



# Investors Guide

ITOCHU Corporation

November 2025

## Forward-Looking Statements

Data and projections contained in these materials are based on the information available at the time of publication, and various factors may cause the actual results to differ materially from those presented in such forward-looking statements. ITOCHU Corporation, therefore, wishes to caution that readers should not place undue reliance on forward-looking statements, and further, that ITOCHU Corporation has no obligation to update any forward-looking statements as a result of new information, future events or other developments.

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- Investment from Berkshire Hathaway
- Business Collaboration with Berkshire Hathaway

Note: FY2024 indicates the fiscal year ended March 2025.

# ITOCHU at a glance

Founded

1858

Group Companies

260+

Number of Employees

4,000+

(standalone)

115,000+

(consolidated)

Market Cap (Sep 30, 2025)

13.4 trillion yen

Top15  
in Japan

Consolidated Net Profit (FY2024)

880.3 billion yen

Job Seeker Ranking

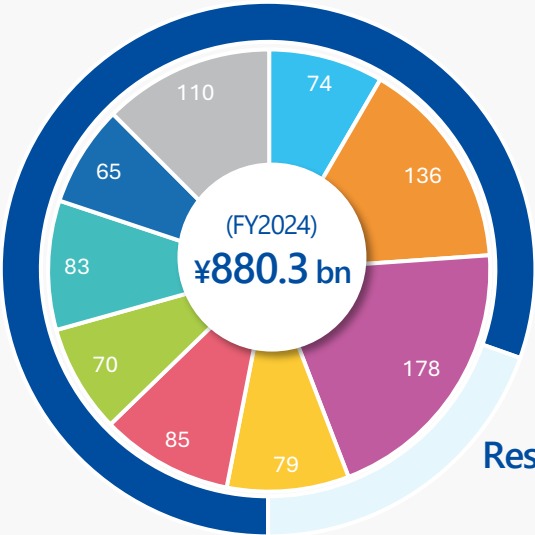
No.1 across all industries

in 6 out of 7 rankings



Consolidated Net Profit

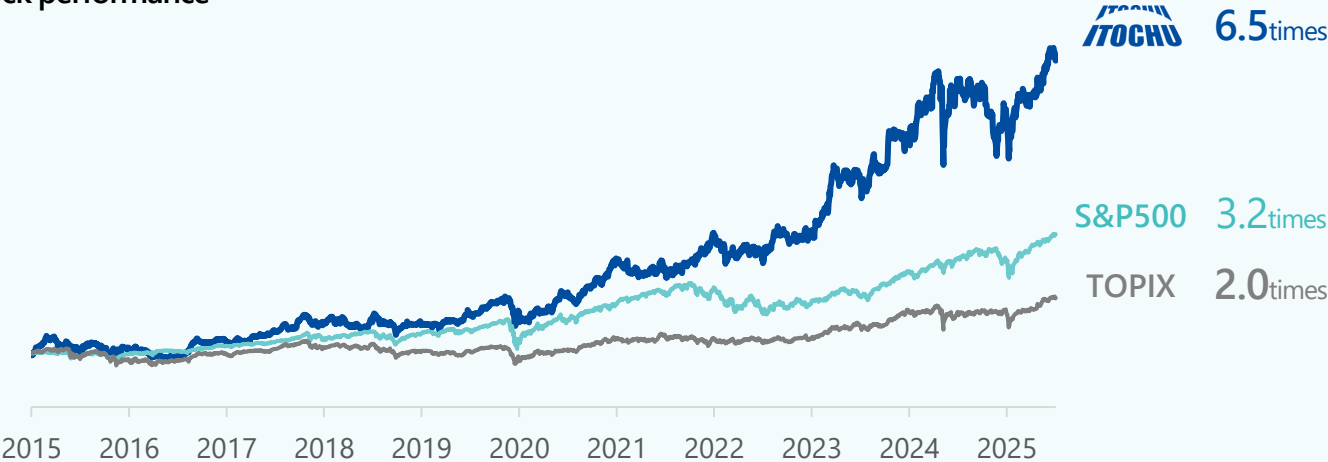
Non-resource  
81%



- Textile
- Machinery
- Metals & Minerals
- Energy & Chemicals
- Food
- General Products & Realty
- ICT & Financial Business
- The 8th
- Others

Resource  
19%

Stock performance



(\*)Stock price trend from March 31, 2015, using the closing price as 1, to September 30, 2025

## Our Growth Track Record

- 05 | CAGR of consolidated net profit
- 06 | CAGR by segment
- 07 | ROE
- 08 | Asset allocation trajectory

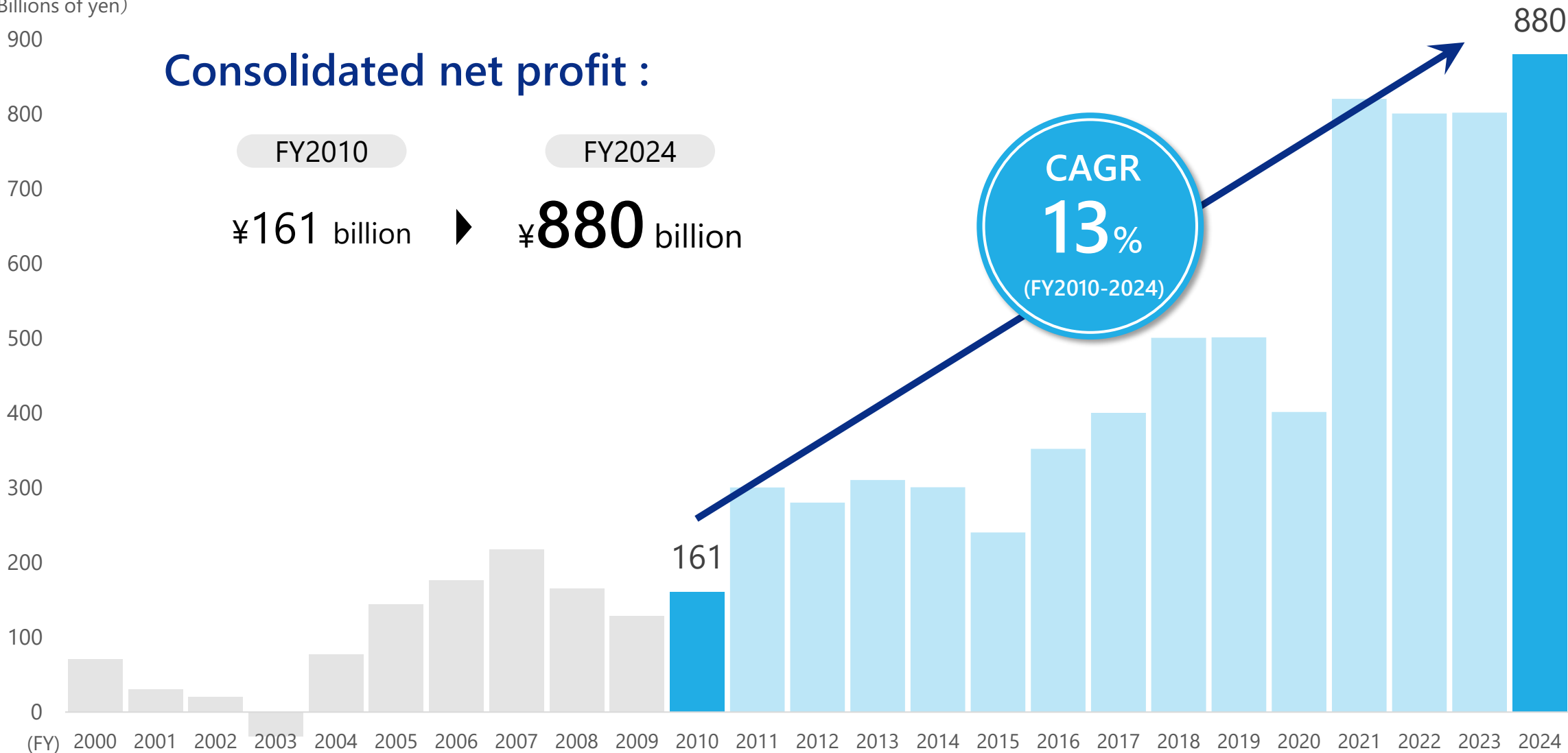
01

# Our growth track record

(Billions of yen)

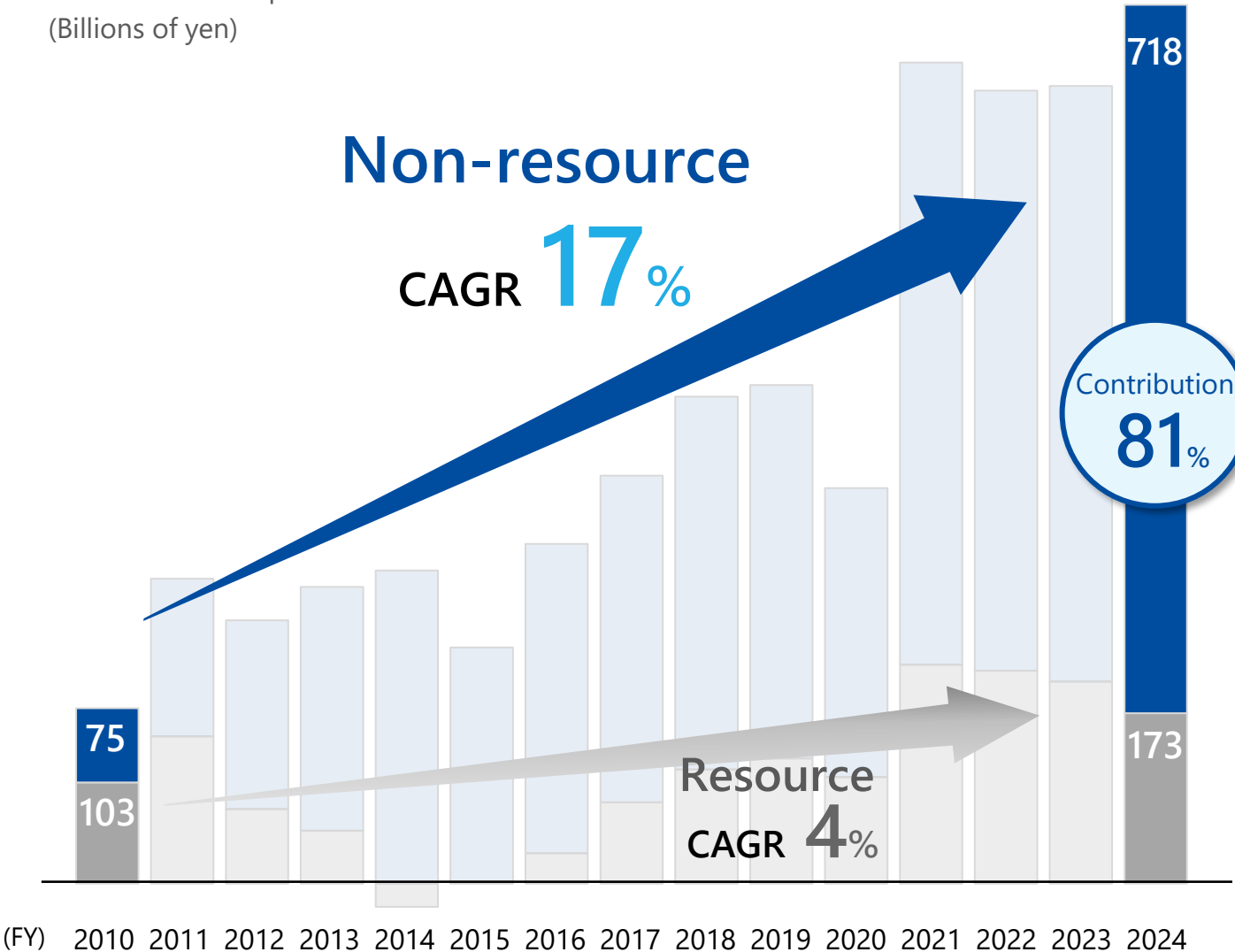
## Consolidated net profit :

FY2010      FY2024  
¥161 billion   ►   ¥880 billion



# High growth driven by diverse Non-resource businesses

Consolidated net profit :  
(Billions of yen)

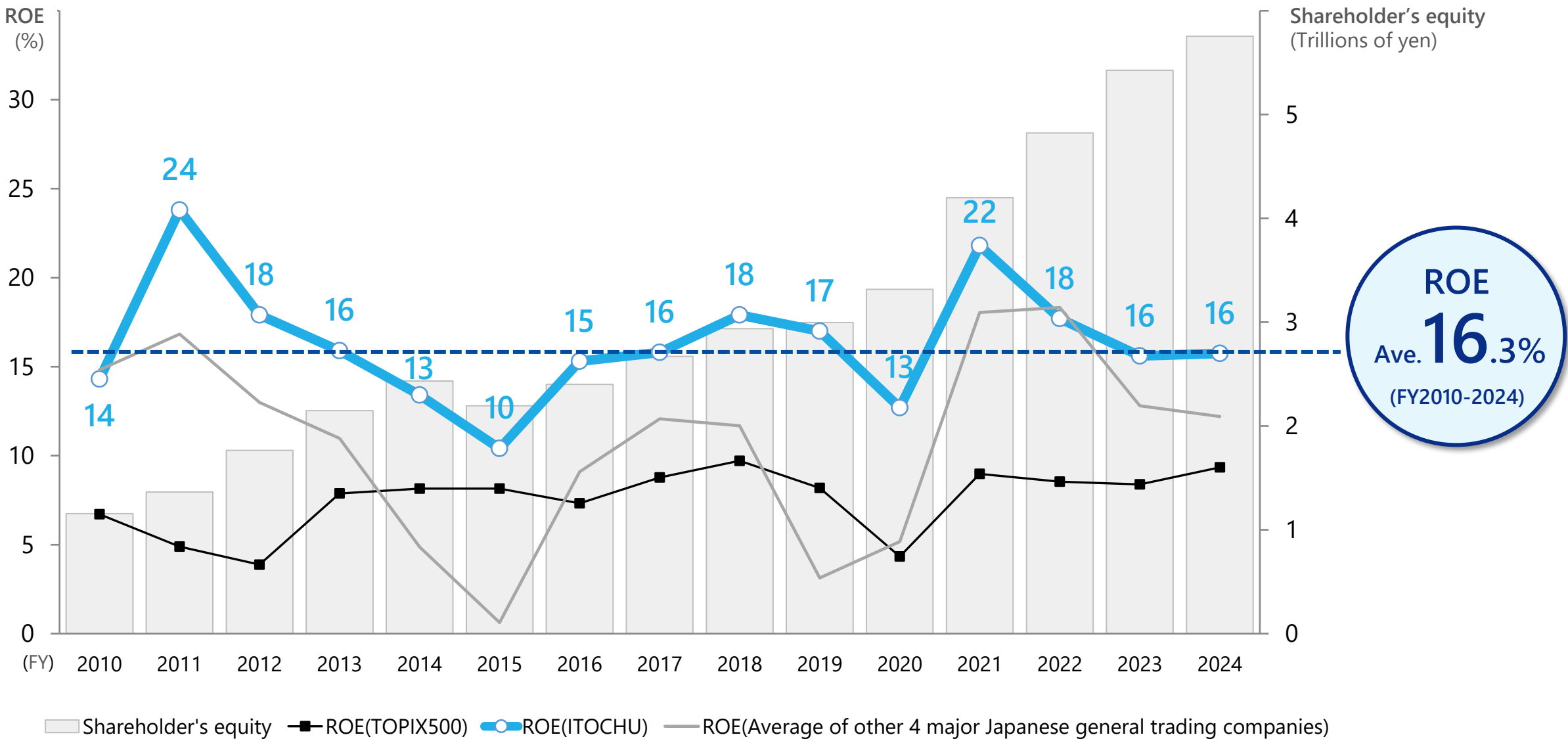


CAGR of consolidated net profit by segment  
(FY2010 to 2024)

Non-resource			
Textile	12%	Machinery	20%
Food	12%	General Products & Realty	12%
ICT & Financial *	15%	The 8th	22%
Metals & Minerals	3%	Energy & Chemicals	14%
Resource			

\* Since FY2010 reported loss, CAGR is shown from FY2011 onwards.

# Consistently delivering high ROE

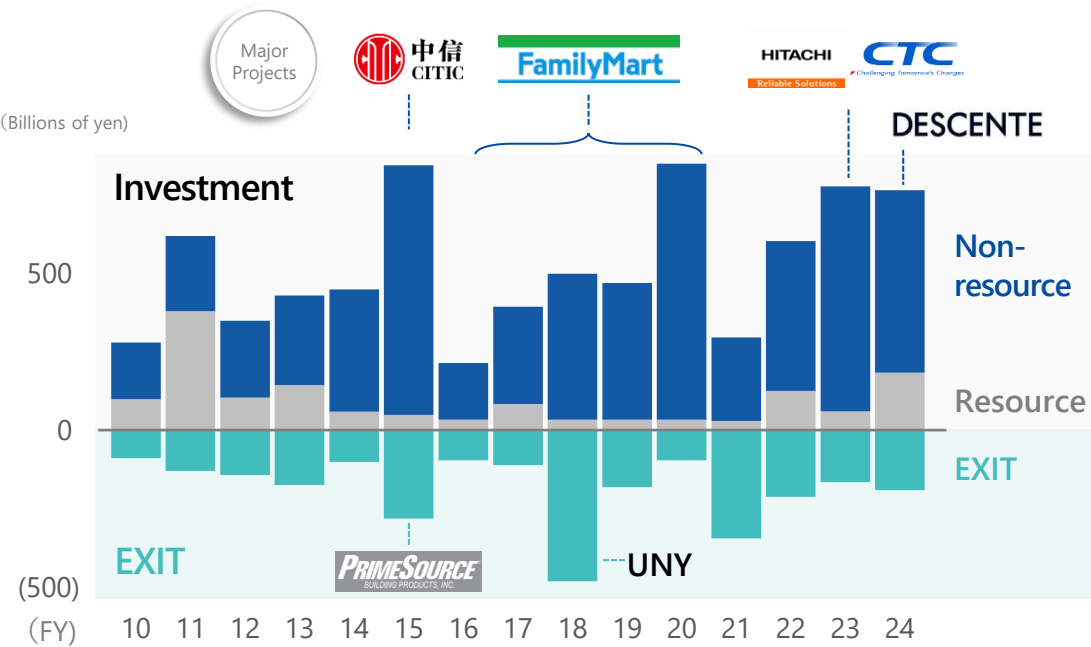




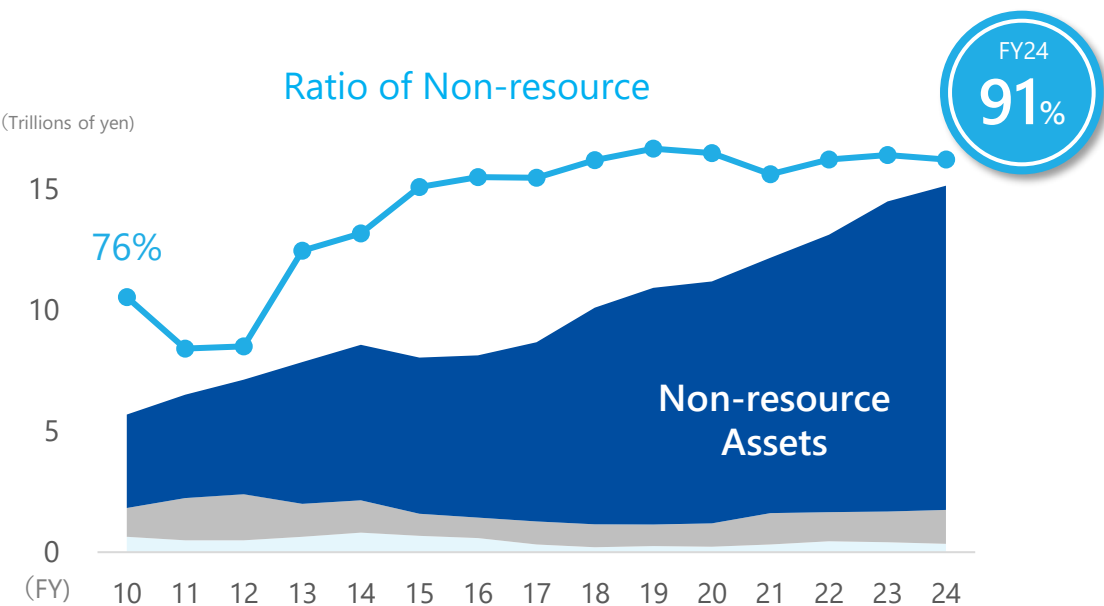
# Asset allocation trajectory

Accelerated investments in Non-Resource sector with continuous asset replacements

Investment and EXIT track record



Total asset trend



	FY2010		FY2024
Non-resource	¥3.9tn ROA 2.0%	→	¥13.4tn ROA 5.5%
Resource	¥1.2tn ROA 8.7%	→	¥1.4tn ROA 13.0%



# Management Policy

- 10 | Management Policy
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- 12 | Shareholder returns
- 13 | Cash allocation policy

02

# Management Policy (Announced in April 2024)

- ▶ In April 2024, we announced **Management Policy, "The Brand-new Deal"** as a long-term management compass, **aiming for the sustainable enhancement of corporate value.**
- ▶ We have decided to stop releasing medium-term management plan and will announce **a single-year management plan** (including profit plans, financial indicators, and shareholder returns) at the beginning of each fiscal year, which we can confidently commit to.

## **/// The Brand-new Deal**

### **—Profit Opportunities Are Shifting Downstream—**

We aim to achieve sustainable enhancement in corporate value, by having all employees, from the business divisions to the administrative divisions, always enhancing their marketing capabilities, leveraging the assets and expertise of upstream and midstream, which we have been building up for over 160 years since our founding, while developing and evolving downstream businesses that are closer to consumers.

Grow earnings	No growth without investments
Enhancement of corporate brand value	Enhancement in qualitative aspects
Shareholder returns	Total payout ratio 40% or more The higher of 30% dividend payout ratio or dividend ¥200 per share

# Financial logic behind Management Policy

Our long-term management policy is underpinned by the following financial logic.  
We will continue to enhance corporate value by remaining committed to **highly efficient management**, one of our competitive edges.



## Matrix of growth rate, shareholder returns, and ROE

An image of the profit growth rate required to maintain an ROE of 15% or higher, with a total payout ratio of 40%:

		Total Payout Ratio			
		60%	50%	40%	30%
ROE	13%	5%	7%	8%	9%
	14%	6%	7%	8%	10%
	15%	6%	8%	9%	11%
	16%	6%	8%	10%	11%
	17%	7%	9%	10%	12%

# Shareholder returns

FY25  
Shareholder  
Return Policy  
(Revised on November 5, 2025)

Total payout ratio

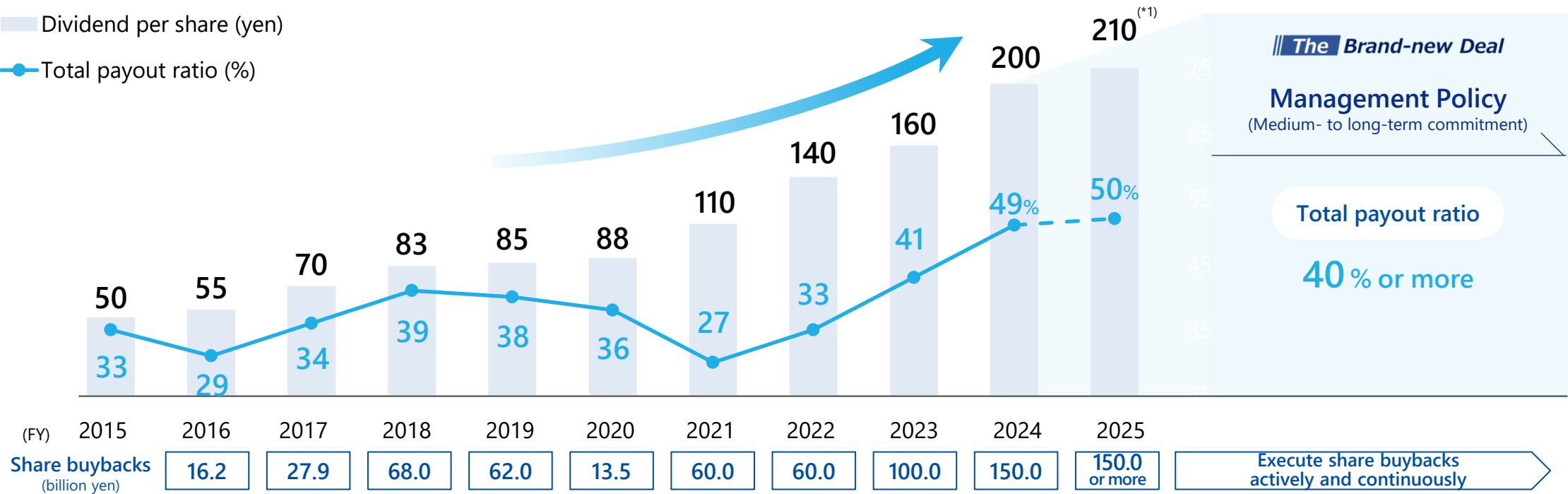
Aiming at 50 %

Dividends

¥210 per share,<sup>(\*)</sup> Maintaining Progressive Dividend

Share buybacks

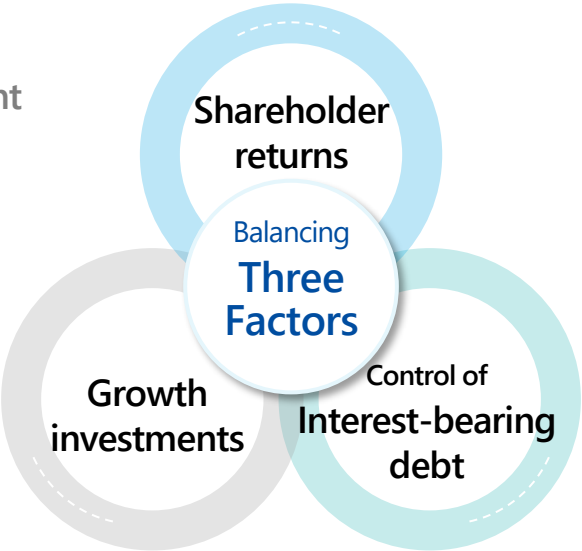
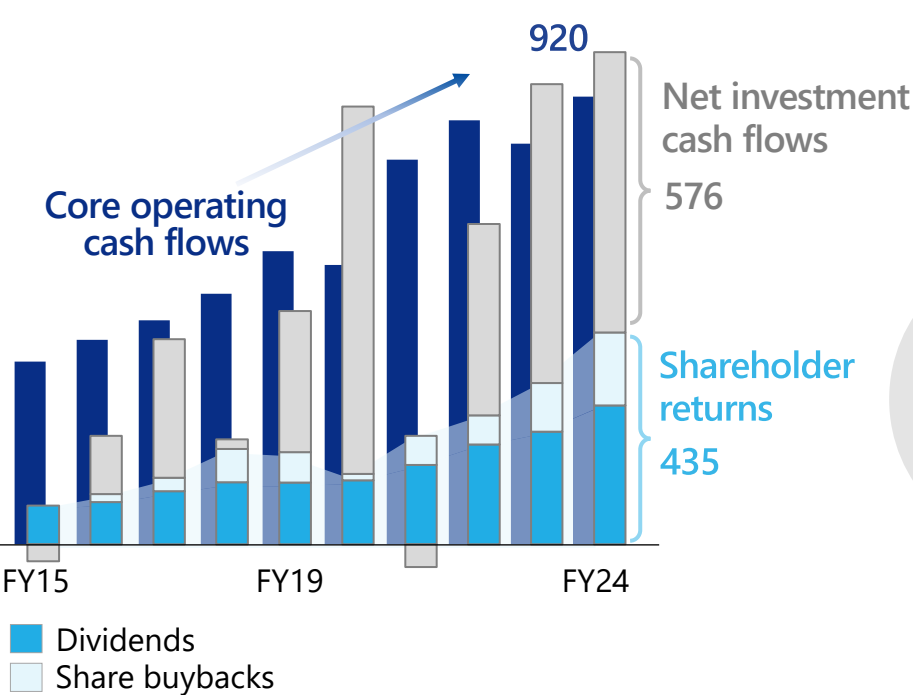
¥150.0 bn or more



(\*) Amounts shown are based on the number of shares before share split (5-for-1 split of common shares) which will take effect on January 1, 2026.

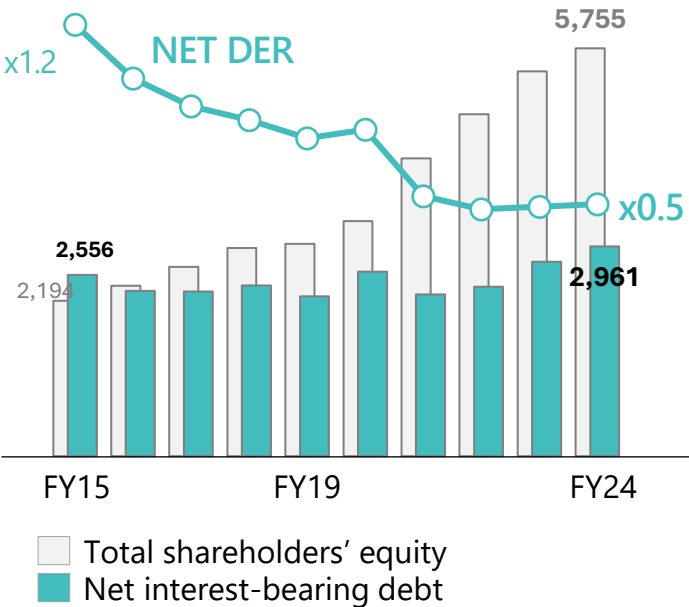
# Cash allocation policy : Balancing three factors

(Billions of yen)



**Highest rating** among general trading companies from major credit rating agencies

Moody's	S&P	R&I	JCR
A 2	A	AA	AA +



FY2025  
Plan

## Investments

Growth Investments : Max. ¥1 trillion  
Exit : over ¥300 billion

## Total Payout Ratio

Aiming at 50%

## NET DER

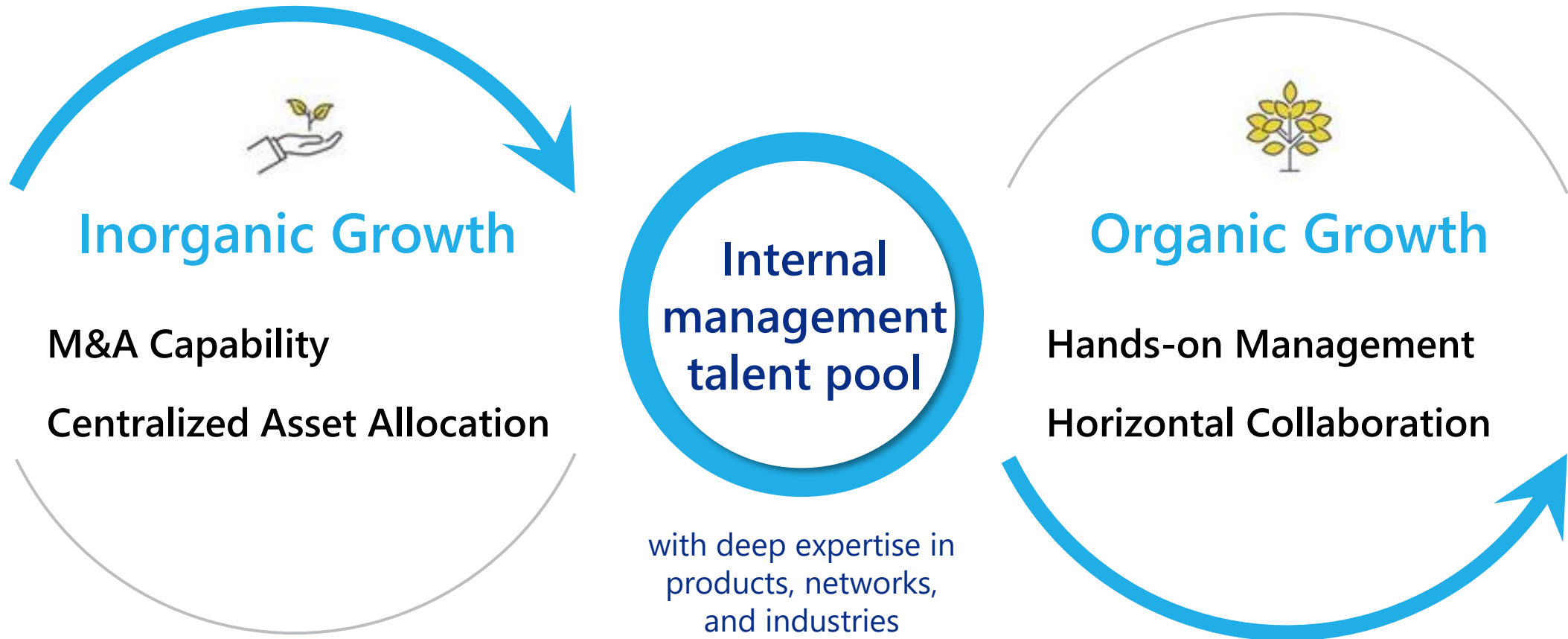
Less than 0.6times

## Our Approach

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03

# Key enablers of growth





# Our investment approach



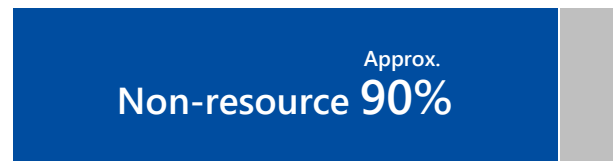
# Asset allocation policy

01

## Maintain current balance

Continue to maintain the current Non-resource : Resource ratio (9:1) on a total asset basis.

Total assets composition

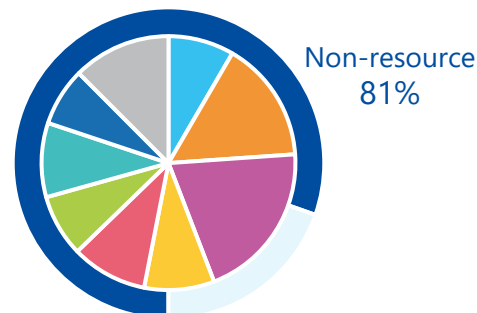


02

## No specific sector focus

Pursue growth opportunities across all segments to build a well-diversified portfolio, with continuous asset replacement supported by HQ's annual strict review of all investments.

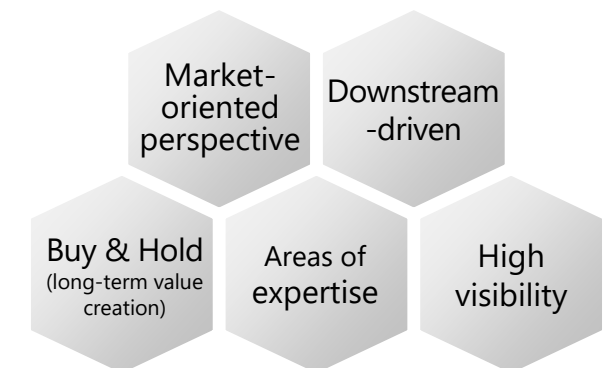
Net profit composition (FY2024)



03

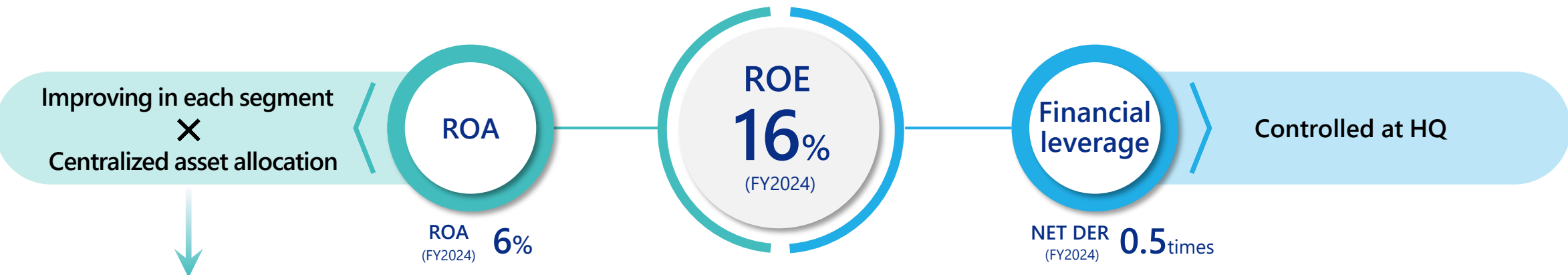
## Investment Focus

Source opportunities leveraging business networks with a downstream-driven, market-oriented perspective. As a principle, we focus on long-term holdings, investments in areas of expertise, and projects with high visibility—particularly those contributing to earnings at an early stage—to realize post-acquisition value creation through our strength in hands-on management.



# How we sustain high ROE

HQ controls leverage & asset allocation, while segments focus on improving ROA



Improving ROA in each segment

To enhance ROA while maintaining a well-diversified portfolio, we **steadily improve ROA across all segments** rather than focusing solely on high-ROA businesses.

HQ conducts **annual asset efficiency reviews by segment**, covering not only investments but also trading working capital.

Each segment then develops and executes concrete initiatives.

ROA by segment (FY2024, ROA on core profit)

Metals & Minerals	Machinery	ICT & Financial Business	Energy & Chemical	Textile	General Products & Realty	Food	The 8th
12.3%	6.4%	5.7%	4.6%	4.5%	3.8%	3.1%	1.7%

Steady ROA improvement since FY2010

Achieved steady ROA improvement through a combination of segment-level initiatives and HQ-led asset allocation.

Total asset trend

FY2010

Non-resource	¥3.9tn	ROA 2.0%
Resource	¥1.2tn	ROA 8.7%

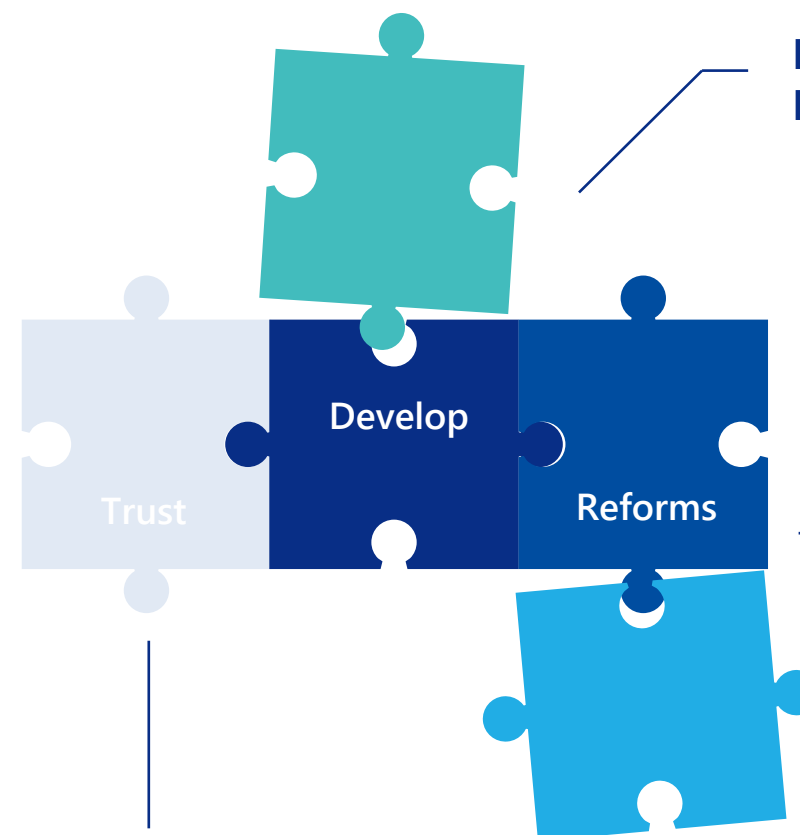
FY2024

Non-resource	¥13.4tn	ROA 5.5%
Resource	¥1.4tn	ROA 13.0%

(FY) 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24

# How we expand our business: Recent examples in Machinery

Expanding collaboration with leading Japanese manufacturers by leveraging our strengths



## Finance Business development in North America

Collaboration with Hitachi Construction Machinery (HCM) in the North American finance business paved the way for a capital and business alliance with Kawasaki Motors, with whom we also launched a joint finance business in North America.

## Chosen as the optimal partner in parent-subsidary listings resolution

In both HCM and AICHI cases, we were selected as the partner to resolve parent-subsidary listings.

## Building Trust and Expertise

Since the 1990s, we have built trust and expertise through trading, Indonesian JVs, and more.

(\*) Capital and business alliance

## Our Portfolio

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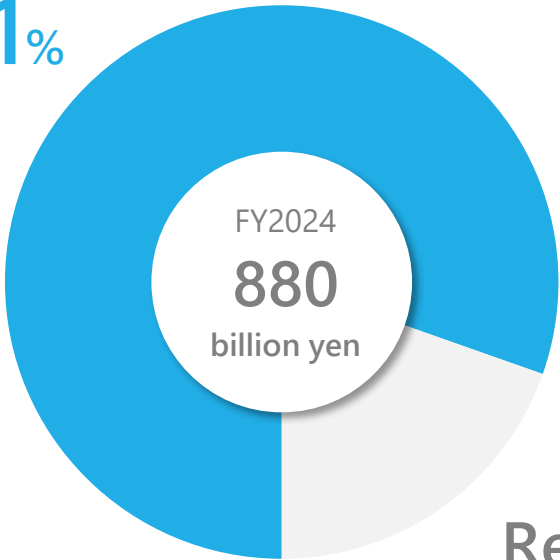
04

# Sector balance: Strong weight in Non-resource sector

Net Profit

Non-resource

81%

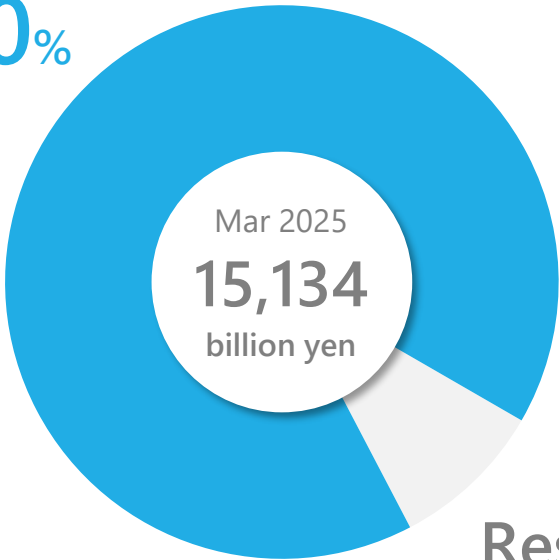


Resource  
19%

Total Assets

Non-resource

Approx. 90%

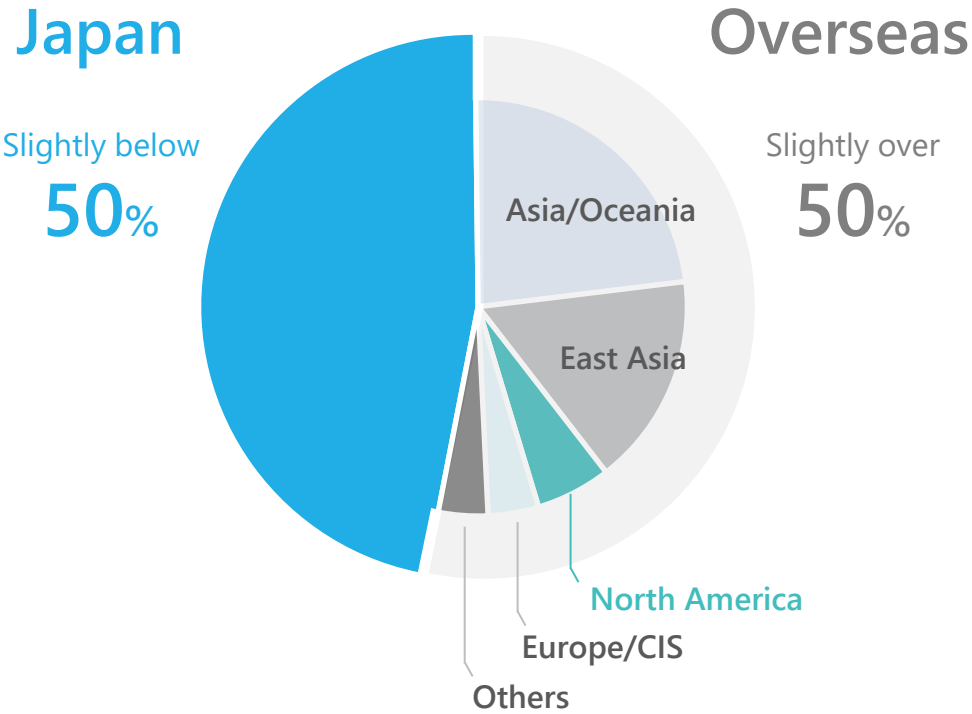


Resource  
Approx. 10%

# Regional balance: Portfolio anchored in Japan

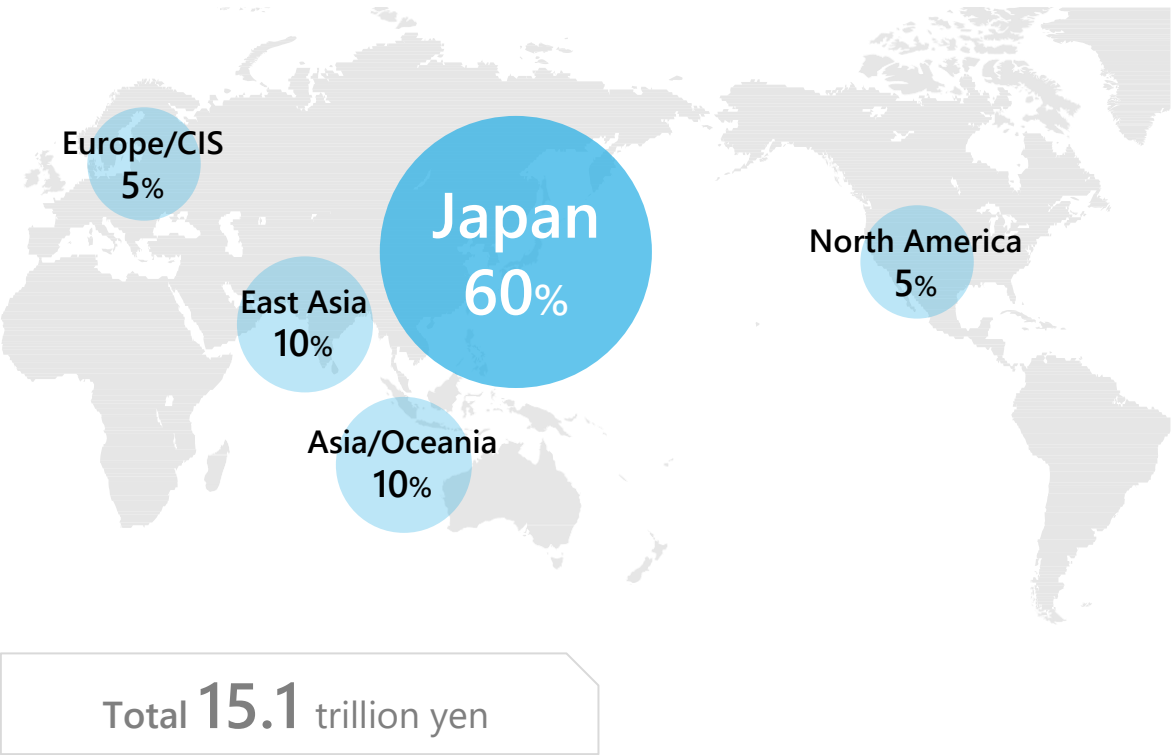
## Core Profit by Region

Average for FY2022-2024



## Total Assets by Region

As of March 2025





# Competitive edge in Japan's downstream portfolio

## DESCENTE [Sports apparel]



FY2025  
¥13bn



FY2025  
¥14bn

## YANASE [Car dealer]



FY2025  
¥55bn

## CTC (ITOCHU Techno-Solutions) [System integrator]

## FamilyMart [Convenience store]



FY2025  
¥42bn

## NIPPON ACCESS [Food wholesale]



FY2025  
¥23bn

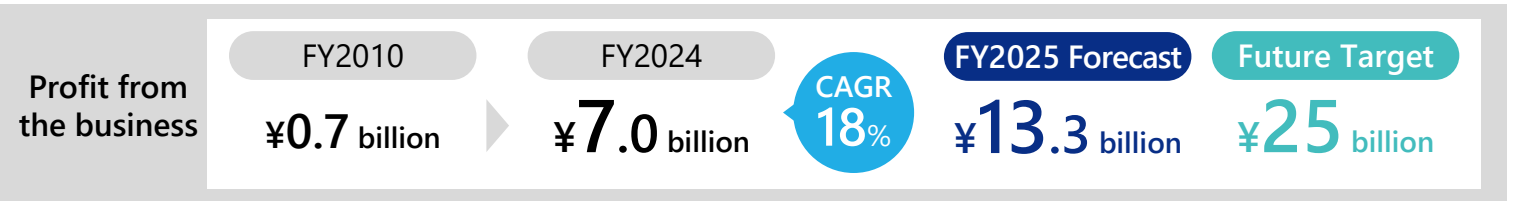
Note: Figures reflect the profit plan for FY2025.

# DESCENTE



Invested in 1971, became an affiliate in 2008, strengthened management involvement through a TOB in 2019, and **privatized in 2025**.

By combining DESCENTE's strengths with regional strategies, we **aim to double DESCENTE's net profit** in around **five years**.



## DESCENTE's Strengths

- ✓ Manufacturing capabilities
- ✓ A wide and diverse range of brands centered on sports



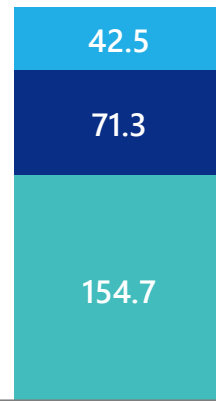
## ITOCHU Group's Strengths

- ✓ Extensive network and expertise in the textile industry
- ✓ Business management resources
- ✓ Personnel with expertise and know-how in China business



## Sales by country

¥268.5 billion



FY2024<sup>(\*)</sup>

## The area-specific strategies

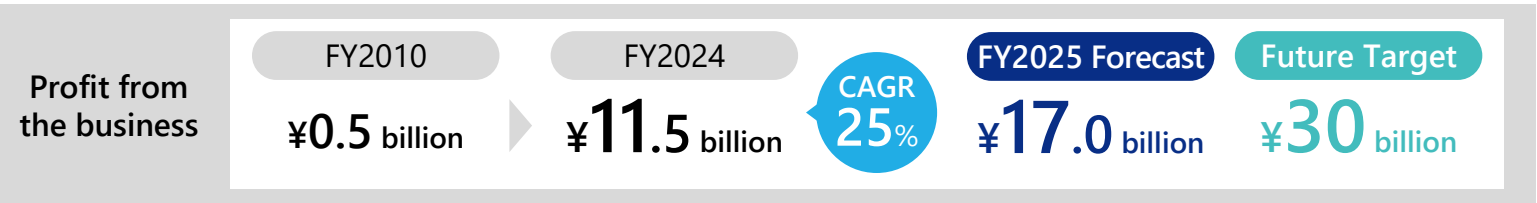
Japan	<ul style="list-style-type: none"> <li>Promotion of the "DESCENTE" brand as a premium sports brand.</li> <li>Increase DTC ratio.</li> </ul>
South Korea	<ul style="list-style-type: none"> <li>Properly adjust brand management rules to accelerate the growth and rebranding of each brand such as DESCENTE and umbro.</li> </ul>
China	<ul style="list-style-type: none"> <li>DESCENTE China (JV with ANTA Group): Store expansion and new category enhancement.</li> <li>Munsingwear Shanghai (JV with Lilang Group): Commenced operations from FY2025.</li> <li>Shanghai Le Coq: Strengthening penetration of new brand image.</li> </ul>
Others	<ul style="list-style-type: none"> <li>Explore new distribution channels and business opportunities in Europe, the U.S., and Southeast Asia.</li> </ul>


# North American Power Business



Since the early 2000s, we have been committed to the U.S., building a **well-balanced business** across development, construction, and operations.


Our strength lies in securing top talent and covering the entire value chain seamlessly.



**Tyr Energy** 


**Power Generation**

- Founded in **2002**
- Carries out the entire value chain from development, construction, asset management, and energy management of **Gas-fired** and **Renewable** assets.

**TED Renewables** 

**Renewable Development**

- Develop and sell** business model
- All development tasks **managed in-house**; site screening, permits, grid connection, contract management, etc.

**NAES** 

**Operation & Maintenance**

- Largest independent power plant operator in North America**, providing 3rd party O&M service

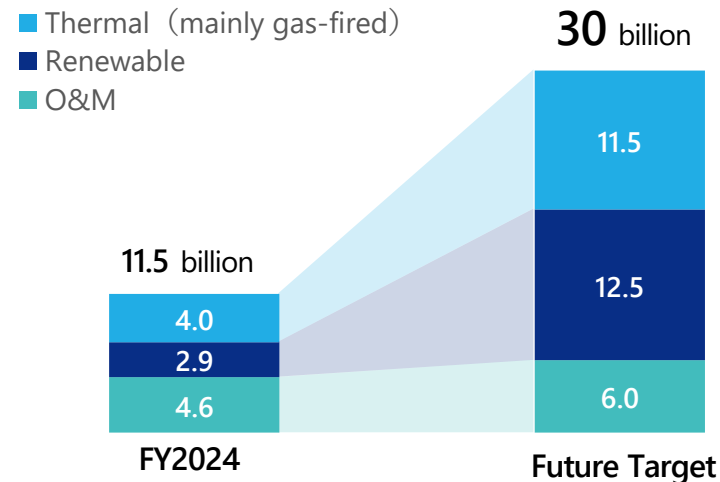
O&M

Asset Management

Energy Solution

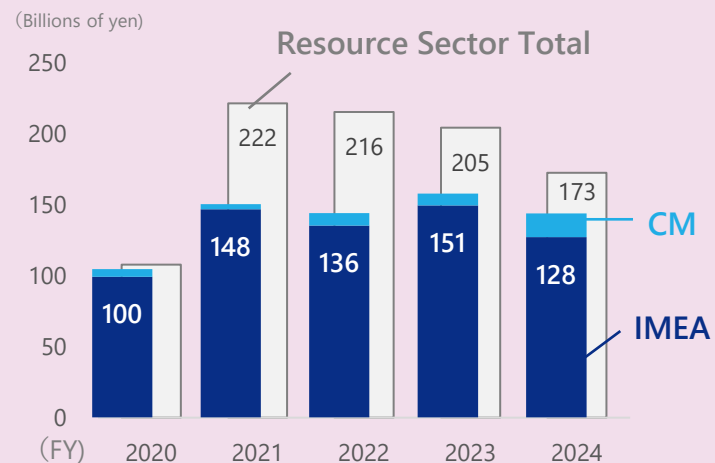
Electrical Services

Mechanical Services



While strengthening renewable energy-related businesses, building a well-balanced portfolio includes gas-fired power plants as a stable source of power.

# Iron Ore Projects



Profit of  
Resource Sector

FY2010

¥102.5 billion

FY2024

¥172.6 billion

CAGR  
4%

## 01 Western Australia (IMEA)

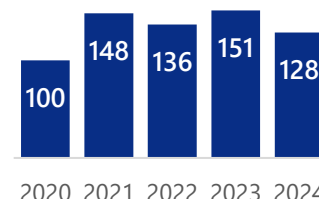
FY2024 profit

¥128 bn

Ownership

8%  
(consolidated)

- One of a key earnings base for ITOCHU, accounting for about **74%** of Resource sector's profit (FY2024)
- One of the **world's most cost-competitive** projects, ongoing **since the 1960s** in partnership with **BHP**



## 02 Brazil (CSN Mineração, "CM")

FY2024 profit

¥17 bn

Ownership

18.1%  
(equity method)

- Involved with since 2018 and made an **additional investment of ¥120 bn** in November 2024
- The high-grade iron ore produced by CM is expected to serve as a raw material for **low-carbon direct reduced iron**, an initiative promoted by ITOCHU in the UAE



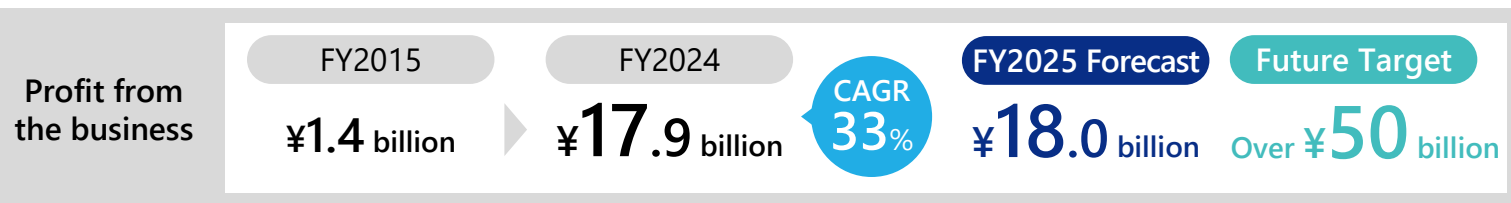


# North American Construction-Materials Business



## Growth strategy

- 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.



# CTC

(ITOCHU Techno-Solutions)



- A leading **system integrator** in Japan providing end-to-end services from product sales to system development and maintenance/operations.
- In our group since 1972 and **privatized in 2023**

Profit from  
**CTC**  
Challenging Tomorrow's Changes

FY2010  
¥6.2 billion

FY2024  
¥50.5 billion

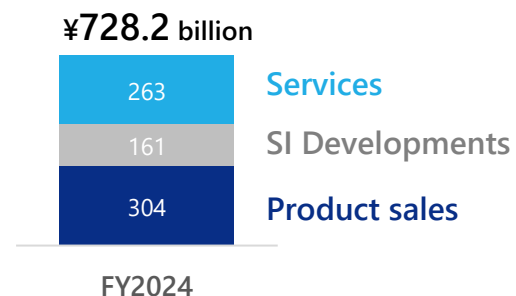
CAGR  
16%

FY2025 Forecast  
¥55.0 billion

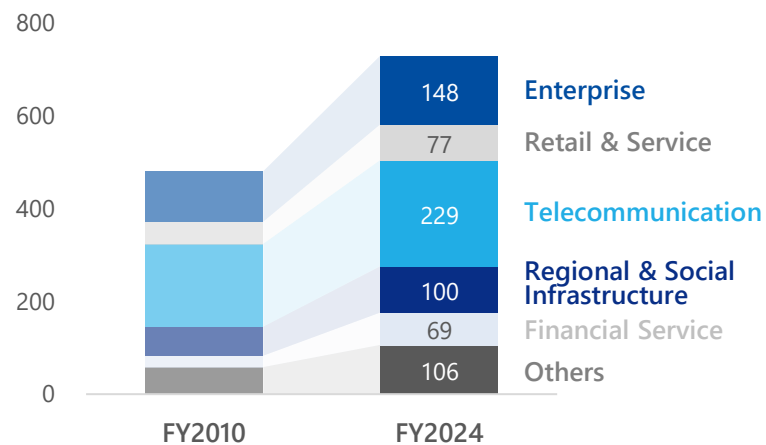
Future Target  
¥80 billion  
(Whole digital value chain)

## 01 CTC's overview

Revenue breakdown by Business Model



Revenue breakdown by Business Group



## 02 Digital value chain strategy

Upstream



Growth Initiatives

Enhancing consulting function

1 Started JV with Boston Consulting Group

Securing engineer resources

2 Staffing service  
Alliance **intloop**

Expanding into North America

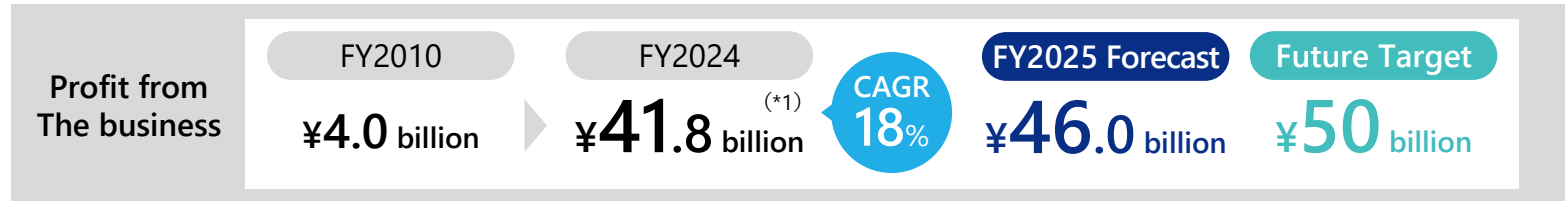
3 U.S.-based  
Technologent

Downstream

# FamilyMart



A leading convenience store in Japan with **16,300 stores** across Japan and **over 5.5 billion customers** annually. In our group since 1998 and **privatized in 2020**.



(\*) Excluding extraordinary gains & losses

## Robust earnings base within our group



## Convenience Wear

- ▶ Launched apparel private brand leveraging expertise of **ITOCHU's Textile Division**
- ▶ Annual brand sales achieved ¥13 billion, **YoY +130% increase**.
- ▶ Expanding product lineup, offering 100 different items.



## Retail Media Business

**42M+** purchase-linked IDs with partners such as NTT DOCOMO

In-store & digital distribution:  
Installed **digital signage** in **10,000+** stores



Data Media  
Measurement



Validates effectiveness by viewership x purchase data



# Organization

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05

# Board members



**G** Governance, Nomination and Remuneration Committee  
**W** Women's Advancement Committee

## Inside Directors



**G**

**Masahiro Okafuji**

Chairman & Chief Executive Officer



**G**

**Keita Ishii**

President & Chief Operating Officer;  
Chief Strategy Officer



**G**

**W**

**Fumihiko Kobayashi**

Executive Vice President  
Chief Administrative Officer



**Tsuyoshi Hachimura**

Executive Vice President  
Chief Financial Officer



**Hiroyuki Tsubai**

Executive Vice President  
President, Machinery Company;  
Deputy COO

## Outside Directors



**Hiroyuki Naka**

Executive Officer,  
Chief Transformation Officer;  
General Manager, Group CEO Office



**G**★

**Masatoshi Kawana**



**G**

**W**★

**Makiko Nakamori**



**G**

**Kunio Ishizuka**



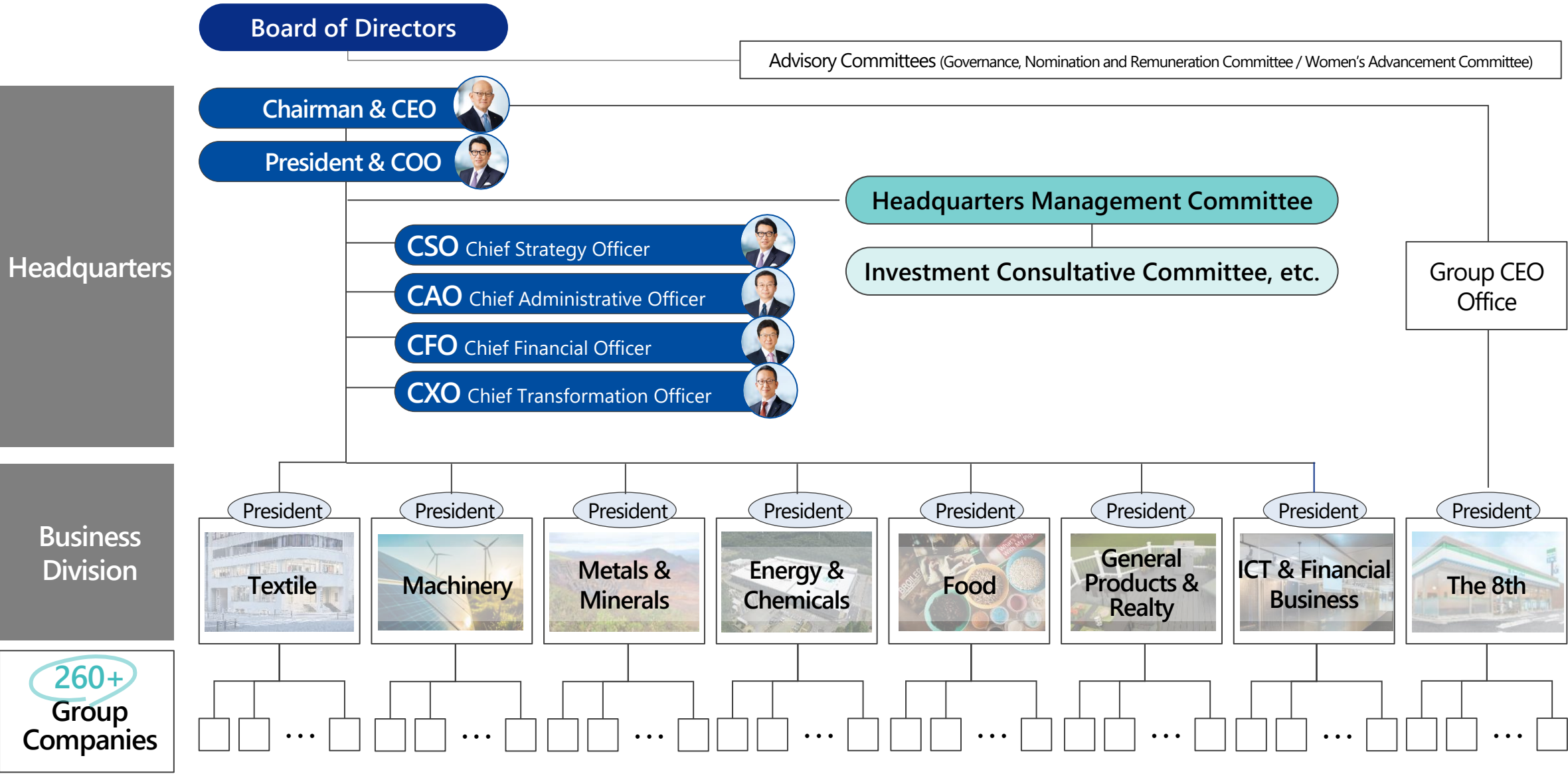
**G**

**W**

**Akiko Ito**

★ : Committee Chair

# Organization overview



## CEO Selection Process



## Talent pool across the group

A strong pool of executives with group company management experiences is one of our strengths.

Outside directors actively conduct individual interviews with potential candidates to assess their qualities from multiple perspectives.



### FY2024 outside director's interviews

Executive officers

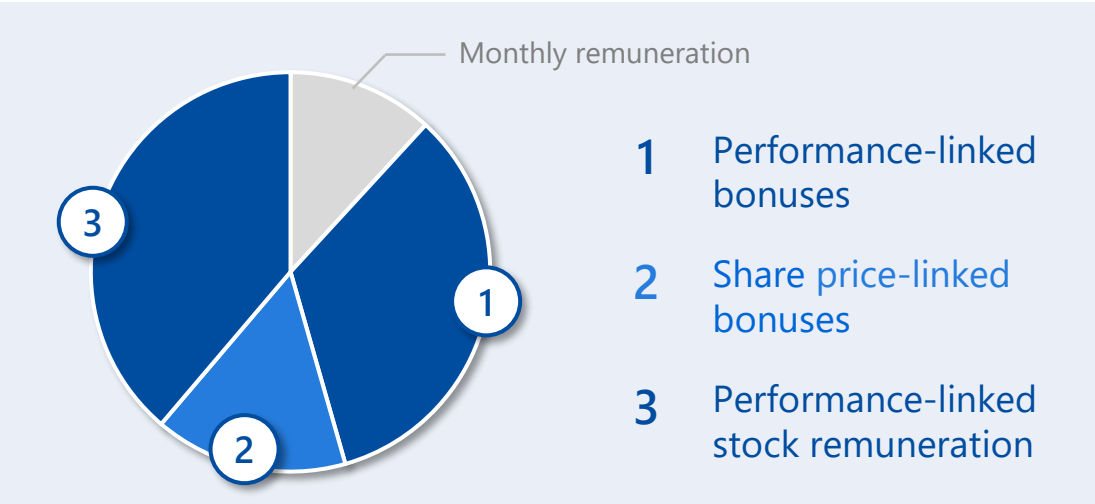
**19** times  
(24 participants)

Presidents of  
Group companies

**10** times

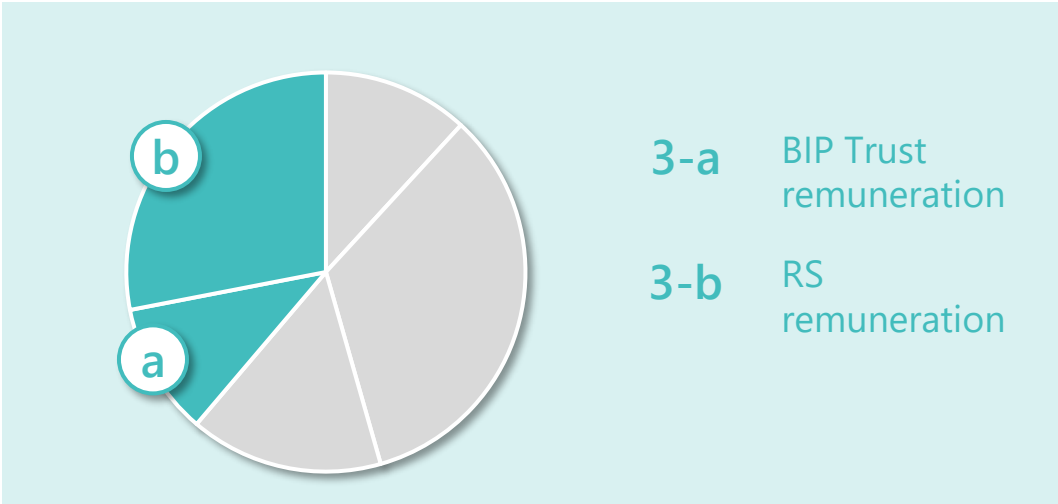
# Corporate officer remuneration

Breakdown of Director Compensation<sup>(\*)</sup> (FY2024, Image)



**88%** Variable remuneration

Corporate officer compensation is closely tied to **consolidated net profit** and **share price performance**, aligning management's interests with those of shareholders.



**39%** Stock remuneration

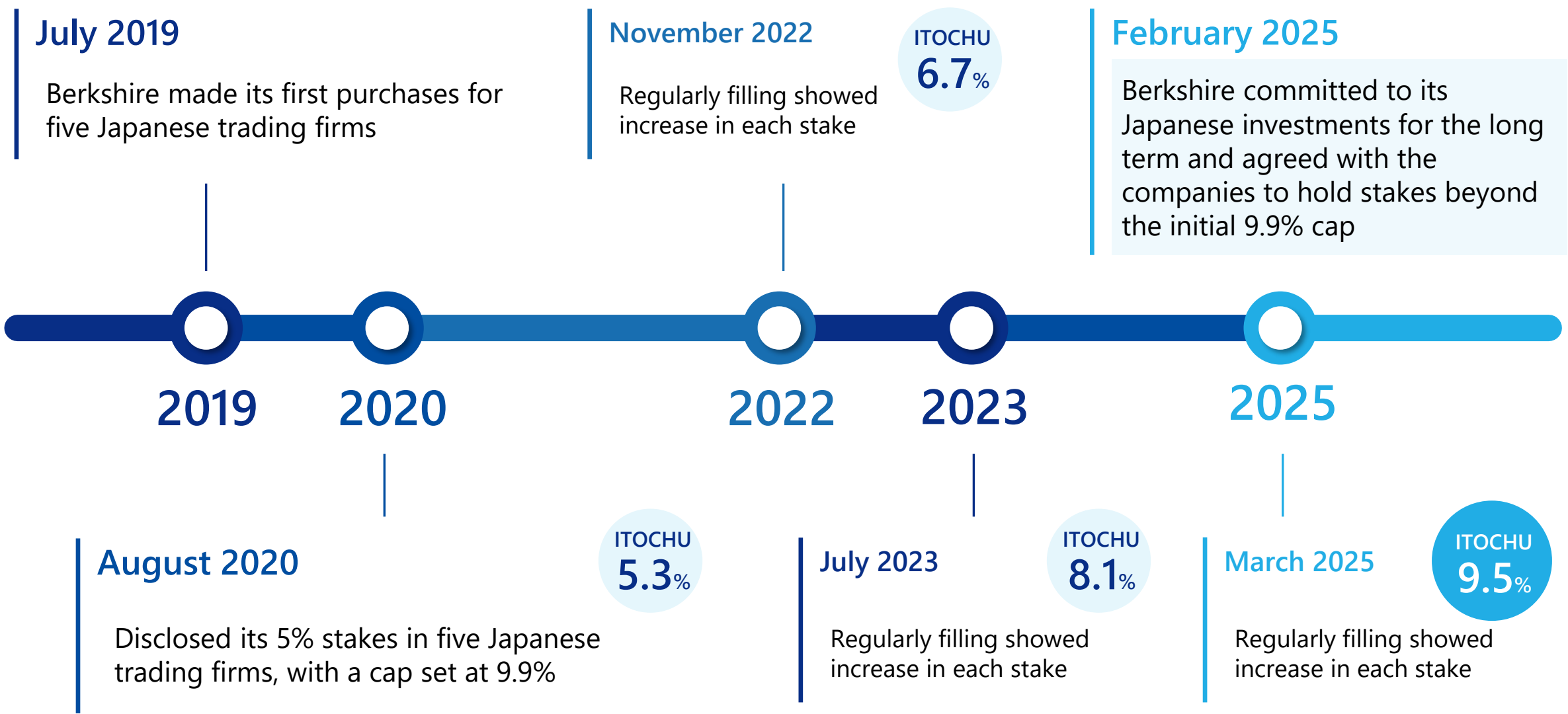
Around 39% of compensation is **granted in stock**, creating a strong incentive for share price appreciation.

<sup>(\*)</sup> Excluding outside directors

# Appendix

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- 37 | Business collaboration with Berkshire Hathaway

# Investment from Berkshire Hathaway



Note: Ownership ratio based on voting rights

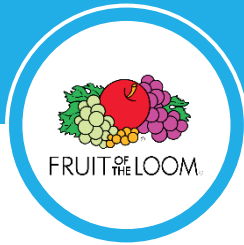


# Business collaboration with Berkshire Hathaway



Berkshire Hathaway  
Group

## FRUIT OF THE LOOM (the U.S. apparel & underwear brand)



ITOCHU acquired Asia master license rights; driving expansion across Asia including Japan.



## DURACELL (world-leading dry cell brand)



ITOCHU became the distributor in the Japanese market, advancing the full-scale entry into Japan.



## HEINZ



Launched collaboration products — the first-ever collaboration in CVS products — at FamilyMart.



