



*Brand-new Deal 2017*

—— Set strategic steppingstones to the Chinese and other Asian markets ——



*Brand-new Deal 2014*

—— Enhance earning power by overweighting investments in the non-resource sector ——



*Brand-new Deal 2012*

—— Establish an infrastructure to show “individual capabilities” ——

金澤朝子書

# Dramatically Increasing Corporate Value

Since FYE 2012, we have worked to unleash our strength in three areas: “individual capabilities,” “earning power in the non-resource sector,” and “experience and track record in China and other parts of Asia,” while leading in a new era for general trading companies.

## Consolidated Net Profit (Net Profit Attributable to ITOCHU)

**¥161.1 billion**

FYE 2011



Approx.  
2.5 times

**¥400.3 billion\***

FYE 2018

## Share of Group Companies Reporting Profits

**78.1%**

FYE 2011



+12.9 pts.

**91.0%\***

FYE 2018

## Cash-Generating Power (Core Operating Cash Flows)

**¥282.0 billion**

FYE 2011



Approx.  
1.6 times

**¥460.0 billion\***

FYE 2018

## Dividends per Share

**¥18**

FYE 2011



Approx.  
3.9 times

**¥70\***

FYE 2018

## TSR

**Approx. 240% in 8 years**

TOPIX: approx. 108% / Average of other 4 leading general trading companies: approx. 78%

## Long-term Credit Rating

Received Moody's **A** rating (A3)  
for first time in around 20 years

Acquired A rating from all four major credit rating agencies

\* Record-high



The “Fourth Industrial Revolution,” making use of leading-edge technologies such as artificial intelligence (AI), the Internet of Things (IoT), and the blockchain, are transforming the entire global industrial structure.

By applying the corporate DNA of taking on challenges that has enabled us to overcome adversity, we are boldly advancing our business model to help drive us forward.



Medium-Term Management Plan

# ***Brand-new Deal 2020***

**ITOCHU: INFINITE MISSIONS: INNOVATION**

The ITOCHU logo is located in the bottom right corner of the main image. It consists of the word "ITOCHU" in a bold, blue, sans-serif font, with a stylized blue brushstroke graphic above it.

**With a rich history spanning over 160 years,  
ITOCHU is excited to create a bright future founded on innovation.  
New technologies, new businesses, new lifestyles, new values.**

**These are our core strengths in trading.**

**With innovation, these strengths will bring about an even more  
dynamic ITOCHU and an era of transformation.**

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