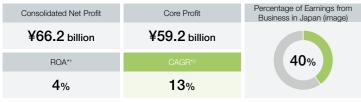
General Products & Realty Company

Building materials and wood products (fences, interior materials, engineered wood products, fiberboard, plywood, lumber, logs, etc.)

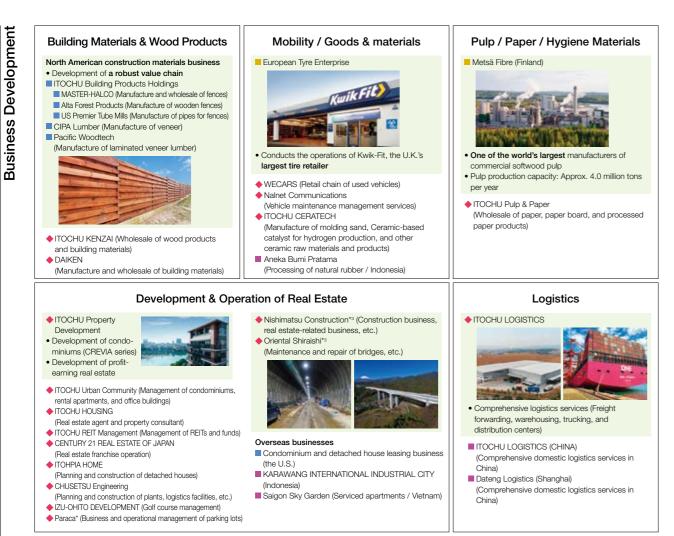
- Mobility, goods and materials (tires, natural rubber, slag, cement, ceramics, etc.)
- Pulp, paper, and hygiene materials (pulp, paper products, hygiene materials, new wood-based materials, wood chips, etc.)
- Logistics (3PL, domestic logistics, international logistics, logistics systems, etc.)
- Development and operation of real estate (housing, logistics facilities, hotels, and public facilities, etc.)
- Accumulated M&A expertise and personnel with competence in hands-on management
- Construction materials-related companies that constitute an excellent value chain in North America
- The No. 1 tire retailer network and brand in the United Kingdom and a vertically integrated logistics network extending from wholesale to
- post-consumer car tires recycling Competitive pulp manufacturing business and a worldwide network for pulp sales
- Stable real estate development by leveraging the distinctive and diverse networks of a general trading company

Quantitative information (FYE 2024 results) ▶ Pages 99–101, 128–131



*1 ROA based on core profit

*2 Compound annual growth rate of consolidated net profit from FYE 2011 to FYE 2024



Region legend: Japan North America The U.K. and Europe China and other Asian countries



Masatoshi Maki President, General Products & Realty Company



From left:	
Kotaro Yamamoto	Chief Operating Officer,
	Forest Products, General
	Merchandise & Logistics Division
Yusuke Takasaka	Chief Operating Officer,
	Construction & Real Estate Division
Tetsuya Sebe	Chief Financial Officer
Yasuhiro Takahashi	General Manager, Planning & Administration Department

Initiative for Sustainable Enhancement of Corporate Value through a Market-Oriented Perspective Leveraging a Capital and Business Partnership with Oriental Shiraishi

In May 2023, ITOCHU entered into a capital and business partnership with Oriental Shiraishi Corporation and became its largest shareholder. Oriental Shiraishi Corporation is one of Japan's leading bridge manufacturers, with notable projects such as the construction of the Rainbow Bridge, and a pioneer in the infrastructure maintenance market, including highway renewal projects. By combining Oriental Shiraishi Corporation's advanced technical expertise and know-how with the ITOCHU Group's extensive customer network in the construction and building materials sectors, we aim to address urgent social issues such as national resilience, infrastructure renewal, and regional revitalization, and to build safe and secure social infrastructure. Through these efforts, we will contribute to the long-term development of a sustainable society and expand our infrastructure business domain.



Engineering Design Prize and the Prestres

Concrete Technology Association Prize)



Created Value Corporate Value

Cost of Capita

Growth Rate

Expand Created Value (FYE 2024 Review)

Ô	Increased production capacity for softwood pulp and str
Ò	Expanded the automotive aftermarket business through
8 🛞	Expanded PROJECT TREE, an initiative to enhance the BUS CORPORATION and the Sumitomo Rubber Group
	Promoted the complete acquisition of DAIKEN CORPOF Shiraishi Corporation to strengthen and expand the con-
康	Promoted the development of multifunctional all-weathed during disasters, as part of a public-private partnership

Increase Growth Rate

	Enhancing profitability of new business fields by promotin and collaboration with DAIKEN CORPORATION
	Pursuing business expansion in the Japanese domestic r rebuilding of WECARS Co., Ltd.
©.	Pursuing the optimization of customers' logistics operations the 2024 problem—the cap on truck drivers' overtime hou
赓	Strengthening and expanding alliances in businesses per (capital and business alliances with Nishimatsu Construct promoting measures that address societal needs such as Expanding operations in the North American real estate b
	leading U.S. real estate companies
	*4 A new collaborative delivery system that applies the concept of effic visualizing information on cargo, warehouses, and vehicles through industries to improve the efficiency and sustainability of logistics

Lower Cost of Capital stable distribution channels

- R 🕅 system developed by ITOCHU (\mathbb{O}) security risk ("prevent")

The list of major subsidiaries and associated companies is available on ITOCHU's website.

L https://www.itochu.co.jp/en/files/ar2024E_12.pdf

*3 Non-affiliated companies

From left: Planning & Administration Department. General Products & Realty Company Hiroaki Ina, Yuriko Mori Construction & Building Material Department Takashi Ozawa Building Material Section, Construction & Building Material Department Shimpei Nakano Planning & Administration Section, Construction & Real Estate Division Shingo Sugiyama

Items related to Sustainability Action Plans are indicated with a mark for the corresponding material issues

- P Evolve Businesses through Technological Innovation (Contribute to a Decarbonized Society)
- Rewarding Work Environment

Respect and Consider Human Rights

- 🖄 Contribute to Healthier and More Affluent Lifestvles 🛛 🔞 Ensure Stable Procurement and Supply
- Maintain Rigorous Governance Structures

trengthened the sales system at Metsä Fibre Oy of Finland n investment in Nalnet Communications Inc.

sustainability of natural rubber, with the participation of TOKYU

DRATION and the capital and business alliance with Oriental nstruction and building materials alliance er swimming pool with features such as shelter capabilities project

ng M&As in the North American construction materials business

mobility sector and company-wide synergies through

ns through the launch of a physical internet business*4 to address urs starting from 2024—in the Japanese logistics industry ripheral to the construction and construction materials realms ction Co., Ltd., Oriental Shiraishi Corporation, etc.), and as road infrastructure

business through strategic alliances and joint investments with

cient information transmission and reception from the internet to logistics by digital technology, and by standardizing and sharing this information across

Promoting the effective use of sustainable by-products (slag) as a cement alternative and creating sustainable and

Promoting the production and distribution of natural rubber with enhanced sustainability through the use of a traceability

Revising Group companies' backbone systems (ERP) to improve efficiency in analysis operations ("cut") and reduce



Details on the Sustainability Action Plans are available on ITOCHU's website L https://www.itochu.co.jp/en/csr/itochu/actionplan/