

# (Appendix) Areas with High Growth Potential by Segment

## 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.

\* FY2025 refers to the fiscal year ending March 2026.



# 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



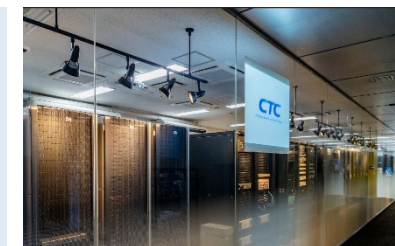
## General Products & Realty

- ▶ 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





## Profit Target

Profit from the company

(\*1) FY 10 - FY 24

FY 10 Results

¥0.7 bn

FY 24 Results

¥7.0 bn

FY 25 Plan

¥13.3 bn

CAGR(\*1)  
18%Aim to double DESCENTE's net profit in around five years.

Future profit target(\*2)

¥25.0 bn

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

## TOPIC

## Start of Operations at the New Mizusawa Factory

The reconstruction of the Mizusawa Factory (Oshu City, Iwate) has been completed, and operations began in July 2025. As the production base for our flagship product, "Mizusawa Down," the factory serves as the core of our manufacturing. It will further deepen the development of "high value-added" products, which are the source of our competitive strength.



## 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
- Personnel with expertise and know-how in China business

## The area-specific strategies

## Japan

- Promotion of the "DESCENTE" brand as a premium sports brand.
- Strengthening the DTC Channel: Opening of Fukuoka and Sapporo Stores, expansion and renovation of Marunouchi Store.

## South Korea

- Accelerate the growth and rebranding of each brand such as "DESCENTE" and "umbro."

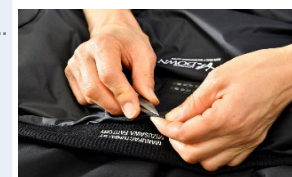
## China

- DESCENTE China, a JV with the ANTA Group in China aims to expand store openings and strengthen new categories: Focusing on increasing sales per store also, which is contributing to overall sales growth.
- Munsingwear Shanghai, a JV with the Lilang Group in China has commenced operations in FY 25.
- Shanghai Le Coq seeks to enhance the penetration of its new brand image.

## Others

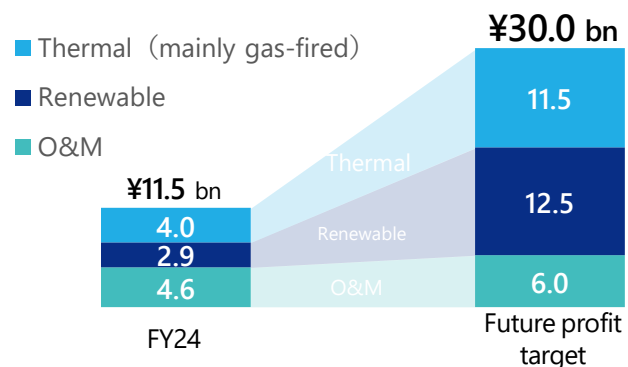
- Explore new distribution channels and business opportunities in Europe, the U. S., and Southeast Asia.

- Deepen communication between the Japan, South Korea, and China regions through the further introduction and integration of a **global management perspective**.



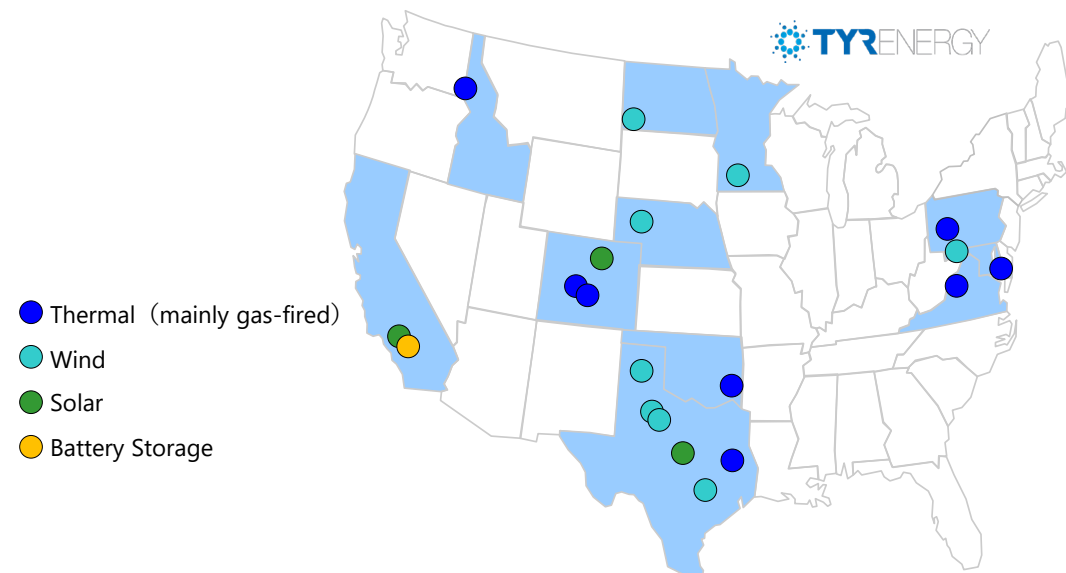
Profit  
TargetProfit from  
the company  
(\*1) FY 10 – FY 24FY 10 Result  
¥0.5 bnFY 24 Result  
¥11.5 bnFY 25 Forecast  
¥17.0 bnCAGR<sup>(\*)</sup>  
25%Future profit  
target

¥30.0 bn



- 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.

## Power Generation Assets Portfolio



Company	Business Overview	Main Achievements
	Carries out the entire value chain from development, construction, asset management, and energy management.	Since foundation in 2002, invested in 35 assets. Currently owns 20 assets (6.2 GW).
	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.
	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 1,500 solar power plants, with a total capacity of 62GW.

## TOPIC

## Future Investment Projects

- 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.
- Reached an agreement with Contour Global, an energy operator owned by KKR regarding investment in the Platte River Solar Power Plant in October 2025, which is currently under construction in Colorado and will have a total generating capacity of 258 MW.



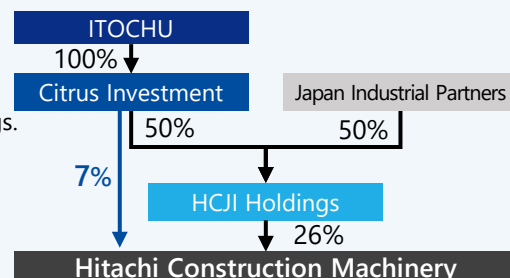


## Hitachi Construction Machinery

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.

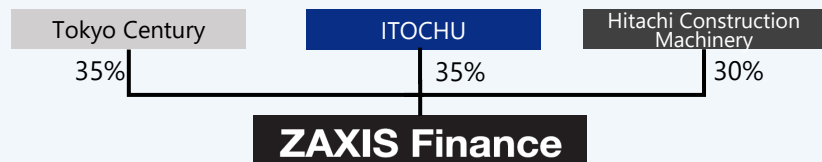
### Investment Status

In 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 September 2025, our equity interest in Hitachi Construction Machinery stands at 20%.

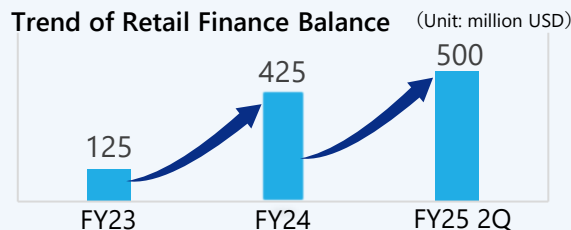


### Finance business in North America (ZAXIS Finance)

We established finance company (ZAXIS Finance) in North America in January 2023. We provide services respond to local needs, such as rapid screening and flexible payment options.



Business performance has been progressing steadily, and the utilization rate of retail finance showing a consistent upward trend. Achieved profitability in FY23 and recorded increased profits in FY24. Expect further profit growth in FY25.



## Kawasaki Motors

Acquired 20% of Kawasaki Motors shares ¥80.3 bn in April 2025. The aim is to capture demand for power sports products(\*), which is expected to grow.

In April 2025, we established Kawasaki Motors Retail Finance, LLC, a user-oriented finance company in the U.S through a joint venture with Kawasaki Motors. By offering competitive finance programs linked with rapid screening processes and marketing support, we aim to expand our business and strengthen our customer base in the U.S. market.

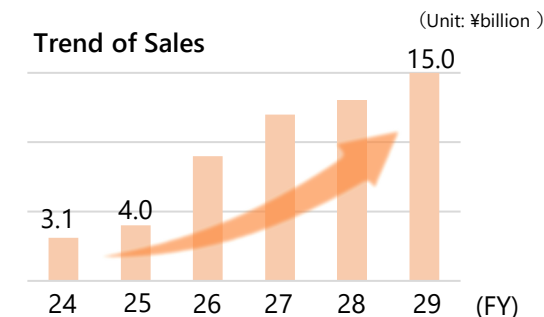


(\*) Vehicles equipped with engines and motors for outdoor activities, such as motorcycles, snowmobiles and four-wheel off-road vehicles.

## AICHI CORPORATION

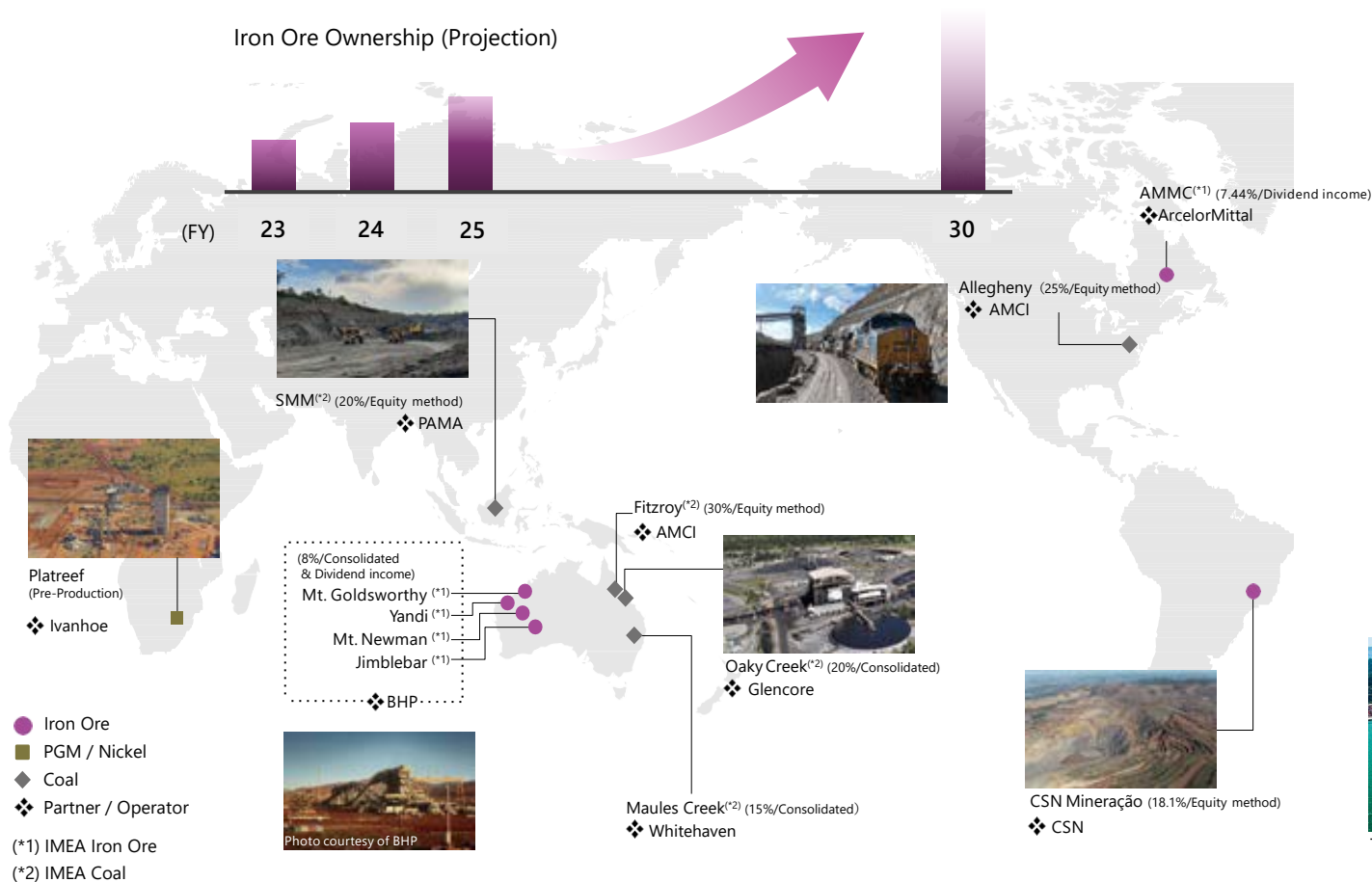
Acquired 27% of AICHI CORPORATION shares ¥23.8 bn in May 2025. The aim is to create new revenue opportunities in the domestic market by extending our value chain through finance, after-sales services, and used car sales, while also pursuing growth by expanding into overseas markets.

Expanded overseas sales, focusing primarily on the European and Southeast Asian markets. Aim to increase sales from ¥4.0 bn in FY25 to ¥15.0 bn by FY29.



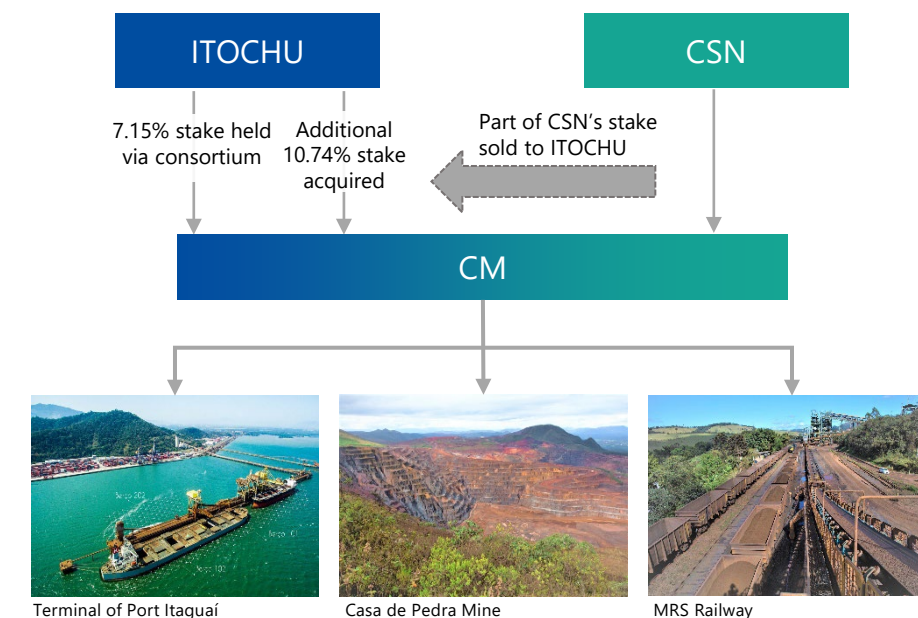
### ► Overview of Metals & Minerals Projects

- 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 FY 24.



## Energy

### Promotion of Business Investment Enhancement and Acquisition of High quality Resource Interests

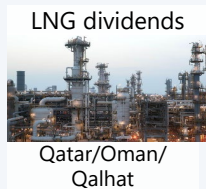
#### Trading

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



#### Resource Interests

Expansion of long-term profit foundation through continued efforts to resource interests

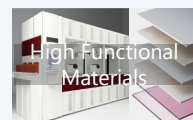


## Chemicals

### Steady Business Expansion in Core Group Companies

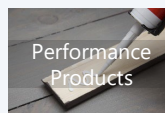
#### C. I. TAKIRON

Leading industry consolidation through M&A, enhancing sales capabilities by restructuring distribution and sales, expanding overseas business with high growth potential



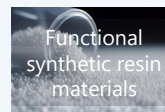
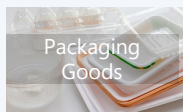
#### ITOCHU CHEMICAL FRONTIER

Strengthening initiatives in the life sciences field, including the pharmaceutical raw materials business, expanding business domains in the fine chemicals sector



#### ITOCHU PLASTICS

Further enhancement of capabilities in the fields of food packaging materials, semiconductor-related components, and synthetic resins through M&A and other strategies



## Power & Environmental Solutions

### Investment in Utility Scale Energy Storage and Expansion of solar power business

- Expansion of the large-scale battery storage business, which provides essential supply-demand balancing functions for stabilizing the power system.
- Business development that combines renewable energy sources with large-scale battery storage.

#### Utility Scale Energy Storage

##### Case

- Japan's first fund management exclusively for utility scale energy storage (Collaborating with Tokyo Metropolitan Government)
- Start of Commercial Operation of Senri utility scale energy facility.



#### Solar Power Business

##### Case

Installation of a large-scale battery storage system at the Saga Ouchi Solar Power Plant (Solar power generation + large-scale battery storage)



# 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



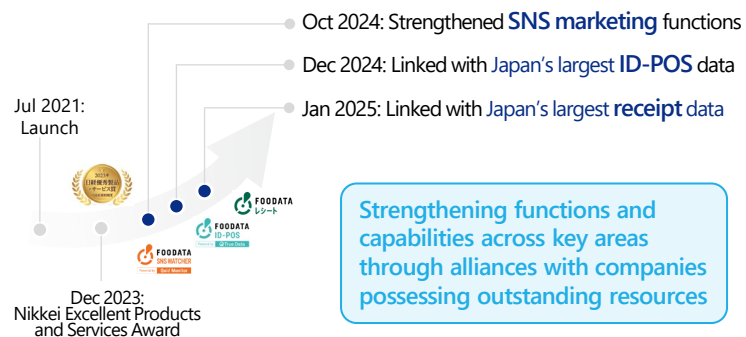
## Case 1 Supporting Product Development for Food Manufacturers/Retailers FOODATA



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?

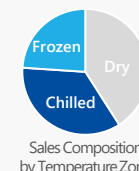
A one-stop analytics service that integrates purchasing, taste, consumer surveys, and SNS data to support product planning that meets consumer demand. It also enables the analysis of sensory factors like flavor and texture, which were previously difficult to quantify.



## 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.



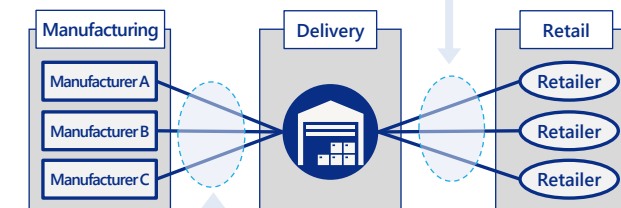
**ACCESS is driving industry-wide efficiency by establishing centralized logistics hubs**

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.



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.



Profit  
TargetProfit from  
the business  
(\*1) FY 15 – FY 24

FY 15 Results

¥1.4 bn

FY 24 Results

¥17.9 bn

FY 25 Forecast

¥18.0 bn

CAGR\*  
33%Future profit  
target

Over ¥50.0 bn

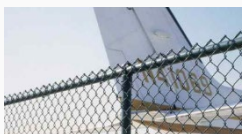
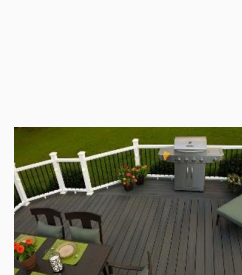
- Sustainable growth through expansion of the exterior building materials business into new areas and continued acquisition of competitors in the same industry.
- Enhancement of housing structural materials and expansion of functionality in interior materials through collaboration with DAIKEN.

Exterior building  
material business

FY24:  
Acquisition of two companies  
in the wholesale business of  
ODL materials (decks, etc.)



Manufacture of pipes for fences

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

Manufacture of wooden fences

Strengthening and  
expanding (M&A, etc.)Hands-on Management  
with a hybrid of employees stationed  
overseas and local talentCollaboration  
(synergy creation)Manufacturing of High-Strength  
Structural MaterialsHousing structural  
material business

Manufacture of veneer

FY22: PWT acquired three plants for engineered wood products  
FY23: Both companies were made wholly owned subsidiaries  
through privatization of DAIKEN



Manufacture of interior wood boards

FY24: Acquisition of wood board manufacture in Canada  
together with DAIKEN (website: Japanese only)

Interior  
materials  
business

Housing

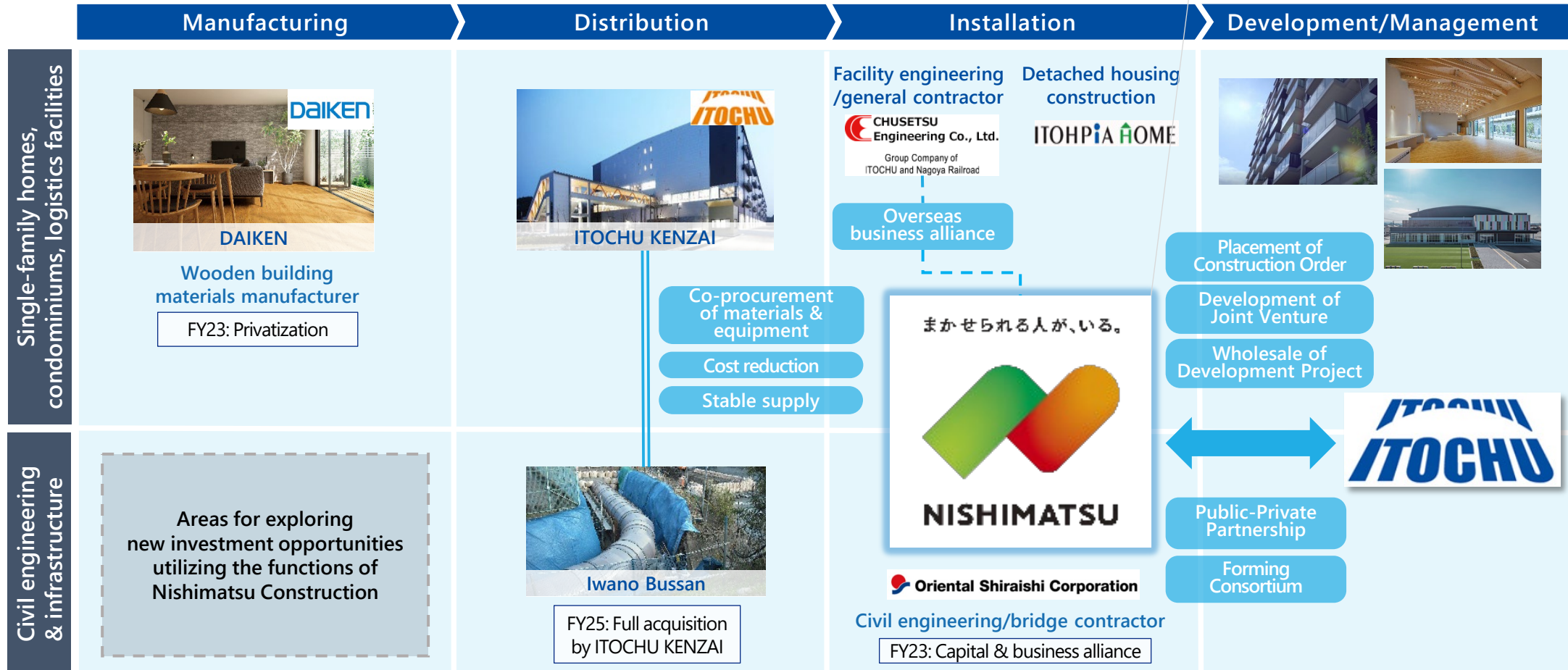


Infrastructure

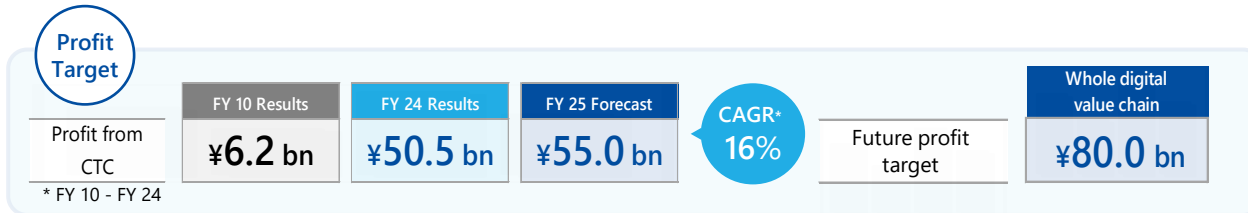
- Strengthening the value chain and entering and expanding into new markets.
- Proactive business investments in adjacent growth areas and pursuit of group synergies.

## TOPIC

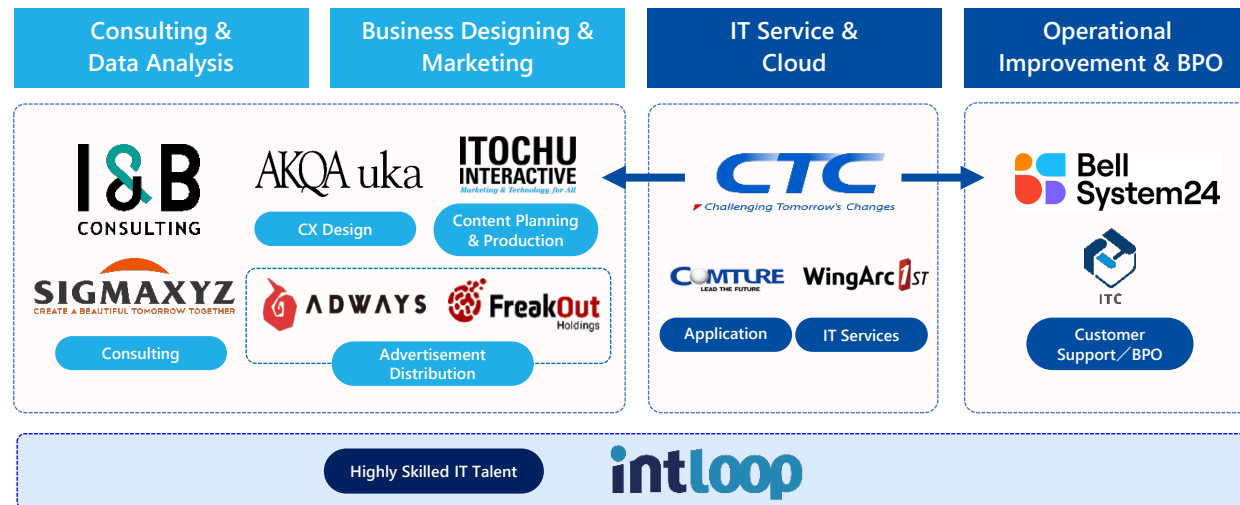
**Nishimatsu Construction** became an affiliate in FY 25 Q1, and equity pick-up began in Q2 (ownership: 21.9%).



## ▶ Strengthening CTC through the promotion of digital value chain strategy



- 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.
- In H1 FY 25, performance remained strong in Enterprise—driven by security software deployment projects for manufacturers and earthquake resistance analysis for energy-related facilities—and in Regional & Social Infrastructure—supported by system standardization projects for government agencies and local governments regarding the move to the government cloud and related network build-outs. Revenues and all profit categories reached record highs.
- Raised the future profit target for the whole digital value chain has been raised from ¥60 bn to ¥80 bn.



## ▶ Enhancing Hands-on Management at HOKEN NO MADOGUCHI GROUP

## ほけんの窓口

**History** Increased our equity interest through additional investments made in stages

Made the company a wholly owned (100%) subsidiary in September 2025.

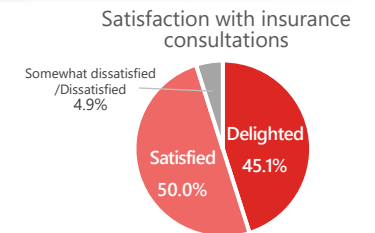
Since our initial investment in 2014, we have increased our equity interest in stages.

Following the conversion into a subsidiary in 2019, despite the impact of COVID-19, we steadily promoted measures such as enabling online consultations, expanding the product lineup (e.g., NISA and mortgage) and improving profitability.



**Strength** High Customer Satisfaction by Thoroughly Adopting a Market-Oriented Perspective

As Japan's leading storefront retail insurance distributor, we operate approximately 680 stores nationwide. We compare and recommend policies from around 40 insurers and more than 300 products, providing added value by selecting insurance tailored to each customer's needs through a market-oriented perspective.



**Strategy** Pursuing Further Growth through M&A and Service Expansion

Strengthening the M&A Strategy

To expand customer touchpoints and enhance services, we executed four M&A transactions in the H1 of FY 25.

Further Enhancing Customer Experience and Services

We are accelerating the utilization of AI and will continue to strengthen competitiveness by advancing service sophistication. We have installed insurance consultation booths at WECARS stores (130 locations), building a one-stop capability for insurance consultation at the time of vehicle sales.



## ▶ The 8th Company

Profit Target

	FY24 Results	FY25 Forecast	Future Profit Target
Consolidated Net Profit	¥34.6 bn <sup>(*)</sup>	¥39.0 bn	¥60.0 bn

(\*) Excluding extraordinary gains &amp; losses

## Further growth acceleration by horizontal collaboration through new investment

### Seven Bank

The largest domestic network &amp; advanced-function ATMs

- Entered into a capital and business alliance agreement in September 2025. Plans to **acquire up to 20% of shares, making it an affiliate.**
- In addition to **expanding profits for both Seven Bank and FamilyMart**, we aim to **further develop business in the financial sector by collaborating with ICT & Financial Business Company.**

### AND PHARMA

Major domestic generic pharmaceutical group

- Acquired 20% of shares** in AND PHARM in October 2025.
- Aiming to enhance corporate value through **hands-on management, create synergies** with the ITOCHU Group, and expand business domains related to **consumer-related sectors.**

## Growth of FamilyMart



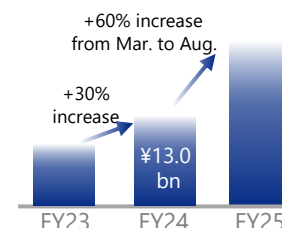
- Focus on **strengthening product competitiveness** and **various marketing initiatives.**
- Expansion of sales floor area** through transforming in-store dining spaces, etc.
- Renew** the affiliated credit card to "**Famima Card**," offering **high value-added services.**
- FamiPay(app) has surpassed 27 million downloads, aiming for **further growth in user numbers.**

## Convenience Wear

- Leverage the expertise of **Textile Company** to develop private brands, mainly focusing on apparel.
- Expanding the product lineup and offering approximately 100 items. Establish a "purpose-driven shopping" culture rather than just "emergency purchases."
- Contribute to **increased daily sales and average customer spend.**



### Steady sales growth



## Retail Media Business

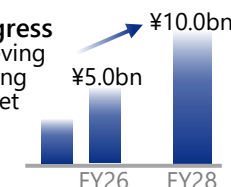
**DATA ONE**  
**GATE ONE**

Over **50mil** purchase data-linked advertising IDs, the largest in Japan



Capable of meeting a wide range of impact evaluation needs through advertising ID-based analysis

Steady progress toward achieving the operating profit target



Approx. **10,600** digital signages installed at FamilyMart stores nationwide



Expansion of value provided as a convenience store and strengthening of the entire value chain, as well as creation of new businesses leveraging FamilyMart's business foundation