainable Natural Rubber)

Please refer to P182 for details of our activities.

GPSNR Membership List (https://sustainablenaturalrubber.org/our-members/)

KEIDANREN (Japan Business Federation)

- Committee on Environment
- 1% (One Percent) Club
- Council for Better Corporate Citizenship (CBCC)
- Committee on Responsible Business Conduct & SDGs Promotion
- Keidanren Nature Conservation Fund / Keidanren Committee on Nature Conservation

Japan Foreign Trade Council (JFTC)

- Sustainability Promotion Committee
- Social Contribution & ABIC Committee

ESG Disclosure Study Group

EDSG Member List (Japanese Only) (https://edsg.org/%e4%bc%9a%e5%93%a1%e4%b8%80%e8%a6%a7/)



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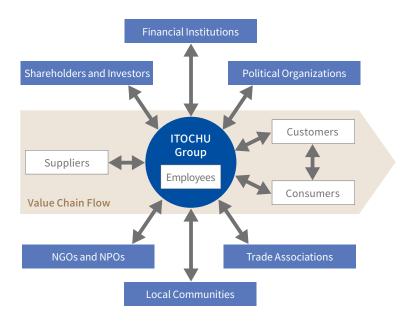
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Stakeholder Engagement

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In our diverse range of corporate activities conducted worldwide, ITOCHU Group place strong emphasis on dialogues with various stakeholders. We provide information about the ITOCHU Group activities, and we value the opinions of our stakeholders, both expectations and concerns. For our sustainable growth, we reflect measures in our business activities to further advance sustainability on a company-wide basis.

Multi-Stakeholder Policy (Japanese only) (https://www.itochu.co.jp/ja/csr/pdf/multi_stakeholder_policy.pdf?250529)



Stakeholders	Frequency	Overview of Initiatives	Main Methods of Dialogue
Suppliers, Customers, and Consumers	Periodically As Needed	We engage in fair and equitable transactions with business partners and comply with laws and ordinances. By building supply chain management that addresses social issues in human rights, labor and environment, we strive to provide safe and secure products and services to consumers.	Provision of information through the Integrated Report/ESG Report and official website Notification of Sustainability Action Guidelines for Supply Chains Quality control and Sustainability Surveys on supply chains Contact for inquiries Dialogue with CustomersPDF file(Japanese only)
Shareholders, Investors, and Financial Institutions	Periodically As Needed	We emphasize dialogue with our shareholders, investors, and other stakeholders from the perspective of achieving sustainable growth and enhancing corporate value over the medium to long term. We strive to reflect obtained inputs into our management strategies and financial and capital policies. Through commitment-based management, we expand corporate value and sustain a positive cycle through effective engagement.	General meeting of shareholders Financial results briefings Field-specific briefings Briefings for individual investors Provision of information through the Integrated Report/ESG Report and official website Integrated Report Briefings Overseas IR roadshows Conferences sponsored by securities companies Response to investigations and ratings performed by socially responsible investors Debt IR Individual engagement with investors
Political Organizations, and Associations	As Needed	We aim for the settlement of social issues and the sustainable development of the international community. We do this by complying with various relevant laws and ordinances formulated by government agencies and local governments in Japan and overseas. In addition, we promote business in cooperation with government agencies, local governments and industry groups.	Participation in the government, the ministries related committees and councils Activity through the trade association (Japan Business Federation, Japan Foreign Trade Council)
Local Communities, NGOs, and NPOs	As Needed	We understand that our business activities affect local communities. Accordingly, we contribute to the sound and sustainable development of local communities. We do this by aiming to solve social issues in communities such as the creation of jobs, development of infrastructure, improvements in living standards and development of the educational environment. We strive to solve social issues through dialogue and collaboration with NPOs and NGOs.	Social contribution activities and volunteer activities Sustainability Advisory Boards Dialogue with residents of areas around project sites Regular communication with NGOs and NPOs Support for the dissemination of information by NGOs, NPOs and local communities
Employees	As Needed	We endeavor to develop various measures and systems to realize decent work with aiming a challenging but rewardng company. We work to foster an organizational culture in which diverse human resources create opportunity of self-development and social contribution through their work.	Integrated report briefing for employees Provision of information through the in-house Intranet and bulletins Provision of opportunities to develop abilities through various training sessions and seminars Provision of career counseling Establishment of employee consultation desk system Implementation of employee engagement surveys Labor-union management meetings (including management meetings and settlement of accountings meetings) General employee meetings at each company Employee award system Employee shareholding association Health management Business idea solicitation system



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FYE 2025: The Expense of Associations and Social Contribution

			(Unit: 1 million yen)
Trade Association, Economic Association, Other Association	70	Social Contribution (Donation)	604 (154)
Political Association	28		
Total	98		

Major Donation Cases in FYE 2025

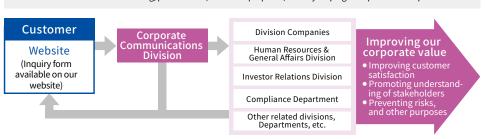
(Unit: 1 million yen)

Subject of Donation	Amount	Summary
General Incorporated Foundation National Political Association	28	Corporate donations to the National Political Association.
Fukuyama City, Hiroshima Prefecture	10	Donation to support projects for Fukuyama city's local development.
EU-Japan Fest Japan Committee	3	Donation as part of a cultural exchange regarding a program to promote artistic and cultural exchange between Europe and Japan.
Shiga Prefecture	2	Donation to support the environmental policies of Shiga Prefecture, the birthplace of our company.

Consultation Desk for the General Public (including Stakeholders)

ITOCHU Corporation has established a system to accept opinions, proposals, and grievances and to accept inquiries from the general public and all our stakeholders, as described below.

ITOCHU makes use of opinions and suggestions from customers to improve customer satisfaction, facilitate stakeholder understanding, prevent risks, and other purposes, thereby helping to improve our corporate value.



Third Party Opinion

It is difficult to say that international efforts to address issues such as climate change have yet achieved sufficient results. At the same time, due to the diversity and international reach of their businesses, general trading companies have a much broader scope of operations and a far more diverse range of stakeholders compared to typical companies, making it challenging to address sustainability issues that involve various risk dimensions. Additionally, with the increasing uncertainty in geopolitics and international politics, navigating these challenges has become even more difficult.

With this ESG Report, inclusion of LEAP analysis based on TNFD recommendations has commenced. ITOCHU Corporation, which has strengths in the non-resource field, can be especially commended for its proactive initiatives concerning business areas highly dependent on natural capital, such as forest resources, food, and textile materials.



Hidemi Tomita Institute for Sustainability Management

In particular, initiatives related to natural rubber and similar areas serve as an advanced example in which business divisions are proactively taking steps in the realm of "nature." It can be said that ITOCHU Corporation's corporate mission, Sampo-yoshi (good for the seller, good for the buyer, good for society), is not just a slogan, but is steadily permeating its field operations.

Given that ITOCHU's Corporation's business spans a wide range of areas, it is necessary to prepare responses to diverse sustainability challenges as part of its "infinite missions." Under its corporate philosophy, we anticipate the promotion of initiatives that meet and exceed the expectations of various stakeholders, especially in areas where the company's strengths can be leveraged.