

## ITOCHU's Diverse Functions

The types of business in which ITOCHU is engaged can be broadly divided into trading and investment. By effectively applying to these businesses our management resources such as (1) the enormous and richly diverse information that we have accumulated through the broad range of our business areas and (2) global networks with a global reach, we are developing and integrating our trading and investing activities into high-value-added business models.

### In trading, we do more than conventional importing and exporting.....

- We are expanding our range of activities from materials procurement to processing, logistics, and retailing.
- We are not focused exclusively on movement in the downstream direction. By grasping consumer needs starting from the retail level and feeding this information back to the midstream and upstream business areas, we are building a supply chain management (SCM) system with optimal logistics, processing, and materials procurement. This accelerates business development in all areas of the stream.

### In investment, we are not limited to financing functions....

- Through proactive involvement in each company in which we invest, we seek the optimal business model for that company.
- In addition, by providing specific solutions in areas ranging from cooperation in production, logistics, product development, and marketing to dispatching managers, we enhance the total corporate value of companies in which we have a stake.

### The synergy created by multiple functions

Investment yields not only profit contributions and dividends for ITOCHU; it also facilitates growth in earnings by expanding trade for the ITOCHU Group as a whole. At the same time, for the companies in which we invest we are not only a source of funds but also a means of reducing risks and a powerful business partner. The essence of ITOCHU's investment strategy is creating a win-win relationship for both sides of the equation.

