

Index of key words that are of interest to readers. Please use it for quick access to necessary information.

Business Development Model

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The process by which ITOCHU develops and expands businesses is explained through examples.

Management Message

page **8**



President & CEO Masahiro Okafuji explains in his own words the results achieved under the previous medium-term management plan; the concepts incorporated in "Brand-new Deal 2014," the new medium-term management plan; and his thoughts regarding social responsibility.

Strengths

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The food business and the textile business are introduced as examples of ITOCHU's strengths, which will be the key to becoming the No. 1 trading company in the non-resource sector, the goal under the new medium-term management plan. In addition, ITOCHU's strategic direction is explained in detail through the example of the acquisition of the Asian fresh produce business and the worldwide packaged foods business of Dole Food Company, Inc.

Numbers

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This section consolidates operating data, such as key management indicators for the past 10 years, results by operating segment for the past 5 years. Also, the section introduces reference information, such as major factors behind changes of net income (loss) attributable to ITOCHU for the past 10 years, the trend in equity interests in the natural resource / energy-related sector, and net income (loss) from major Group companies.

Corporate Social Responsibility

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This section describes ITOCHU's CSR policies and provides examples of its CSR activities, according to the seven core subjects of the ISO 26000 framework, the international standard for social responsibility. Examples of businesses that help solve social issues are introduced, and an overview of the supply chain for a product is provided in a third-party reporting format.

Corporate Governance

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Corporate governance activities are explained and directors, corporate auditors, and executive officers are introduced. From Annual Report 2013, there are messages from the newly appointed outside directors, and the investment decision-making process is presented as an example of risk management.

Editing Policy

Annual Report 2013 includes both financial information, such as management results and growth strategies, and social / environmental information, so that our shareholders, investors, and a wide range of other readers can deepen their understanding of ITOCHU with an integrated presentation of information of special importance. The website on the right provides more-comprehensive information. For further financial information, please refer to the separate "Financial Section."

Results & Strategy

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Brand-new Deal 2014

This section covers ITOCHU's transition to a new growth stage under the previous medium-term management plan and provides information to foster a deeper understanding of "Brand-new Deal 2014," the new medium-term management plan, such as the background to the plan, ITOCHU's approach to business investment as an important means of advancing its strategies, and its financial strategy.

Operating Segments

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This section uses tables and charts to explain each operating segment's business portfolio, overview of results, growth strategies and business environment as the background of the strategies, and CSR basic policies and action plans.

Operational Structure

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Organizational structure, global network, and major subsidiaries and associated companies are described.

▶ Investor Relations website

<http://www.itochu.co.jp/en/ir/>

▶ CSR website

<http://www.itochu.co.jp/en/csr/>

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