FY2020 1st Half Business Results

Investors Meeting

ITOCHU Corporation November 6, 2019



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 actual results to differ materially from those presented in such forward-looking statements. ITOCHU Corporation, therefore, wishes to caution that readers should not practice 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.





Yoshihisa Suzuki President & COO

Brand-new Deal 2020

Summary of Financial Results for FY2020 1st Half /TOGHN (Unit : billion yen) Net profit attributable to ITOCHU" increased by 12%, or ¥31.1 bil., compared with the same period of the previous fiscal year to ¥289.1 bil. [3rd consecutive year] The progress toward the FY2020 Forecast was steady, achieving 58%. Profits of the Non-Resource sector increased by ¥13.8 bil., compared with the same period of the previous fiscal year to ¥224.9 bil. [9th consecutive year] "Core Profit" (Net profit attributable to ITOCHU after deducting extraordinary gains and losses) increased by approximately ¥10.5 bil., compared with the same period of the previous fiscal year to approximately ¥254.5 bil. [4th consecutive year] "Profits/Losses of group companies" was ¥261.2 bil. [4th consecutive year] Shares (%) of group companies reporting profits was 87.2%. [2nd consecutive year] "Core Operating Cash Flows" was a net cash-inflow of ¥325.0 bil. [4th consecutive year] "Basic earnings per share attributable to ITOCHU (EPS)" was ¥193.04. [3rd consecutive year] []: Number of years renewing the highest record in a row for a 1-20 result FY2019 FY2020 Increase/ FY2020 Forecast Progress 1-2Q Result 1-2Q Result Decrease (Disclosed on Apr. 26) Net profit attributable to ITOCHU 258.0 289.1 + 31.1 500.0 58% * Extraordinary gains and losses 14.0 34.5 + 20.5 * approx. 254.5 Core Profit approx. 244.0 10.5 approx. + 241.7 + 19.5 Profits/Losses of group companies * 261.2 **Dividend Information** Share (%) of group companies reporting 85.6% * 87.2% Increased 1.6pt profits (Per Share) 85.0 yen 210.0 325.0 + 115.0 Core Operating Cash Flows * Annual (Planned) (minimum) EPS 166.46 yen \star 193.04 ven 26.58 yen Interim 42.5 ven +* : Record High

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Consolidated net profit increased ¥31.1 bil. or 12% YoY to ¥289.1 bil. Progress against the annual plan was 58%, making good progress.

Achieved record-high profits for the first half for three consecutive years despite increasing uncertainty about the future and a growing sense of stagnation and slowdown. We have shown our strength that is resistant to economic fluctuations.

The group company profits reached ¥261.2 bil., breaking the record for the first half of the fiscal year for four consecutive years.

The share of group companies making profits rose 2% points from the same period of the previous fiscal year to 87%, showing a steady improvement. This is the result of our constant efforts, similar to Toyota's continual efforts, to "cut," "prevent," and replace inefficient and unprofitable businesses as needed.

Another major factor is that ITOCHU and the group companies have worked together to understand each other through the award system for group companies, roundtable discussions among top management, and responding to problems as quickly as possible.

We have been continuously expanding our earnings base from non-resource businesses ahead of other trading companies since the time when the "commodities supercycle" was much talked about. The profits in the non-resource sector increased ¥13.8 bil. YoY to ¥224.9 bil. This marked the ninth consecutive year of record-high profits in the non-resource sector in the first half of the fiscal year. (See page 7 of this material)

3

Our consolidated business results are, of course, supported by contributions from the resource sector, such as iron ore, but are due to the good performance of group companies and supported by the stable earnings base of the non-resource sector.

Core Profit and Core Operating Cash Flows have set new record highs for the first half of the fiscal year, and we are steadily strengthening our earning power with cash generation. (see page 9 of this material)

Our share price reached a new record high since the IPO for the first time in about a year in September. This was the result of the high evaluation of our earnings base, which is resistant to economic fluctuations, recent strong business results, and steady execution of the shareholders return policy announced in October last year.

On the other hand, we do not expect any optimism about the business environment going forward, such as the recent trade friction between the U. S. and China and the destabilization of the Gulf region. Our commitment-based management has been highly valued, but if discontinued once, it could undermine its credibility. In the second half of the fiscal year, we will continue to work to enhance our corporate value in order to respond to the market's expectations as we manage our business with an even greater sense of urgency.

Yesterday at our executive meeting, we made sure that we would go back to the basics and focus on "cut" and "prevent" first. In order to achieve our annual plan, we must continue to reduce unnecessary expenses and to prepare for the risks of bad debts and impairment losses. The importance of this is shared by our senior staff.

Of course, we will continue to actively invest in growth to "earn" profits. However, we will not be confused by the boom in next-generation investment. We will first enhance our existing businesses, where we have strengths, and prioritize investments. Regarding next-generation investment, the policy for the second half of the year is not to broadly spread it, but to assess the viability of the business and boldly allocate money to the projects where the picture of the profit plan can be drawn up.

Our consolidated net profit forecast for the full year remains unchanged at ¥500.0 bil. We will steadily realize "a new vision of what a trading company can achieve" and implement our growth strategies for the next stage beyond ¥500.0 bil. step by step.



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Summary of Financial Results for FY2020 1st Half

(Unit : billion yen)

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- "Net profit attributable to ITOCHU" increased by 12%, or ¥31.1 bil., compared with the same period of the previous fiscal year to ¥289.1 bil. [3rd consecutive year]
 The progress toward the FY2020 Forecast was steady, achieving 58%.
 Profits of the Non-Resource sector increased by ¥13.8 bil., compared with the same period of the previous fiscal year to ¥224.9 bil. [9th consecutive year]
- "Core Profit" (Net profit attributable to ITOCHU after deducting extraordinary gains and losses) increased by approximately ¥10.5 bil., compared with the same period of the previous fiscal year to approximately ¥254.5 bil. [4th consecutive year]
- "Profits/Losses of group companies" was ¥261.2 bil. [4th consecutive year]
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- Shares (%) of group companies reporting profits was 87.2%. [2nd consecutive year] • "Core Operating Cash Flows" was a net cash-inflow of ¥325.0 bil. [4th consecutive year]
- "Basic earnings per share attributable to ITOCHU (EPS)" was ¥193.04. [3rd consecutive year]

[]: Number of years renewing the highest record in a row for a 1-2Q result

	FY2019 1-2Q Result		FY2020 1-2Q Result		creas		FY2020 Forecast (Disclosed on Apr.	Progress
Net profit attributable to ITOCHU	258.0	*	289.1		+	31.1	500	.0 58%
Extraordinary gains and losses	14.0		34.5		+	20.5		
Core Profit	approx. 244.0	*	approx. 254.5	approx	. +	10.5		
Profits/Losses of group companies	241.7	*	261.2		+	19.5		
Share (%) of group companies reporting profits	85.6%	*	87.2%	Incre	ease	ed 1.6pt	Dividend Inf (Per Sh	
Core Operating Cash Flows	210.0	*	325.0		+	115.0	Annual (Planned)	85.0 yen (minimum)
EPS	166.46 yen	*	193.04 yen	+	26	.58 yen	Interim	42.5 yen
		*	: Record High					

Although there was a tailwind for resource businesses, this was a strong result of steadily accumulating profits in each business field on an actual performance basis. It is like, rather than a summer festival with spectacular fireworks, a chrysanthemum festival with hundreds of flowers blooming.

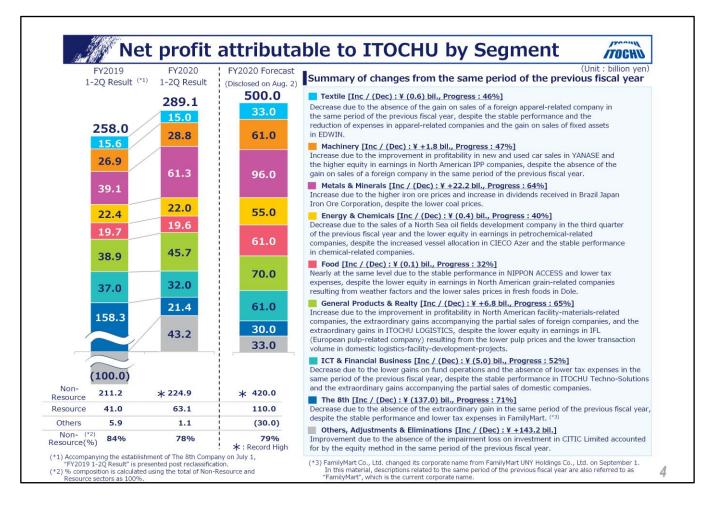
The major changes compared with the same period of the previous fiscal year;

- a large one-off gain and a loss in FY2019 vs. ¥34.5 bil. on a net basis in FY2020
- impact of consolidation of FamilyMart and POCKET CARD
- application of IFRS lease accounting from the beginning of the fiscal year
- establishment of The 8th Company

Despite the decline in pulp prices, etc., profit related to China increased even excluding CITIC's profit increase due to strong sales of iron ore.

No major impact of the consumption tax increase, despite a rush in some areas, including alcoholic beverages, for which lower tax is not applied, repairs and renovations that do not use the reduced tax on housing loans, and some mobile phones and daily necessities. In FY2019, there was an impact from natural disasters, such as the heavy rain in western Japan and the earthquakes in Osaka and Hokkaido and the reaction to this was reflected. There was no impact on Yanase's sales of luxury foreign cars and condominium sales by ITOCHU PROPERTY DEVELOPMENT. Convenience stores have not experienced a significant impact for the time, due to the adoption of a reduced tax rate, cash-less payment benefits, but we will be paying close attention to the impact of the tax increase in the second half of the fiscal year.

Any major impact of trade friction between the U. S. and China in the first half of the fiscal year was avoided by lowering purchase prices, raising selling prices, changing suppliers, changing customers, and so on. Small impact was seen in some businesses, such as the export of machinery components and parts to China, insulation tapes for electric and electronic products, the export of machinery parts made in China to the U. S. affected by the increase in tariffs, and the grain elevator business affected by the import ban on US soybeans. All of the impact has been small so far. We will continue to closely monitor this situation.



Textile: Converse, Leillian, EDWIN, etc. steadily accumulated profits.

<u>Machinery</u>: Achieved a record high of ¥28.8 bil. supported by strong results including export and domestic sales of automobiles, construction machinery, vessel deals, and IPP business in the U. S.

<u>Metals & Minerals</u>: Iron ore businesses in Australia and Brazil were strong due to high iron ore prices.

<u>Energy & Chemicals</u>: Net profit remained almost unchanged due to increased shipment volumes in CIECO Azer, appropriate hedging operations, efforts to reduce energy trading costs, and solid results at chemical subsidiaries despite lower oil prices.

<u>Food</u>: Net profit was almost flat due to strong performance of NIPPON ACCESS, Fuji Oil, Prima Meat Packers despite decrease in Dole and North American grain elevators.

<u>General Products & Realty</u>: Despite a rapid deterioration in the European and Brazilian pulp businesses caused by plunged pulp prices, net profit increased due to extraordinary gains on the asset replacement of the overseas wood processing businesses and steady performance of North American facility-materials-related businesses and the logistic businesses and condominium sales in Japan.

<u>ICT & Financial Business</u>: Although the extraordinary gains recorded in the same period of the last year could not be compensated, core profit in CTC, BELLSYSTEM24, CONEXIO, and domestic and overseas consumer finance businesses were strong.

<u>The 8th</u>: Newly established organization centering around FamilyMart, based on the market-oriented perspectives.

<u>Other, Adjustments & Eliminations</u>: Equity in earnings of the CITIC was ¥41.2 bil. (excluding extraordinary gains/losses), up ¥3.3 bil., due to strong performance of CITIC Bank, Sino Iron, and specialty steel businesses.

Resource sector made up approx. 22% of profit, but only 9% of assets. Net profit of non-resource sector increased for nine consecutive years.

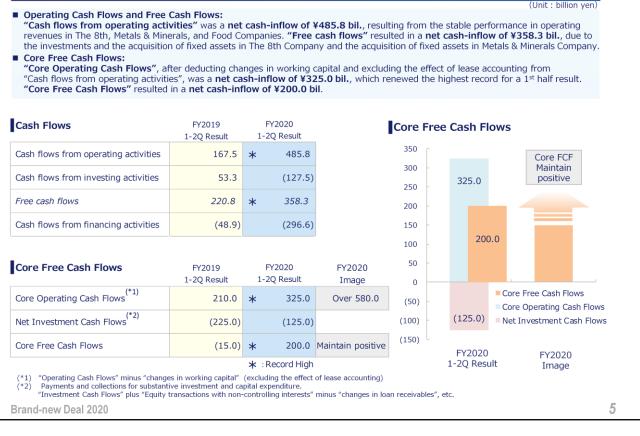
Contraction of the contraction o		rdinary Gains and L		(Unit : billion yen)
	FY2019		FY2020	
	1-2Q Result		1-2Q Result	
Gains (Losses) related to investments	149.0	The revaluation gain accompanying the conversion of FamilyMart into a consolidated subsidiary: 141.2 (The 8th) Gain on sales of a foreign textile-related company: approx. 2.5 (Textile) Gain on sales of a foreign machinery-related company: approx. 1.5 (Machinery) The revaluation gain accompanying the conversion of POCKET CARD into a consolidated subsidiary: approx. 1.0 (ICT & Financial Business 2.0, The 8th (1.0)) Gain accompanying the restructure of European-energy-related companies: approx. 1.0 (Energy & Chemicals) The impairment loss on CTEI: approx. (2.5) (Others, Adjustments & Eliminations)	22.0	 Gains on partial sales of foreign companies: approx. 16.0 (General Products & Realty) Gains on partial sales of domestic companies: approx. 4.0 (ICT & Financial Business)
Gains (Losses) related to property, plant, equipment and intangible assets, Equity in earnings (losses) related to associates and joint ventures	(141.0)	 Gain on sales of a foreign GMS company in FamilyMart: approx. 1.0 (The 8th) The impairment loss on investment in CITIC Limited accounted for by the equity method: (143.3) (Others, Adjustments & Eliminations) 	4.0	 Gains on sales of logistics warehouses: approx. 2.5 (General Products & Realty) Gain on sales of fixed assets in EDWIN: approx. 1.0 (Textile)
Income tax expense, Others	6.0	 Decrease in tax expenses relating to foreign finance-related companies: approx. 5.0 (ICT & Financial Business) Decrease in tax expenses relating to apparel-related companies: approx. 1.5 (Textile) 	8.5	Decrease in tax expenses relating to group restructuring in FamilyMart: approx. 5.0 (The 8th) Decrease in tax expenses relating to natural-resource-projects: approx. 2.5 (Metals & Minerals 1.5, Others, Adjustments & Eliminations 1.0) Gain on cash collection for specific overseas project: approx. 1.0 (Machinery)
Total	14.0		34.5	
Non-Resource	13.5		33.0	
Resource	0.5		1.0	
Others	-		0.5	

Booked extraordinary gains of ±4.5 bil. in Metals and Machinery, etc. in the second quarter.

The ¥30.0 bil. buffer has not been used yet.

Cash Flows

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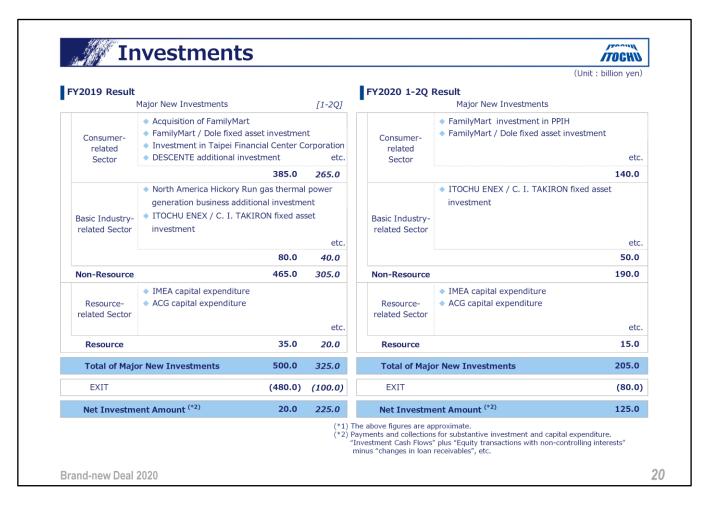
Both cash flows from operating activities and Core Operating Cash Flows reached a record high thanks to the consolidation of FamilyMart and POCKET CARD and high iron ore prices, etc.

For the full year Core Operating Cash Flows, the progress against the target of achieving ¥580.0 bil. or higher so far has been 56%.

		FY2018 Result	FY2019 Result	FY2020 1-2Q Result	(Unit : billion yen) FY2020 Image
	Core Operating Cash Flows	460.0	515.0	* 325.0	Over 580.0 as target
	Net Investment Cash Flows	(285.0)	(20.0)	(125.0)	Actively promote investments and asset replacements
	Core Free Cash Flows	approx. 175.0	approx. 495.0	* 200.0	Maintain positive
,	Shareholders Dividend Return Share buyback	Annual ¥70/share (108.7) (27.9)	Annual ¥83/share (127.5) (68.0)	Interim ¥42.5/share (63.4) (62.0)	Steady implementation of Medium to Long Term Shareholders Return Policy (Annual ¥85/share Minimum Dividend)
	Core Free Cash Flows after deducting Shareholders Return	approx. 40.0	approx. 300.0	approx. 75.0	Utilize Core Free Cash Flows of FY2019 (approx. 300.0) for growth investments and shareholders retum Maintain positive
	(*1) "Operating Cash Flows" minus "changes (*2) Payments and collections for substantive "Investment Cash Flows" plus "Equity tra (*3) The sum of the interim dividend and the	investment and capita ansactions with non-cor	I expenditure. ntrolling interests" minu:		·
	EPS	258 yen	324 yen	★ 193 yen	Over 329 yen
				* : Record High f	or a 1-20 result

Core Free Cash Flows after deducting shareholders return at the end of the first half amounted to approx. ¥75.0 bil, securing a rich capital to invest in good opportunities in the second half of the year.

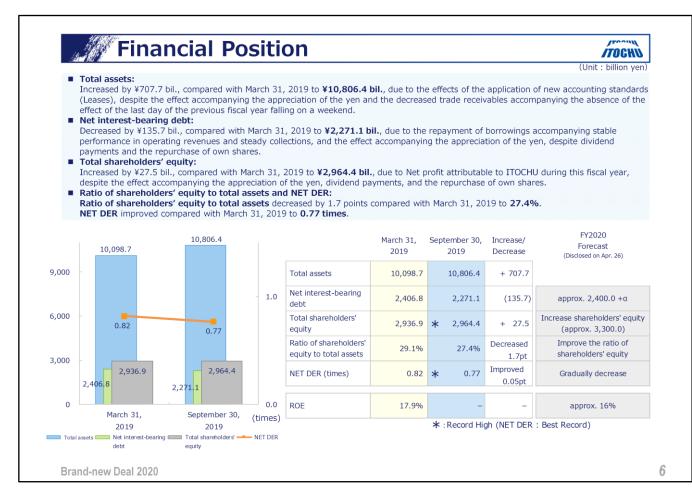
We are making steady progress in keeping up with our policy to achieve a positive Core Free Cash Flows after shareholders return by striking a balance between growth investment, enhancing shareholders' equity, controlling interest-bearing debt, and shareholders return.



Net Investment for the first half was approx. ± 125.0 bil., increased by ± 95.0 bil. from the first quarter of approx. ± 30.0 bil.

Total investment on a gross basis for the first half was approx. ¥205.0 bil., increased by ¥115.0 bil. from the first quarter of approx. ¥90.0 bil. Major items were investment in Pan Pacific International Holdings by FamilyMart and capital investment by Dole, FamilyMart, ITOCHU ENEX, C. I. TAKIRON, IMEA, and ACG. Other investments, such as next-generation growth investments, were small.

EXIT for the first half was approx. ¥80.0 bil., increased by ¥20.0 bil. from the first quarter of approx. ¥60.0 bil., including the sale of a portion of equity stakes, etc.



Total assets were increased due to the application of new lease accounting standards despite decrease resulting from the appreciation of the yen and the absence of the effect of the last day of the previous fiscal year falling on a weekend.

Total shareholders' equity reached record high.

NET DER also reached the best record at 0.7 times mark.

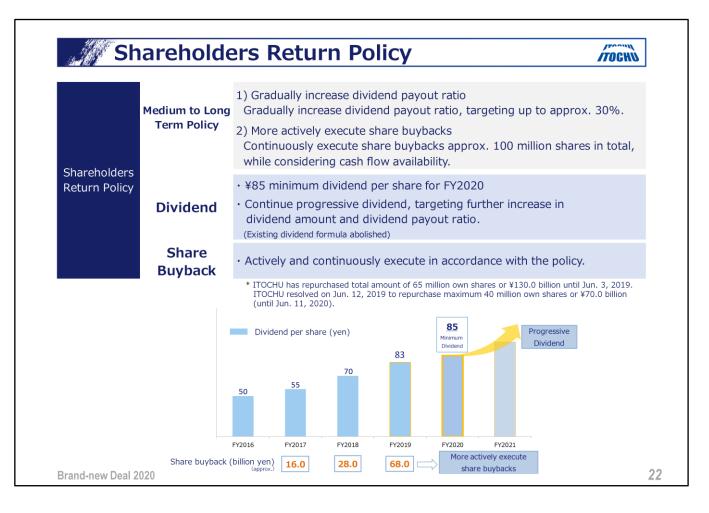
The impact of lease accounting;

- Total assets and liabilities increased by approx. ¥1 tril. as of the end of September.
- Cash flows from operating activities increased more than ¥100.0 bil. Cash flows from financing activities decreased by more than ¥110.0 bil.
- Finance leases are not included in interest-bearing debt as before.

	FY2019 1-2Q Result	FY2020 1-2Q Result	FY2020 Forecast (Disclosed on Apr. 26)	(Reference) Sensitivities on net profit attributable to ITOCHU for FY2020 2 nd Half against forecast	
Exchange rate (YEN / US\$) average	109.44	109.23	110.00	Approx. ¥(1.3) bil. (1 yen appreciation against US\$)	
Exchange rate (YEN / US\$) closing	Mar. 2019 110.99	Sep. 2019 107.92	110.00	-	
Interest (%) USD LIBOR 3M	2.34%	2.35%	3.20%	Approx. ¥(2.5) bil. (1% increase)	
Crude oil (Brent) (US\$/BBL)	75.40	65.20	65	±¥0.09 bil.	
Iron ore (CFR China) (US\$/ton)	66 (*1)	100 (*1)	N.A. ^(*2)	±¥0.41 bil.	
Hard coking coal (FOB Australia) (US\$/ton)	189 (*1)	181 (*1)	N.A. ^(*2)		
Thermal coal (FOB Australia) (US\$/ton)	111 (*1)	74 ^(*1)	N.A. ^(*2)	±¥0.08 bil.	
 (*1) FY2019 1-2Q and FY2020 1-2Q p general transaction prices based (*2) The prices for iron ore, hard coki transaction prices based on the i negotiations with each customer 	on the market. ng coal and thermal narket. The figures	for hard coking coal ar l coal used in the f are not presented	eign exchange rates a ad thermal coal are pr FY2020 forecast are a:	ssumed in consideration for general	

The impact of the exchange rate;

- P&L: The average exchange rate was almost flat. Approx. minus ¥5.0 bil. YoY.
- B/S: The closing exchange rate was ¥3 appreciation. A decrease of approx.
 ¥140.0 bil. on a total assets basis, and a decrease of ¥77.0 bil. on a shareholders' equity basis.



Executed share buybacks of ¥62.0 bil. in the first quarter and none in the second quarter. However, continue to buy back up to 40 mil. shares or ¥70.0 bil. until June 2020.

The progress against the shareholders return policy announced in October 2018 to execute share buybacks approx. 100 mil. shares was 65% as of October 2019.