

# (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.



## Growth Opportunities in All Segments

Expand business across all segments by thoroughly emphasizing the frontline perspective

### 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



### 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



### Machinery

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



### General Products & Realty

- ▶ Expanding functions and strengthening profitability in the North American construction-materials business with DAIKEN and acquisitions of competitors
- ▶ Strengthening Japan/overseas real estate businesses and public-private partnership projects
- ▶ Rebuilding of WECARS



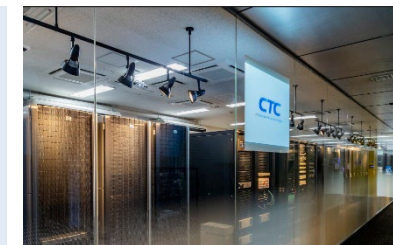
### Metals & Minerals

- ▶ 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.)



### 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.



### 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



### 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) FY10 - FY24

FY10 Results

¥0.7 bn

FY24 Results

¥7.0 bn

FY25 Forecast

¥13.3 bn

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

Future Profit Target(\*2)

¥25.0 bn

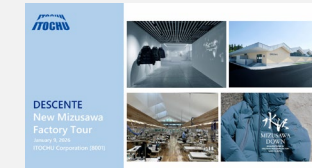
(\*2) DESCENTE's 100% basis consolidated net profit.

## TOPIC

## A New Mizusawa Factory Tour

Click here for details ↓

In January 2026, we held a newly rebuilt Mizusawa Factory tour (the Mizusawa Down production base) for analysts and institutional investors. Participants experienced the DESCENTE's greatest strength: its **manufacturing capabilities and the brand story**.



## 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

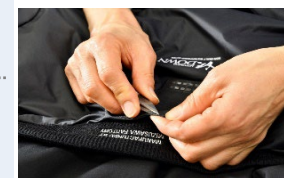
NEW  
(Open & Renewal)

- Promotion of the "DESCENTE" brand as a premium sports brand.
- **Strengthening the DTC Channels: Expanding directly operated stores based on "Urban-Centered & Larger-Scale"**
  - Jan. 2026 / DESCENTE Hankyu Umeda Main Store
  - Nov. 2025 / DESCENTE KOBE, the largest flagship store in western Japan
  - Sep. 2025 / Second store in Hokkaido opened in Sapporo
  - Jun. 2025 / DESCENTE Shin-Marunouchi Building 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 FY25.**
- **Shanghai Le Coq seeks to enhance the penetration of its new brand image.**



## Others

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

Profit  
Target

Profit from  
the company  
(\*1) FY10 – FY24

FY10 Result  
¥0.5 bn

FY24 Result  
¥11.5 bn

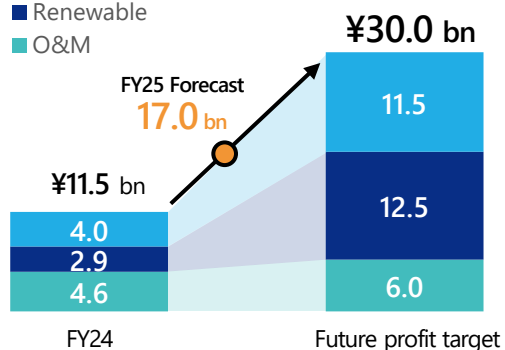
FY25 Forecast  
¥17.0 bn

CAGR<sup>(\*)</sup>  
25%

Future Profit  
Target

¥30.0 bn

■ Thermal (mainly gas-fired)  
■ Renewable  
■ O&M



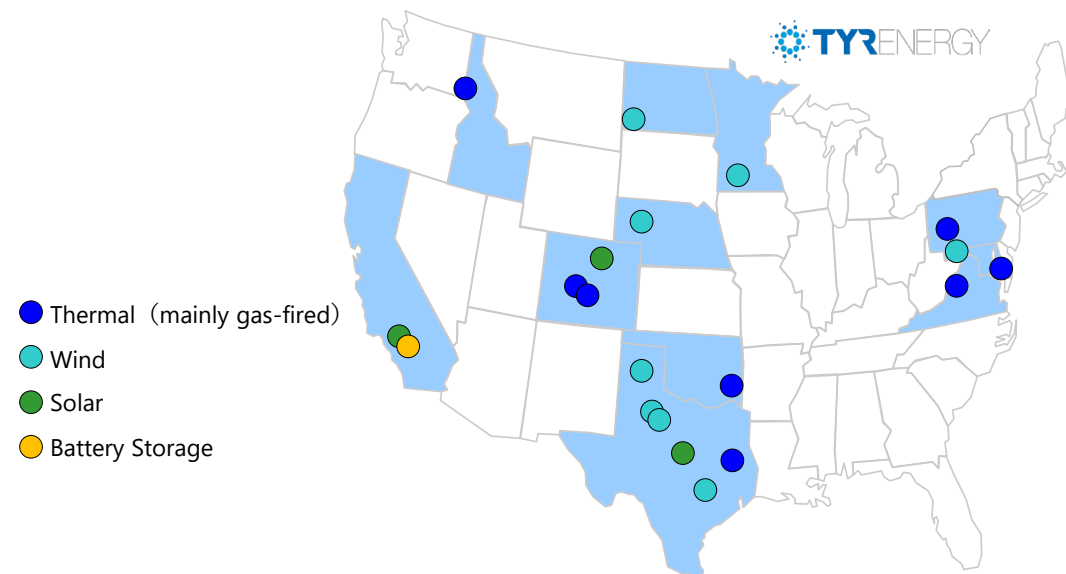
## Environment




U.S. power demand is surging, driven by AI and data centers. While the U.S. government is accelerating capacity expansion, tight supply-demand conditions are expected to continue for the time being, supporting strong performance in power generation and O&M businesses.

## Strategy

We will secure stable earnings by expanding gas-fired and renewable assets, while improving asset efficiency through a renewable energy develop-to-sell business model. We will also steadily capture O&M demand to build a well-balanced portfolio.



## Power Generation Assets Portfolio



Company	Business Overview	Main Achievements
	Carries out the entire value chain from development, construction, asset management, and energy management.	<ul style="list-style-type: none"> <li>• Since foundation in 2002, invested in 35 assets. Currently owns 20 assets (6.2 GW).</li> <li>• Additional investments in three gas-fired assets in FY25 Q3.</li> </ul>
	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 15 development assets. Currently developing 24 Solar PV assets (approx. 4.3 GW) in 10 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 (208 MW) in January 2025, which is currently under construction in North Dakota. 
- Reached an agreement with Contour Global, an energy operator owned by KKR regarding investment in the Black Hollow Sun power plant (258 MW) in October 2025, which is currently under construction in Colorado. 



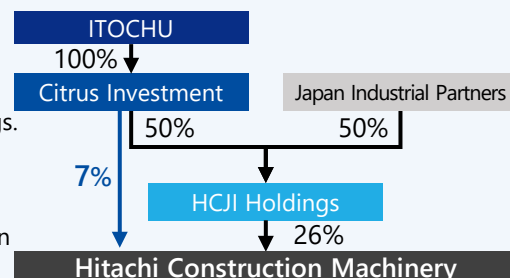


## Hitachi Construction Machinery

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.

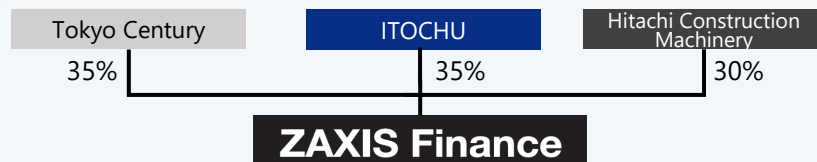
### Investment Status

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

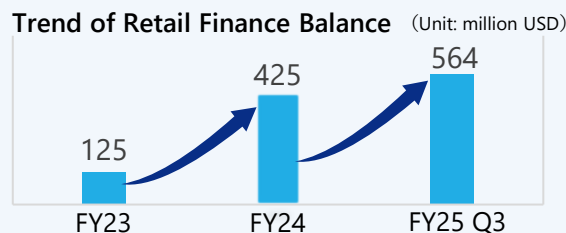


### Finance business in North America (ZAXIS Finance)

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<sup>(\*)</sup>, 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, we aim to expand our business and strengthen our customer base in the U.S. market. As of December 2025, operations have commenced in 35 states.
- ✓ Jointly promoting new market development and related initiatives in emerging markets.

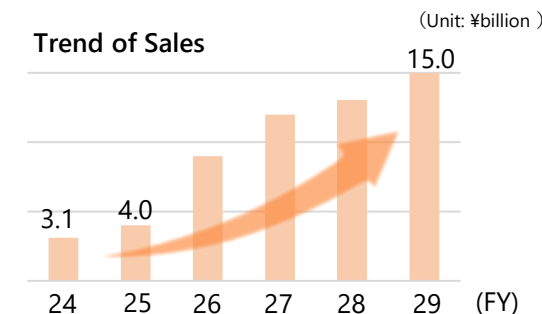


(\*) Vehicles equipped with engines and motors for outdoor activities, such as motorcycles, snowmobiles and four-wheel off-road vehicles.

## AICHI CORPORATION

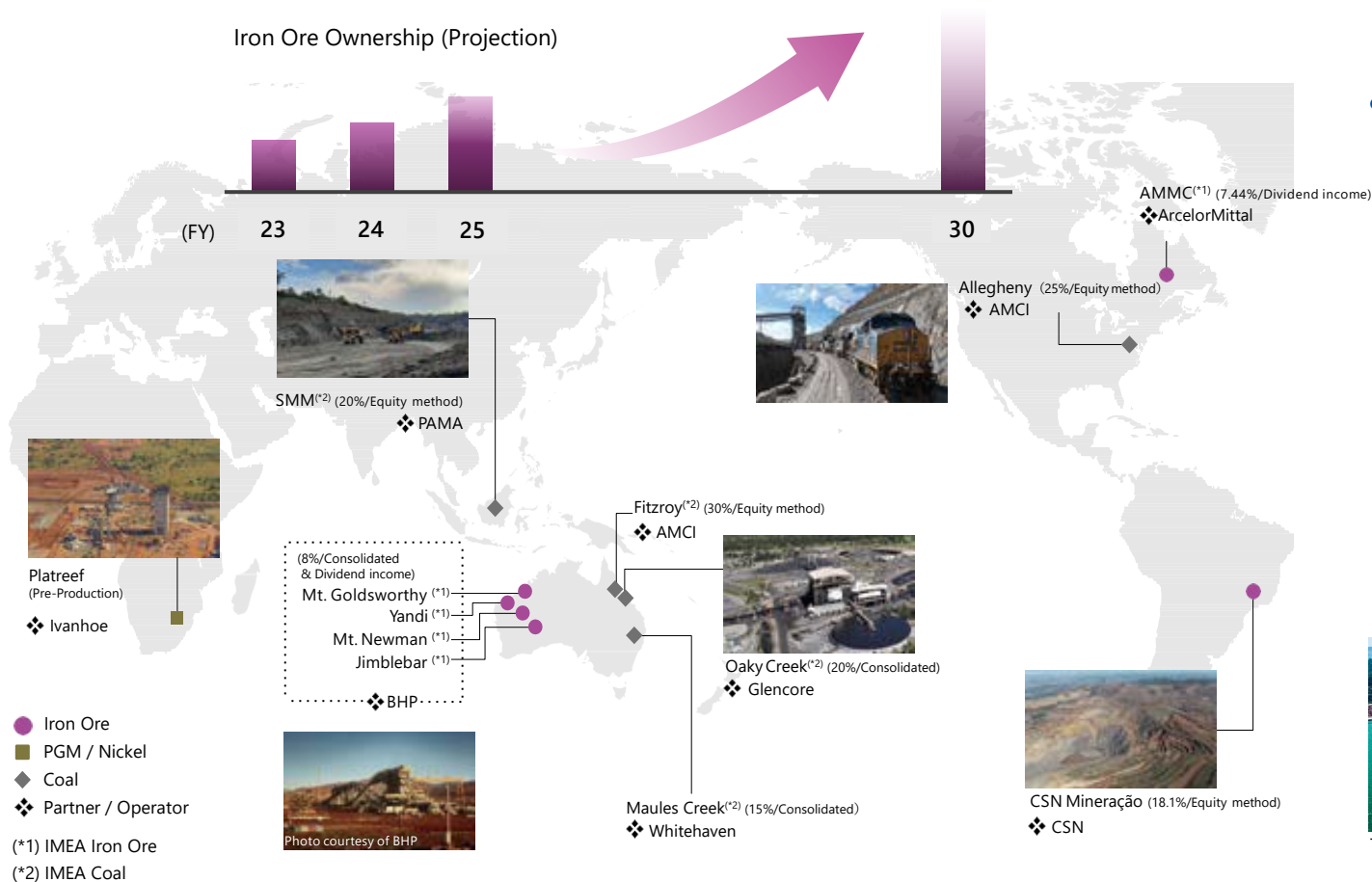
Acquired 27% of AICHI CORPORATION shares ¥23.8 bn in May 2025. The aim is to create new revenue opportunities in the domestic market by extending our value chain through finance, after-sales services, and used car sales, while also pursuing growth by expanding into overseas markets.

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.



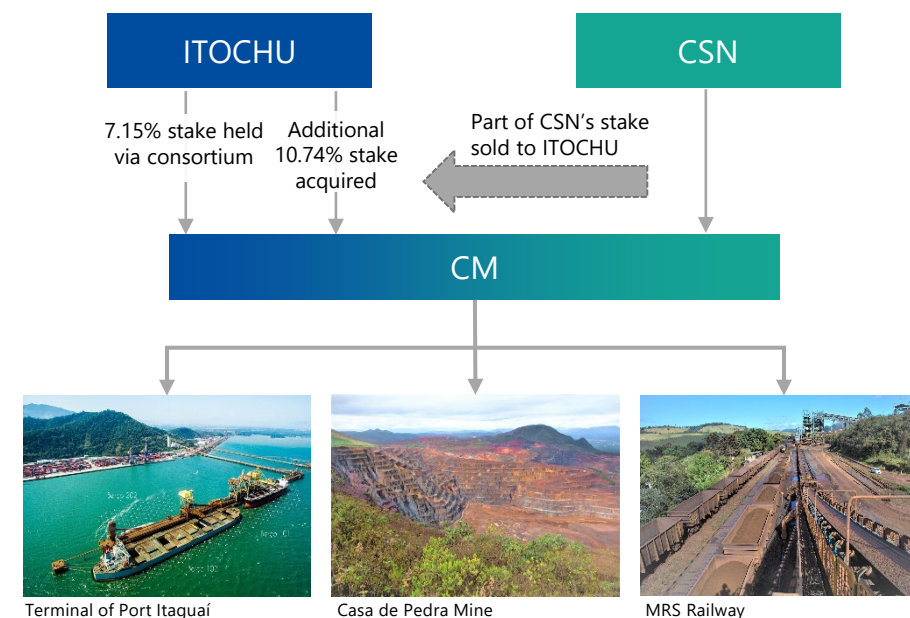
### ► Overview of Metals & Minerals Projects

- 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 for Q1-3 2025 of approx. 34 million tons (+6% YoY).



## Energy

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

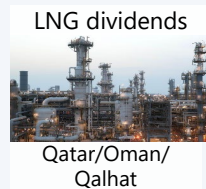
#### Trading

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

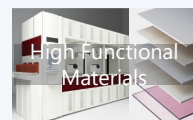


## Chemicals

### Steady Business Expansion in Core Group Companies

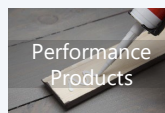
#### C. I. TAKIRON

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



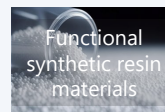
#### ITOCHU CHEMICAL FRONTIER

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

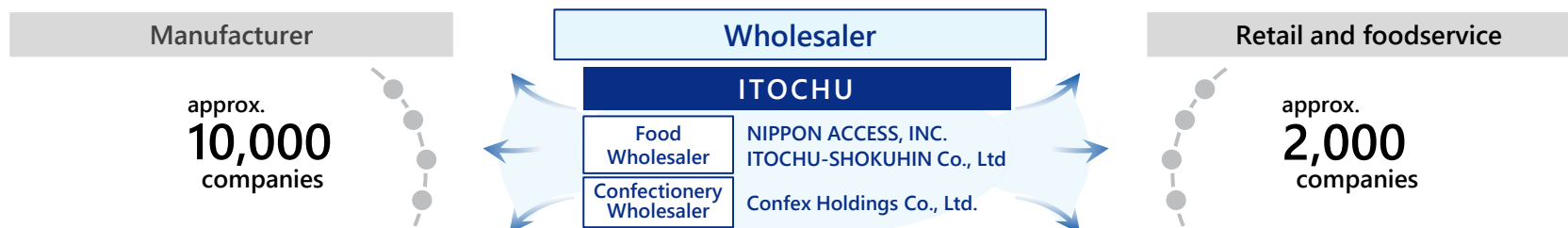
##### Case

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





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



## Case 1 Supporting Food Product Planning & Sales FOODATA



Since 2021, we have provided data-driven support for product planning and solution-based sales in the food industry. Working with our group companies, we deliver end-to-end support from planning through sales to drive successful products.

Enhancing capabilities across domains through alliances



Dec 2024

Linked with Japan's largest ID-POS data



Jan 2025

Linked with Japan's largest receipt data

### What is FOODATA?

Using retail ID-POS and receipt data, we comprehensively analyze consumer purchase behavior and deepen preference insights through taste and social media data, enabling product planning and solution-based sales that capture consumer needs.

## Case 2 Further Strengthening of Wholesale Distribution 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 challenges manufacturers due to seasonality and high logistics costs.

**ACCESS drives industry-wide efficiency with centralized logistics hubs**

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

## Case 4 Further Strengthening of Wholesale Distribution **NEW** Confectionery Wholesaler Restructuring (Confex HD becomes an Equity Affiliate)

Confex Holdings Co., Ltd. (YAMAE subsidiary) and DOLCE Co., Ltd. (our subsidiary) will be integrated to form the industry's **No.1 confectionery wholesaler by sales**. We hold a 40.8% stake in the integrated entity, enhancing logistics efficiency and strengthening product development and proposal capabilities.



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

### DeCM-PF (Demand Chain Management-PlatForm)

We have developed an AI-driven platform that forecasts demand based on retail performance data and optimizes store ordering. The platform reduces excess inventory and logistics inefficiencies and is being rolled out to multiple retailers.

The key is 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.



Profit  
TargetProfit from  
the business

(\*1) FY15 – FY24

FY15 Results

¥1.4 bn

FY24 Results

¥17.9 bn

FY25 Forecast

¥18.0 bn

CAGR\*  
33%Future Profit  
Target

Over ¥50.0 bn

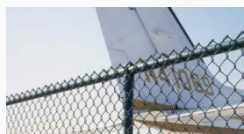
- Sustainable growth through expansion of the exterior building materials business into new areas and continued acquisition of competitors in the same industry.
- Enhancement of housing structural materials and expansion of functionality in interior materials through collaboration with DAIKEN.
- Expansion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

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)

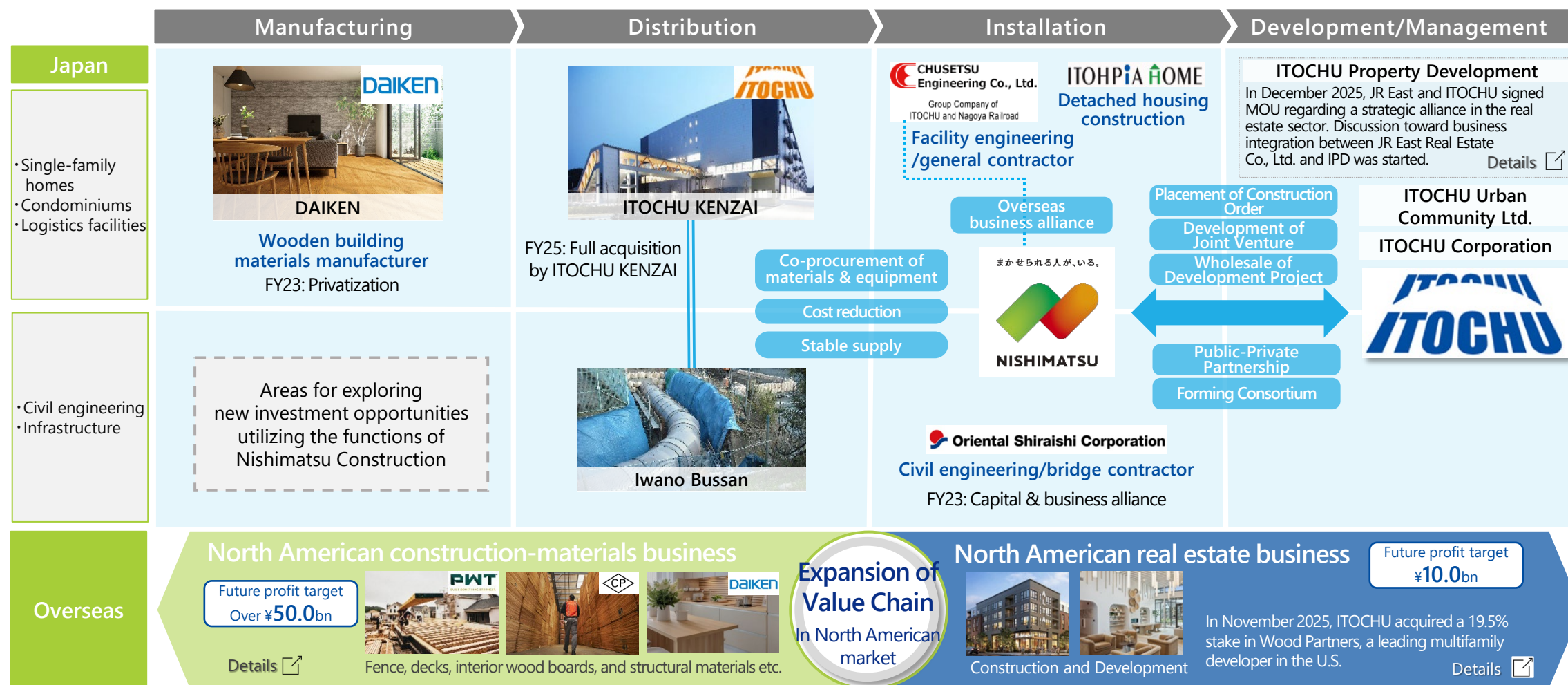
Interior  
materials  
business

Housing

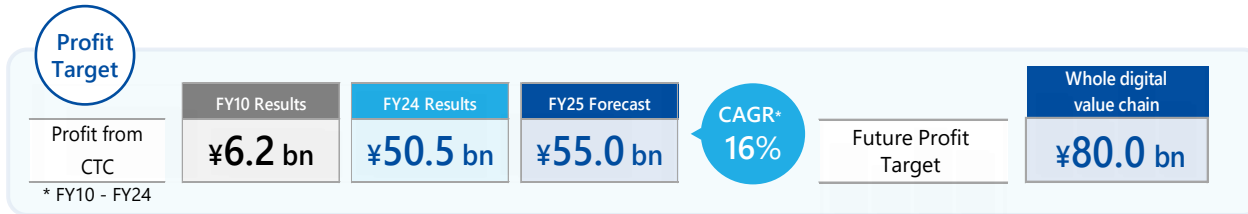


Infrastructure

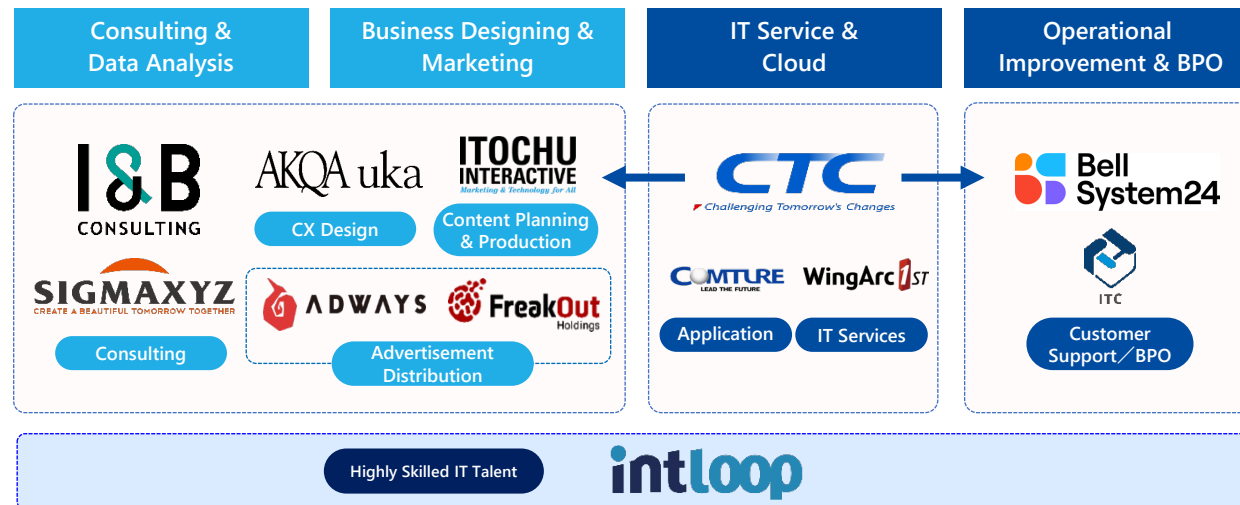
- Strengthening the value chain and entering and expanding into new markets through proactive business investments in adjacent growth areas and pursuit of group synergies.
- By entering North American real estate business, expanding overseas real estate business and value chain with North American construction-materials business.



## ▶ 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 FY25 Q1-3, 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

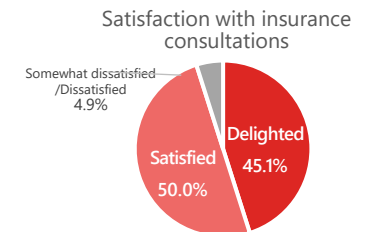
Made the company a wholly owned (100%) subsidiary in September 2025.

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 700 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 FY25 H1.

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.



# Growth Strategy : Expansion of Consumer-Related Businesses through a Market-Oriented Perspective



Aim to achieve our future profit targets by **strengthening our existing business foundation** and **creating new business models** to drive profit growth at FamilyMart, as well as by contributing profits from new investments and promoting horizontal expansion.

	FY24 Results	FY25 Forecast	Future Profit Target
The 8th Company Consolidated Net Profit	¥34.6 bn <sup>(*)</sup>	¥42.0 bn	¥60.0 bn

(\*) Excluding extraordinary gains & losses

## Capital and Business Alliance with Seven Bank, Ltd.

- Entered into a capital and business alliance agreement in September 2025.
- Completed acquisition of a total of 20% of voting rights in December 2025.

[Click Here for Details](#)

## Investment in AND PHARMA Co., Ltd.

- Acquired 20% of AND PHARMA Co., Ltd., for approximately ¥16.2 bn in October 2025. **Equity-method accounting was applied** from FY25 Q3.
- Enhancing corporate value **through hands-on management, creating synergies** with the ITOCHU Group and **expanding business domains in the consumer-related sector.**

**AND PHARMA**  
A leading Japanese generic pharmaceutical group

Nichi-Iko Pharmaceutical

Kyowa Pharmaceutical Industry

T's Group

**ITOCHU Group**

Building a distribution network leveraging consumer touchpoints

Procurement and supply of raw materials

Support for research and development

## 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 approximately 30 million downloads, aiming for **further growth in user numbers.**

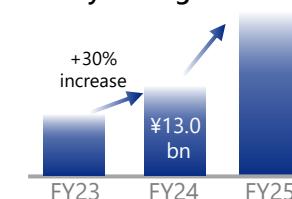
## Convenience Wear

- 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.**



やさしい色になってみる。

Steady sales growth



## Retail Media Business

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

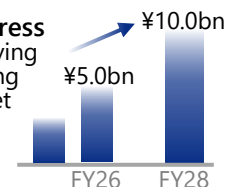
Over **50mil** purchase data-linked advertising IDs, the largest in Japan

**FamilyMart**  
**docomo** **CyberAgent**  
**Data Alliance**

Discount Stores Drugstores Super markets

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

Steady progress toward achieving the operating profit target



Approx. **11,000** 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