

(Appendix) Areas with High Growth Potential by Segment



Areas with High Growth Potential by Segment

- ▶ Leveraging our expertise and networks to steadily **build business opportunities from a frontline perspective** and expand our business across all segments.
- ▶ Achieving sustainable growth by advancing both enhancement of existing businesses and **new investments that offer high profit contribution visibility**.

Textile

- ▶ Expanding sports business centered around DESCENTE, and strengthening the value chain of the footwear business
- ▶ Enhancing core brands and improving profitability through the strengthening of directly managed stores



Machinery

- ▶ Enhancing functions in the North American electric power-related business, including renewable energy, and in the marine and aerospace areas
- ▶ Strengthening the value chain by overseas partnerships with Japanese manufacturers in the automobile and construction machinery areas



Metals & Minerals

- ▶ Adding high-quality assets in iron ore and coking coal, etc.
- ▶ Engaging in projects that contribute to the realization of a decarbonized society (direct reduced iron, aluminum, hydrogen, ammonia, etc.)



Energy & Chemicals

- ▶ Expanding business in core group companies such as ITOCHU CHEMICAL FRONTIER and C.I. TAKIRON
- ▶ Investing in utility scale energy storage and expanding business in peripheral areas



Food

- ▶ Strengthening functions and competitiveness in the food distribution field by leveraging group capabilities
- ▶ Improving profitability by expanding transactions of high value-added raw materials



General Products & Realty

- ▶ Expanding functions and strengthening profitability in the North American construction-materials-related business with DAIKEN and acquisitions of competitors
- ▶ Strengthening and expanding public-private partnership projects
- ▶ Rebuilding of WECARS



ICT & Financial Business

- ▶ Strengthening the digital value chain centered around CTC
- ▶ Expanding overseas business in the retail finance and insurance areas
- ▶ Expanding the business foundation in growth areas such as space and satellite, healthcare, circular-economy-related business, etc.



The 8th

- ▶ Enhancing FamilyMart's convenience store business while creating and expanding new businesses by leveraging FamilyMart's business foundation
- ▶ Creating new consumer-related businesses



▶ Trend of Profit from DESCENTE

	FYE 2011 Results	FYE 2025 Results	FYE 2026 Plan
Profit from the company	¥0.7 bn	¥7.0 bn	¥13.3 bn

(*1) FYE 2011 - FYE 2025

CAGR(*1)
18%

Future profit target(*2)

¥25.0 bn

(*2) DESCENTE's 100% basis consolidated net profit.

- By combining DESCENTE's strengths with regional strategies, we aim **to double DESCENTE's net profit** in around five years.
- An investor business briefing was held in March 2025.

▶ Growth Strategy of DESCENTE

DESCENTE's Strengths

- Manufacturing capabilities
 - Research and development (R&D) capabilities
 - Planning and development capabilities
 - Sewing technology
- A wide and diverse range of brands centered on sports



ITOCHU Group's Strengths

- Extensive network and expertise in the textile industry
 - Brand management
 - OEM/ODM operations
 - Store development and management, etc.
- Business management resources
- Chinese personnel and know-how

The area-specific strategies

Japan

- Promotion of the "DESCENTE" brand as a premium sports brand.
- Increase DTC ratio.

South Korea

- Properly adjust brand management rules to accelerate the growth and rebranding of each brand such as "DESCENTE" and "umbro."

China

- DESCENTE China, a JV with the ANTA Group in China aims to expand store openings and strengthen new categories.
- Munsingwear Shanghai, a JV with the Lilang Group in China has commenced operations in FYE 2026.
- Shanghai Le Coq seeks to enhance the penetration of its new brand image.

Others

- Explore new distribution channels and business opportunities in Europe, the U. S., and Southeast Asia.



Growth Strategy of Machinery —North American Power, Collaboration with Domestic Manufacturers

Growth Strategy for the North American Power Business



(*)1) FYE 2011 - FYE 2025

- Demand for electricity in the U.S. is expected to increase due to AI and data centers, electricity business will remain strong.
- While strengthening renewable energy-related businesses, building a well-balanced portfolio includes gas-fired power plants as a stable source of power.



- With our group companies (Tyr Energy and NAES) at the core, expanding profits across the entire value chain, from power development, construction, investment, and operation and maintenance.

Company	Business Overview	Main Achievements
TYRENERGY	Carries out the entire value chain from development, construction, asset management, and energy management.	Since foundation in 2002, invested in 33 assets (12.6GW) and developed 16 assets. Currently owns 15 assets (5.4 GW).
TED RENEWABLES	Tyr's renewable development subsidiary. Develop and sell, starting from site screening, increasing its value through securing permits, grid connection, contract management, etc.	Track record of selling 13 development assets. Currently developing 25 Solar PV assets (approx. 5 GW) in 12 states in the U.S.
NAES	Provides power services such as operation and maintenance for third-party owned power plants. The largest independent power plant operator in North America.	Operate over 250 Gas-fired power plants and 1,000 solar power plants, with a total capacity of 59GW.

Topic

- Reached an agreement with major North American developer of renewable power projects Apex Clean Energy regarding investment in the Bowman Wind Project in January 2025, which is currently under construction in North Dakota and will have a total generating capacity of 208 MW.
- An investor business briefing was held in December 2024.



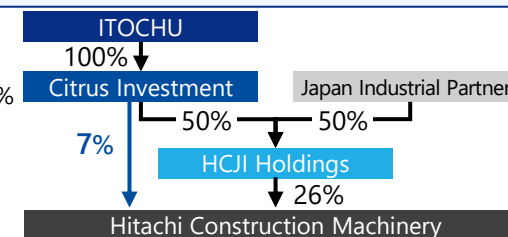
Accelerating growth through collaboration with domestic manufacturers

Hitachi Construction Machinery

Since invest in August 2022, we support the strengthening of its downstream businesses not only through traditional distributor functions but also by providing various functions including finance, logistics and sales channel expansion, and electrification.

Investment Status in Hitachi Construction Machinery

In August 2022, we made an initial investment in Hitachi Construction Machinery through HCJI Holdings. We increased our share by an additional 7% through Citrus Investment, with the aim of providing even greater support and collaboration. As of the end of June 2025, our equity interest in Hitachi Construction Machinery stands at 20%.



Established finance company (ZAXIS Finance) in North America

- Established finance company (ZAXIS Finance) in North America in January 2023. (ITOCHU 35%, Tokyo Century 35%, Hitachi Construction Machinery 30%)
- Business performance is progressing smoothly, and the utilization rate of retail finance is on the rise.
- Retail finance assets have increased to over ¥60 billion.

Kawasaki Motors

Acquired 20% of Kawasaki Motors shares [¥80.3 bn] in April 2025. In addition, ITOCHU and Kawasaki Motors established a joint venture in the U.S. for the purpose of sales financing. The aim is to capture demand for power sports products^{(*)2}, which is expected to grow.

(*)2) Vehicles equipped with engines and motors for outdoor activities, such as motorcycles, snowmobiles and four-wheel off-road vehicles.



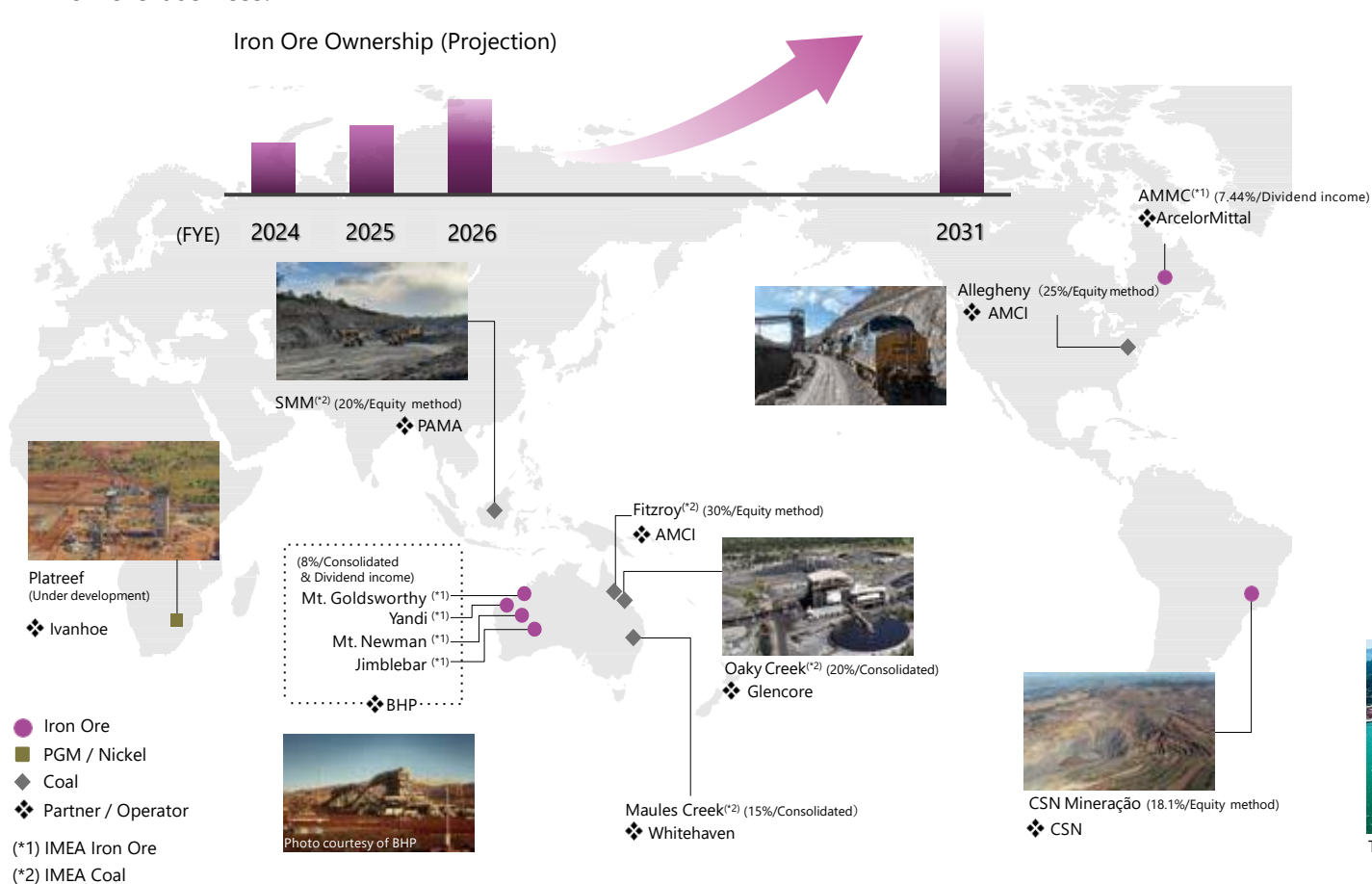
AICHI CORPORATION

Acquired 27% of AICHI CORPORATION shares [¥23.8 bn] in May 2025. We aim to create new revenue opportunities in the domestic market by extending our value chain through finance, after-sales services, and used car sales, while also pursuing growth by expanding into overseas markets.



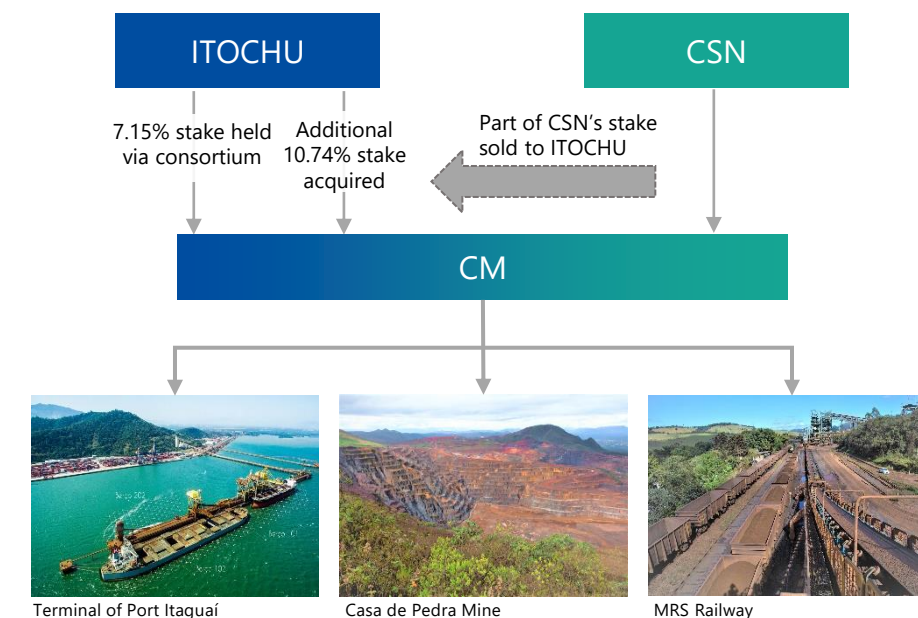
► Overview of Metals & Minerals Projects

- Owning interests in approximately 28 million tons of iron ore, primarily centered on our iron ore business in Western Australia, in addition to coking coal and other resources.
- Planning for steady organic growth in our iron ore ownership through the full-scale production launch of pellet feed in Brazil's iron ore business in 2028 and the ramp-up of the Western Australia iron ore business.



► Additional Investment in Iron Ore Business in Brazil

- In November 2024, ITOCHU executed an additional investment of approximately ¥120 bn in Brazil's CSN Mineração S.A. (hereafter "CM"), a company ITOCHU has been involved with since 2008. The high-grade iron ore produced by CM is expected to serve as a raw material for low-carbon direct reduced iron, an initiative being promoted by ITOCHU in the UAE, thus contributing significantly to the decarbonization of the steel industry as a high-value resource.
- CM has established an integrated operation system centered on the large-scale and cost-competitive Casa de Pedra mine, equipped with railway, port, and iron ore processing facilities. CM boasts the second-largest iron ore production volume in Brazil, with a sales volume of approx. 43 million tons in FYE 2025.



Chemicals: Steady Business Expansion in Core Group Companies and Further Enhancement of Trading Functions

Steadily execution of PMI post-privatization

C.I. TAKIRON

Execution of privatization in October 2024
(additional investment of approx. ¥37.6 bn.)

Growth strategies: Enhancing procurement capabilities, Responding to industry restructuring, Investing company resources in growth fields, etc.



★ Top market share in Japan

Reinforcement of the earnings base through growth investments and expansion of trade areas

ITOCHU CHEMICAL FRONTIER

Investment in Maypro Group of U.S. in October 2024
(supplement manufacturing, etc.)^(*)



(*) Business activities: Development, manufacturing, and sales of materials for supplements and health foods

Enhancement of trading functions

ITOCHU, Overseas subsidiaries & Group Companies

Topic Partnership on selling all of methionine ^{(*)2} produced by SUMITOMO CHEMICAL

Expand earnings through global trade optimization



(*)2 Feed additives

Energy : Promotion of Project Investments and Acquisition of Reliable Resource Interests

Trading

Strengthening the earnings base through trading, distribution, and related businesses of crude oil, petroleum products, LPG, renewable fuels, LNG, etc.



★ Joint businesses with overseas partners

Resource Interests

Expansion of long-term earnings base through continued initiatives to resource interests



Power & Environmental Solutions: Investment in Utility Scale Energy Storage and Expansion of solar power business

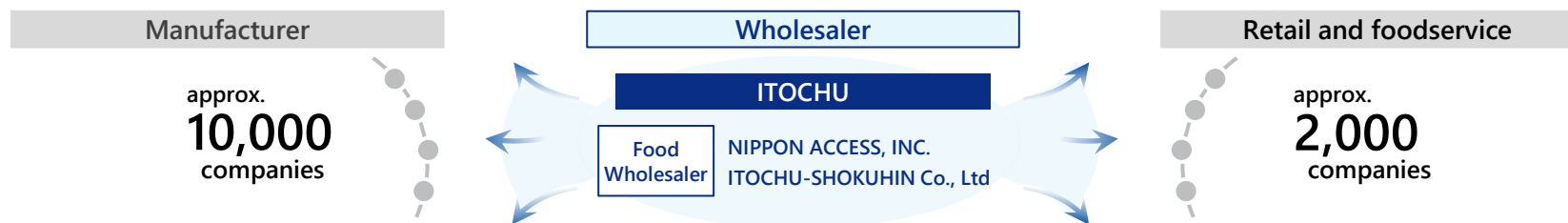
Utility Scale Energy Storage

Topic Start of Japan's first fund management exclusively for utility scale energy storage in collaboration with Tokyo Metropolitan Government
(A fund exclusively for energy storage that invests in, develop and operate new plants in a one-stop manner)



Strengthening functions and competitiveness in the food distribution field by leveraging group capabilities

Driving growth with manufacturers and retailers through our market-in approach, grounded in deep insight across Japan's food industry



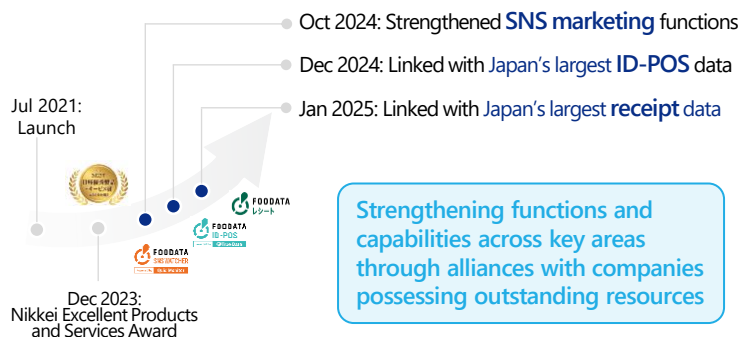
Case 1 Supporting Product Development for Food Manufacturers/Retailers FOODATA



Since 2021, we have offered FOODATA, a DX support service for food product planning and development. By working with group companies, we provide seamless support from product development to sales, helping to create products that truly sell.

What is FOODATA?

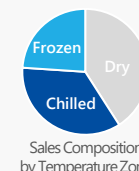
A one-stop analytics service that integrates purchasing, taste, consumer surveys, and SNS data to support product planning that meets consumer demand. It also enables the analysis of sensory factors like flavor and texture, which were previously difficult to quantify.



Case 2 Further Strengthening Food Wholesale Business NIPPON ACCESS, INC.



- ✓ Industry No.1 in sales
- ✓ Full-temperature logistics covering dry, chilled, and frozen products
- ✓ Industry's largest scale in chilled/frozen logistics
- ✓ Approx. 500 logistics sites, 7,400 trucks



Example Nationwide Expansion of Frozen Mother Centers Leveraging Strengths

Frozen logistics brings challenges for manufacturers due to seasonal fluctuations and high logistics costs.



ACCESS is driving industry-wide efficiency by establishing centralized logistics hubs

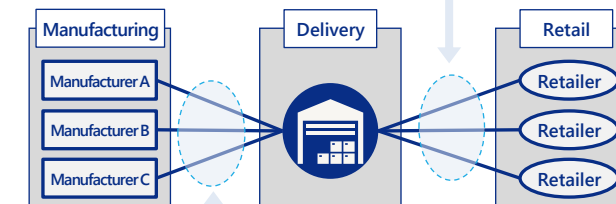
ACCESS stores and manages manufacturers' inventory at mother centers and ships based on customer demand, improving efficiency and reducing the burden on manufacturers.

Case 3 Pursuing a New Distribution Model from Order to Delivery Optimizing the Food Value Chain

Example DeCM-PF (Demand Chain Management – PlatForm)

We have developed a platform that optimizes store orders using AI-driven forecasts from retail data. It reduces excess inventory and improves logistics across the value chain. Now being rolled out to multiple retailers.

Key Point: Consumer-driven Demand Chain Management



In the future, we aim to optimize logistics across the food industry by enhancing efficiency on the manufacturing side, such as establishing consolidated logistics hubs to handle manufacturers' deliveries.

▶ North American construction-materials business

- Sustainable growth through expansion of the exterior building materials business into new areas and continued acquisition of competitors in the same industry.
- Enhancement of housing structural materials and expansion of functionality in interior materials through collaboration with DAIKEN.



Exterior building materials business



US Premier Tube Mills
Manufacture of pipes for fences



MASTER-HALCO
Chain-link fences manufacturer and wholesaler of fence and ODL materials



Alta Forest Products
Manufacturer of wooden fences

FYE 2025: Acquisition of two companies in the wholesale business of ODL materials (decks, etc.)

Hands-on Management

with a hybrid of employees stationed overseas and local talent

Strengthening and expanding (M&A, etc.)

Collaboration (synergy creation)

Housing structural materials business



CIPA Lumber
Manufacture of veneer



Pacific Woodtech
Manufacture of laminated veneer lumber

FYE 2023: PWT acquired three plants for engineered wood products
FYE 2024: Both companies were made wholly owned subsidiaries through privatization of DAIKEN

Interior materials business



DAIKEN North America
Manufacture of interior wood boards

FYE 2025: Acquisition of a wood board manufacture in Canada together with DAIKEN (website: Japanese only)

▶ Construction and building materials alliance

- Strengthening the value chain and entering and expanding into new markets.
- Proactive business investments in adjacent growth areas and pursuit of group synergies.
- Nishimatsu Construction became an affiliate in Q1 of FYE 2026 (ownership: 22.0%), and equity pick-up will begin in Q2.

Manufacturing

Distribution

Installation

Existing business portfolio



DAIKEN
Wooden building materials manufacturer
FYE 2024: Privatization



IWANO & CO., LTD.
FYE 2026: Full Acquisition



Second-tier general contractor
FYE 2022: Capital & business alliance



Civil engineering/bridge general contractor
FYE 2024: Capital & business alliance



CHUSETSU Engineering Co., Ltd.
Group Company of ITOCHU and Nagoya Railroad
Facility engineering/general contractor



ITOHPiA HOME
Detached housing construction

Growth strategies

Expansion of products and functions

- | | | |
|------------------|-----------------------------|------------------------|
| Wood materials | Building materials | Distribution/wholesale |
| Forest ownership | Civil engineering materials | Structural components |
- Product expansion, synergy with group companies, enhancement of development capabilities, etc.
 - Vertical integration through the acquisition of construction and materials/components manufacturers for infrastructure maintenance and repair

Enhancing & expanding installation capabilities

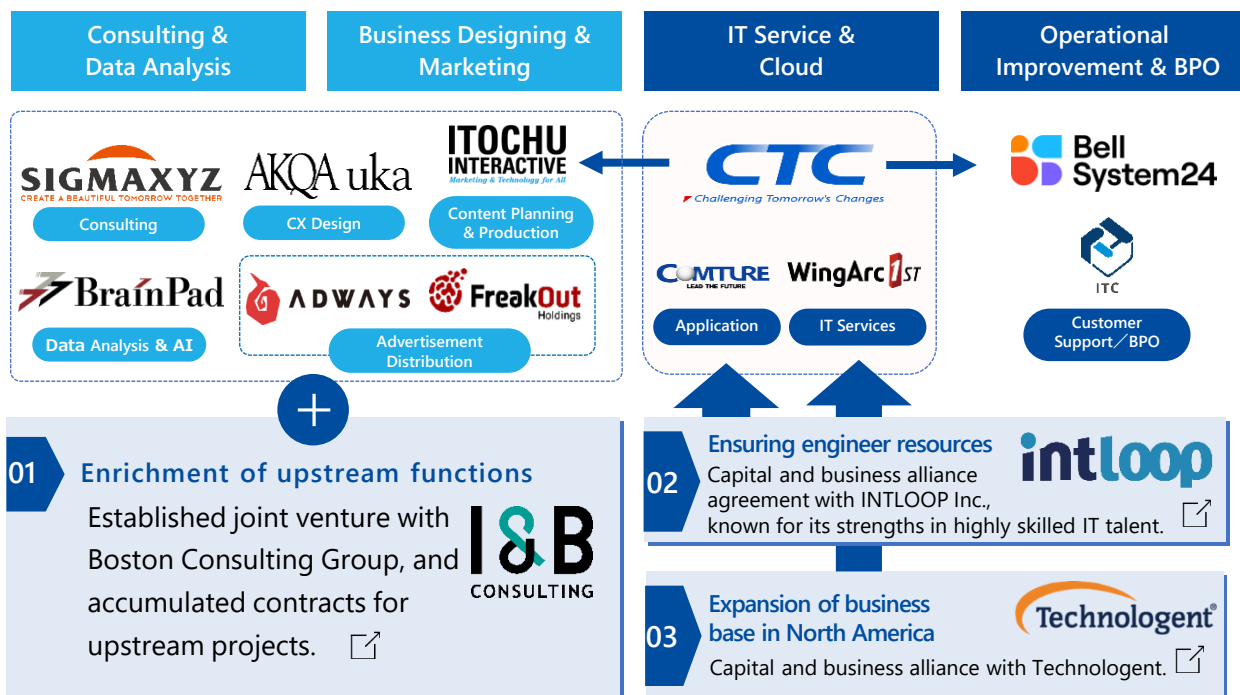
- | | |
|------------------------|-----------------------|
| Equipment | Interior construction |
| Infrastructure-related | Systems (DX) |
- Securing engineers, expanding material sales, enhancing technical capabilities
 - Securing construction capabilities, collaborating with construction machinery businesses
 - Complementing functions of existing value chain

▶ Strengthening CTC through the promotion of digital value chain strategy



* FYE 2011 - FYE 2025

- CTC has steadily captured the robust demand for domestic IT investment, significantly updating its highest profits.
- Steadily executing growth initiatives presented at the Collaborative Projects Briefing in 2023.
- Raised the future profit target for the whole digital value chain has been raised from ¥60 bn to ¥80 bn.



▶ Creating new services for private-sector utilizing geospatial information

- Jointly conducted a TOB on major surveying company PASCO with SECOM (Investment amount: ¥8.0 bn, acquisition ratio: 25%), completed privatization in January, 2025 and started equity method acquisition.
- Promoting solution development and service deployment from a market-oriented perspective through collaboration with PASCO and our group of digital businesses.

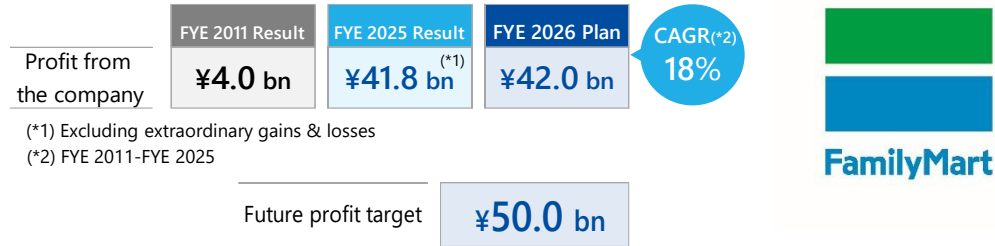


Providing Diverse Solutions to a Wide Range of Industries

Disaster prevention	Regional disaster prevention planning, Hazard maps, River and erosion control mitigation measures
Infrastructure	Variation measurement, Anomaly detection, Construction progress monitoring
Logistics	Delivery route optimization, Transport management
Autonomous driving	High-precision map creation, Development simulator for autonomous driving
Retail	Retail flow analysis, Commercial area analysis, New store location planning, Sales forecasting

| PASCO's website

► Profit from FamilyMart



Topic

Existing store daily sales have exceeded the previous year's figure for 46 consecutive months^(*)

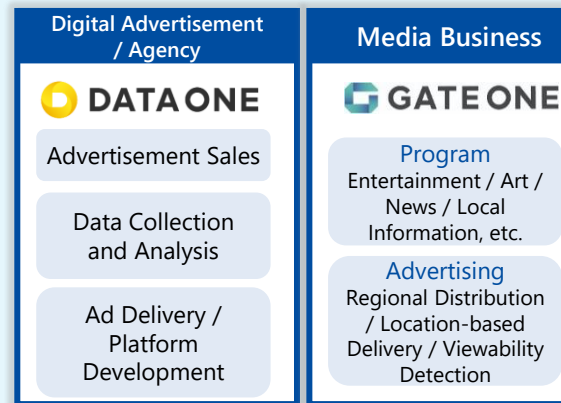
- Strengthening product competitiveness, together with successful marketing initiatives such as the Shohei Ohtani rice ball campaign and the "Buy One, Get One Free" offer, led to favorable outcomes.
- With support from ITOCHU Food Sales and Marketing Co., Ltd., we became an industry pioneer in handling government reserve rice. We responded promptly to the surge in rice prices.
- Expansion of sales floor area through transforming in-store dining spaces and adding external attachments like container-shaped facilities.



(*) as of the end of June 2025

Topic

Retail Media Business



- Retail Media Business (Investor Briefing)

• Digital signage "FamilyMart-Vision" has been installed in approximately 10,400 stores (as of the end of June 2025).

• In the digital advertising distribution business, they have built one of the largest retail media networks in Japan. The number of advertising distribution IDs has expanded to approximately 45 million. (as of the end of June 2025).

• Expanding the integration of purchasing data with other retailers.



Topic

Expansion of Convenience Wear

• The annual brand sales achieved 13 billion yen in FY2024, marking a 130% increase over the previous year.

• FamilyMart is expanding the product lineup every season, offering approximately 100 different items.

• Overseas expansion has begun since November 2024. In Taiwan FamilyMart, the products, including stationery, are available at approximately 3,800 stores.

