

Strengths Accumulated as a Merchant

Non-consolidated employees (People)

4,098
(FYE 2024)

Consolidated employees (People)

113,733
(FYE 2024)

The spirit of the Merchants of Ohmi, which serves as the foundation of all our endeavors, and the entrepreneurial DNA of pioneering business endeavors, has been steadily passed down through the eras until the present as individual capabilities.



Since its founding, ITOCHU did not maintain freestanding stores, but instead cultivated a spirit of creating businesses on its own. Based on this DNA of the Merchants of Ohmi and our core focus on the non-resource sector, which consists of small businesses and a large number of customers, we have cultivated individual capabilities.

The individuals, who are also referred to as “brave warriors,” have built the business by personally visiting the front lines where the customers are located. The ability of individuals to understand and respond to customers’ constantly changing needs and to create business through their own discretion on the front lines is a characteristic of the Company and the driving force for sustainable value creation.

Going forward, each ITOCHU employee—regardless of their department or job responsibilities—will enhance their marketing capabilities and continue to create added value by understanding peoples’ emotions and situations and providing them with what we believe they desire.

The Merchants of Ohmi, based in the former Ohmi Province, transported their wares on shoulder poles, peddling items nationwide. Chubei Ito I began his business by trading linen and gradually expanded into the textile sector. Over time, as customer and societal needs evolved, the Company adapted flexibly by capturing these shifts at the front lines and employing strategies such as expanding the value chain from upstream to downstream and moving into brand businesses in the Textile Company. The transformation ability driven by downstream areas such as FamilyMart, the Group’s largest consumer touchpoint, has been a driving force for sustainable growth. Going forward, we will continue to leverage our stable business foundation in the downstream areas, along with assets and expertise in the upstream and midstream areas, to create businesses with a market-oriented perspective.



Photo courtesy of Archival Museum for the Faculty of Economics at Shiga University

**Compound Annual Growth Rate (CAGR)
of Consolidated Net Profit**

13%

(FYE 2011–FYE 2024)

ITOCHU has achieved sustainable growth by flexibly transforming the business model in response to changes in the external environment.



**Individual
Capabilities
as a Merchant**

**Downstream-Driven
Transformation
Ability**

Virtuous cycle of strengths that interact

with each other and heighten sustainability

Accumulated Comprehensive Strength

Ratio of Group companies
reporting profits

92%
(FYE 2024)

Engaging in a wide range of businesses across eight Division Companies while maintaining connections with various industries, we are building a robust Group earnings base through the thorough implementation of the “earn, cut, prevent” principles.

ITOCHU’s business originated with textiles. In contrast with the general trading companies associated with the former *zaibatsu* industrial groups, the Company has weaker connections to the national government and companies in heavy industry. We, therefore, inevitably built up strengths in the non-resource sector, centered on clothing, food, and housing, where we have a wealth of expertise. By accumulating strengths in the non-resource sector while continuing initiatives in the resource sector, we are strengthening an earnings base that is diversified across many fields and more resilient to economic volatility, thereby enabling the stable generation of cash flow.

Even with the growing importance of business investment, about two-thirds of our Group companies generate profits of less than ¥2 billion. However, the combined contributions from these companies enhance our overall earning power. Going forward, we aim to maximize synergies by horizontal collaboration among Division Companies. In accelerating growth investments, we will fully utilize our Group’s resources and by enabling business divisions and administrative divisions to work together as one to develop projects and set the steppingstone for sustained growth.

Eight Division Companies

