

Appendix (1)

Supplementary Information on FYE 2021 Business Results Summary & FYE 2022–2024 Medium-Term Management Plan

*"FYE 2020 Q1 results" are reclassified to reflect the establishment of The 8th Company on July 1, 2019.

Textile



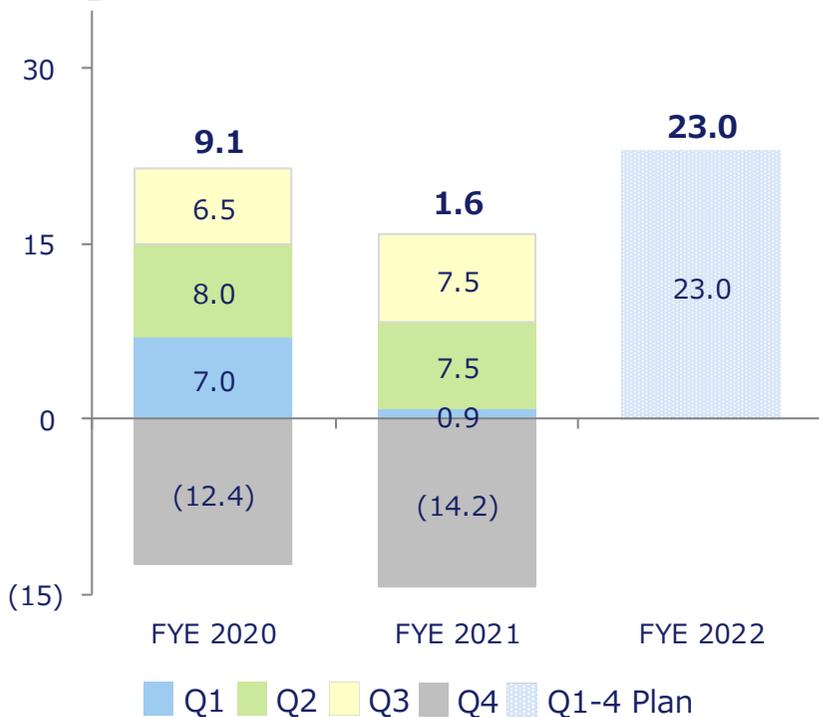
(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

	FYE 2020 Results a	FYE 2021 Results b	Increase/ Decrease b-a	FYE 2022 Plan c	Increase/ Decrease c-b
Gross trading profit	107.5	89.5	(17.9)	110.0	+20.5
Equity in earnings of associates and joint ventures	3.7	2.0	(1.7)		
Net profit attributable to ITOCHU	9.1	1.6	(7.5)	23.0	+21.4
Core profit	19.6	10.6	(9.0)		
Core Operating Cash Flows	13.9	11.1	(2.8)		

	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease
Total assets	451.1	418.7	(32.4)

Increase due to the recovery especially in apparel-related companies in addition to expense reduction and the absence of the extraordinary losses in the previous fiscal year, while the impact of COVID-19 remains to some extent.

Net Profit Attributable to ITOCHU



Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
JOI'X CORPORATION	100.0%	0.8	(0.8)	0.8
DESCENTE LTD.	40.0%	(1.4)	1.6	1.2 ^(*1)
EDWIN CO., LTD.	98.5%	(1.3)	(1.7)	1.0
Sankei Co., Ltd.	100.0%	1.5	(8.2)	0.3
ITOCHU Textile Prominent (ASIA) Ltd. [IPA] (Hong Kong)	100.0%	0.4	0.9	1.9
ITOCHU TEXTILE (CHINA) CO., LTD. [ITS] (China)	100.0%	1.1	1.1	1.2

(*1) The figures are the company's forecast announced, excluding IFRS adjustment, multiplied by ITOCHU's ownership percentage.

Machinery



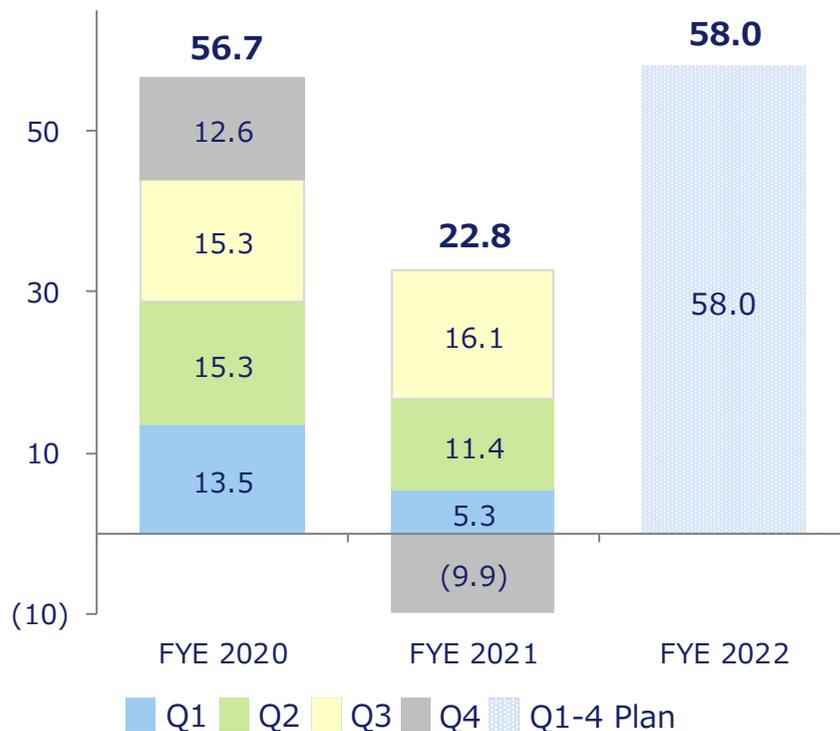
(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

	FYE 2020 Results a	FYE 2021 Results b	Increase/ Decrease b-a	FYE 2022 Plan c	Increase/ Decrease c-b
Gross trading profit	194.9	173.6	(21.3)	190.0	+16.4
Equity in earnings of associates and joint ventures	30.7	25.6	(5.1)		
Net profit attributable to ITOCHU	56.7	22.8	(33.9)	58.0	+35.2
Core profit	55.7	40.8	(14.9)		
Core Operating Cash Flows	60.4	50.3	(10.1)		

Increase due to profit growth in YANASE, the recovery in automobile-related transactions and North American IPP-related business resulting from the alleviation of the impact of COVID-19, and the absence of the extraordinary losses in the previous fiscal year.

	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease
Total assets	1,207.7	1,124.9	(82.8)

Net Profit Attributable to ITOCHU



Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
Tokyo Century Corporation	30.1%	14.2	13.5	18.0 ^(*)
I-Power Investment Inc. (U.S.A.)	100.0%	1.8	2.5	2.5
I-ENVIRONMENT INVESTMENTS LIMITED [IEI] (U.K.)	100.0%	1.2	0.6	0.9
ITOCHU Plantech Inc.	60.0%	1.2	0.8	0.7
(Reference) Group total (incl. The 8th's portion)	100.0%	2.1	1.4	1.1
IMECS Co., Ltd.	100.0%	0.8	1.1	1.5
JAMCO Corporation	33.4%	0.1	(5.0)	(1.0) ^(*)
JAPAN AEROSPACE CORPORATION	100.0%	1.6	1.5	1.4
YANASE & CO., LTD.	66.0%	3.0	4.6	5.2
Auto Investment Inc. [AII] (U.S.A.)	100.0%	0.5	1.2	0.7
ITOCHU TC CONSTRUCTION MACHINERY CO., LTD.	50.0%	0.3	0.2	0.2
ITOCHU MACHINE-TECHNOS CORPORATION	100.0%	1.4	0.5	0.8
Century Medical, Inc.	100.0%	0.6	0.6	0.8
MULTIQUIP INC. (U.S.A.)	100.0%	2.8	2.4	2.8

(*) The figures are the company's forecast announced, excluding IFRS adjustment, multiplied by ITOCHU's ownership percentage.

Metals & Minerals



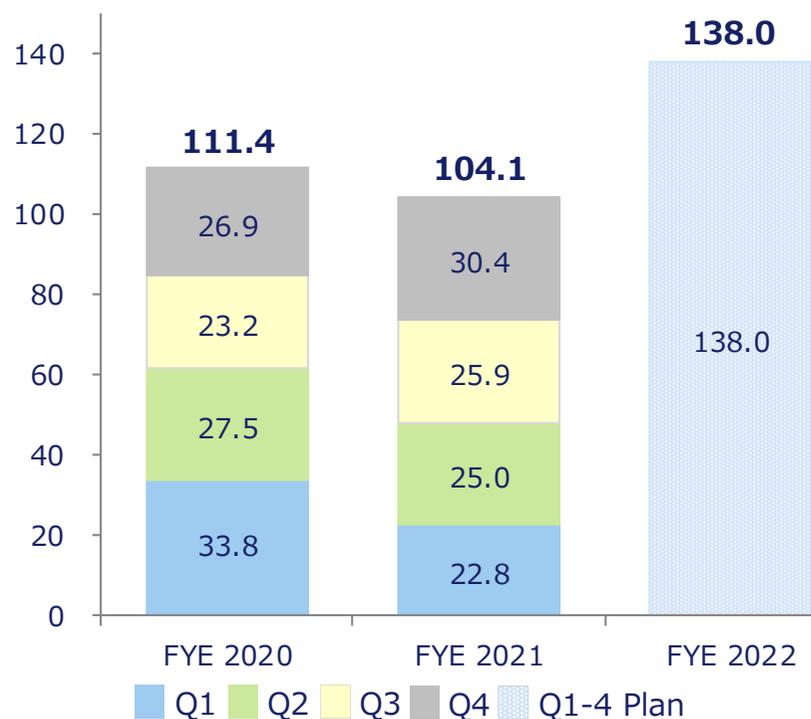
(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

	FYE 2020 Results a	FYE 2021 Results b	Increase/ Decrease b-a	FYE 2022 Plan c	Increase/ Decrease c-b
Gross trading profit	105.2	110.4	+5.2	123.0	+12.6
Equity in earnings of associates and joint ventures	22.3	22.6	+0.3		
Net profit attributable to ITOCHU	111.4	104.1	(7.3)	138.0	+33.9
Core profit	108.4	118.1	+9.7		
Core Operating Cash Flows	119.2	135.5	+16.3		

	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease
Total assets	800.0	913.6	+113.6

Increase due to the fluctuation of market prices and the absence of the extraordinary losses in the previous fiscal year.

Net Profit Attributable to ITOCHU



Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
ITOCHU Minerals & Energy of Australia Pty Ltd [IMEA]	(Australia) 100.0%	83.4	90.6	123.4
Iron ore	N.A.	77.5	99.9	— (*1)
Coal	N.A.	5.7	(9.3)	— (*1)
JAPÃO BRASIL MINÉRIO DE FERRO PARTICIPAÇÕES LTDA. [JBMF] ^(*2)	(Brazil) 77.3%	9.4	5.5	— (*1)
ITOCHU Coal Americas Inc. [ICA]	(U.S.A.) 100.0%	1.1	(3.2)	— (*1)
Marubeni-Itochu Steel Inc.	50.0%	11.2	8.7	— (*1)
ITOCHU Metals Corporation	70.0%	1.3	1.0	1.1
(Reference) Group total (incl. The 8th's portion)	100.0%	1.8	1.5	1.5

(*1) Due to the relationships with investees and partners, "FYE 2022 Plan" is not presented.

(*2) ITOCHU previously owned JBMF indirectly through Brazil Japan Iron Ore Corporation [BJIOC] and owns it directly from the third quarter of FYE 2020. "FYE 2020 Results" includes the results of BJIOC for FYE 2020 Q1-2 and that of JBMF for after FYE 2020 Q3.

ITOCHU's Ownership (Sales Results)

	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
Iron ore (million t)	23.2	23.6	24.3
IMEA	20.7	21.3	21.5
JBMF(CSN Mineração S.A.)	2.5	2.3	2.8

Energy & Chemicals



(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

	FYE 2020 Results(*)	FYE 2021 Results	Increase/ Decrease	FYE 2022 Plan	Increase/ Decrease
	a	b	b-a	c	c-b
Gross trading profit	217.9	228.2	+10.4	224.0	(4.2)
Energy	107.1	101.0	(6.1)	103.0	+2.0
Chemicals	105.8	113.3	+7.4	113.0	(0.3)
Power & Environmental Solution	4.9	13.9	+9.0	8.0	(5.9)
Equity in earnings of associates and joint ventures	11.1	11.0	(0.1)		
Net profit attributable to ITOCHU	61.7	36.1	(25.7)	57.0	+20.9
Energy	32.4	(2.4)	(34.8)	27.0	+29.4
Chemicals	26.0	27.4	+1.4	23.0	(4.4)
Power & Environmental Solution	3.3	11.1	+7.8	7.0	(4.1)
Core profit	55.2	58.6	+3.3		
Core Operating Cash Flows	91.8	86.6	(5.3)		

Increase due to higher oil prices, sales expansion of energy storage system business and the absence of the extraordinary losses in the previous fiscal year, partially offset by the decline in chemical-related companies and hygiene products transactions which were stable in the previous fiscal year.

	Mar. 2020 Results(*)	Mar. 2021 Results	Increase/ Decrease
Total assets	1,237.2	1,279.2	+42.0
Energy	722.0	690.0	(32.0)
Chemicals	503.5	549.7	+46.2
Power & Environmental Solution	11.7	39.5	+27.8

(*) "FYE 2020 Results" and "Mar. 2020 Results" are reclassified to reflect the establishment of Power & Environmental Solution Division in FYE 2021.

Net Profit Attributable to ITOCHU



■ Q1 ■ Q2 ■ Q3 ■ Q4 ■ Q1-4 Plan

Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
ITOCHU Oil Exploration (Azerbaijan) Inc. [CIECO Azer] (Cayman Islands)	100.0%	4.9	1.8	2.7
ITOCHU PETROLEUM CO., (SINGAPORE) PTE. LTD. [IPC SPR] (Singapore)	100.0%	0.7	1.1	1.1
ITOCHU ENEX CO., LTD.	54.0%	6.9	6.6	6.7 ^(*)
Japan South Sakha Oil Co., Ltd.	25.0%	7.7	4.8	— ^(*)
Dividends from LNG Projects	N.A.	5.5	3.4	4.1
ITOCHU CHEMICAL FRONTIER Corporation	100.0%	4.4	4.7	4.6
ITOCHU PLASTICS INC.	60.0%	2.5	2.6	2.7
(Reference) Group total (incl. The 8th's portion)	100.0%	4.1	4.3	4.5
C.I. TAKIRON Corporation	55.7%	6.4	2.8	3.1 ^(*)

(*) The figures are the company's forecast announced, excluding IFRS adjustment, multiplied by ITOCHU's ownership percentage.

(*) Due to the relationships with investees and partners, "FYE 2022 Plan" is not presented.

ITOCHU's Ownership (Sales Results)

	FYE 2020	FYE 2021	FYE 2022 Plan
Oil & Gas (1,000BBL/day*)	42	44	38

* Natural Gas converted to crude oil is equivalent to 6,000cf =1BBL

Food



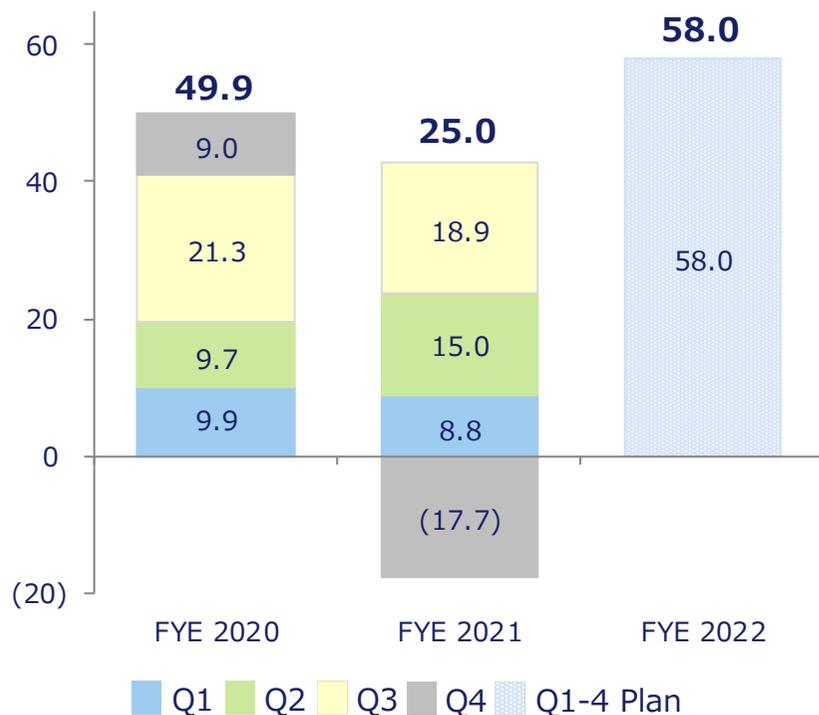
	FYE 2020 Results a	FYE 2021 Results b	Increase/ Decrease b-a	FYE 2022 Plan c	Increase/ Decrease c-b
Gross trading profit	304.0	331.2	+27.2	348.0	+16.8
Equity in earnings of associates and joint ventures	15.6	12.3	(3.4)		
Net profit attributable to ITOCHU	49.9	25.0	(24.9)	58.0	+33.0
Core profit	44.9	42.5	(2.4)		
Core Operating Cash Flows	77.9	85.1	+7.2		

	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease
Total assets	1,765.3	1,799.3	+34.0

(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

Increase due to the improvement in productivity of fresh produce business in Dole, the alleviation of the impact of COVID-19 in core companies, and the absence of the extraordinary losses in the previous fiscal year.

Net Profit Attributable to ITOCHU



Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
Dole International Holdings, Inc.	100.0%	(0.2)	(3.3)	8.8
NIPPON ACCESS, INC.	60.0%	8.4	4.4	8.9
(Reference) Group total (incl. The 8th's portion)	100.0%	13.8	7.1	14.6
FUJI OIL HOLDINGS INC.	39.9%	5.1	2.4	4.6 ^(*1)
Prima Meat Packers, Ltd.	46.8%	3.9	5.6	4.9 ^(*1)
ITOCHU-SHOKUJIN Co., Ltd.	52.2%	2.0	2.0	2.1 ^(*1)
HYLIFE GROUP HOLDINGS LTD. (Canada)	49.9%	3.0	4.5	— ^(*2)

(*1) The figures are the company's forecast announced, excluding IFRS adjustment, multiplied by ITOCHU's ownership percentage.

(*2) Due to the relationships with investees and partners, "FYE 2022 Plan" is not presented.

General Products & Realty



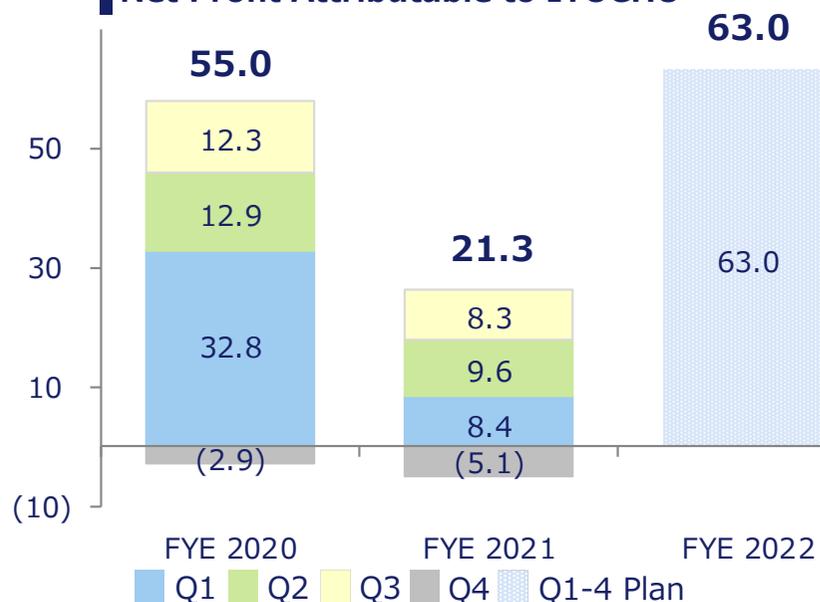
(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

	FYE 2020 Results a	FYE 2021 Results b	Increase/ Decrease b-a	FYE 2022 Plan c	Increase/ Decrease c-b
Gross trading profit	157.0	147.4	(9.6)	156.0	+8.6
Forest Products, General Merchandise & Logistics	110.8	102.7	(8.1)	110.0	+7.3
Construction & Real Estate	46.2	44.8	(1.5)	46.0	+1.2
Equity in earnings of associates and joint ventures	5.1	5.2	+0.1		
Net profit attributable to ITOCHU	55.0	21.3	(33.8)	63.0	+41.7
Forest Products, General Merchandise & Logistics	37.0	10.8	(26.2)	52.0	+41.2
Construction & Real Estate	18.0	10.5	(7.6)	11.0	+0.5
Core profit	47.0	30.3	(16.8)		
Core Operating Cash Flows	41.0	34.8	(6.2)		

Increase due to the recovery in profit in ETEL(European tire-related company) including the alleviation of the impact of COVID-19, higher pulp prices, and the extraordinary gain related to asset replacement.

	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease
Total assets	1,007.5	1,036.7	+29.2
Forest Products, General Merchandise & Logistics	600.5	631.8	+31.4
Construction & Real Estate	407.0	404.8	(2.2)

Net Profit Attributable to ITOCHU



Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
European Tyre Enterprise Limited [ETEL] (U.K.)	100.0%	6.2	(3.6)	0.0
ITOCHU FIBRE LIMITED [IFL] (U.K.)	100.0%	1.9	(1.2)	— (*1)
Japan Brazil Paper & Pulp Resources Development Co., Ltd.	36.8%	(7.1)	(1.3)	— (*1)
ITOCHU PULP & PAPER CORPORATION	90.0%	1.0	1.0	1.2
(Reference) Group total (incl. The 8th's portion)	100.0%	1.1	1.2	1.3
ITOCHU CERATECH CORPORATION	100.0%	0.5	0.5	0.5
ITOCHU LOGISTICS CORP.	95.2%	4.9	2.8	2.9
(Reference) Group total (incl. The 8th's portion)	100.0%	5.1	3.0	3.0
North American construction materials business (*2)	—	7.0	9.8	8.5
ITOCHU KENZAI CORPORATION	100.0%	2.9	2.7	2.5
DAIKEN CORPORATION	36.4%	1.9	2.0	2.2 (*3)
ITOCHU PROPERTY DEVELOPMENT, LTD.	100.0%	2.4	3.1	2.8

Note: The dates above are the financial announcement date of each company.

(*1) Due to the relationships with investees and partners, "FYE 2022 Plan" is not presented.

(*2) The figures are the sum of results/forecast of the group companies engaged in the North American construction materials business.

(*3) The figures are the company's forecast announced, excluding IFRS adjustment, multiplied by ITOCHU's ownership percentage.

ICT & Financial Business



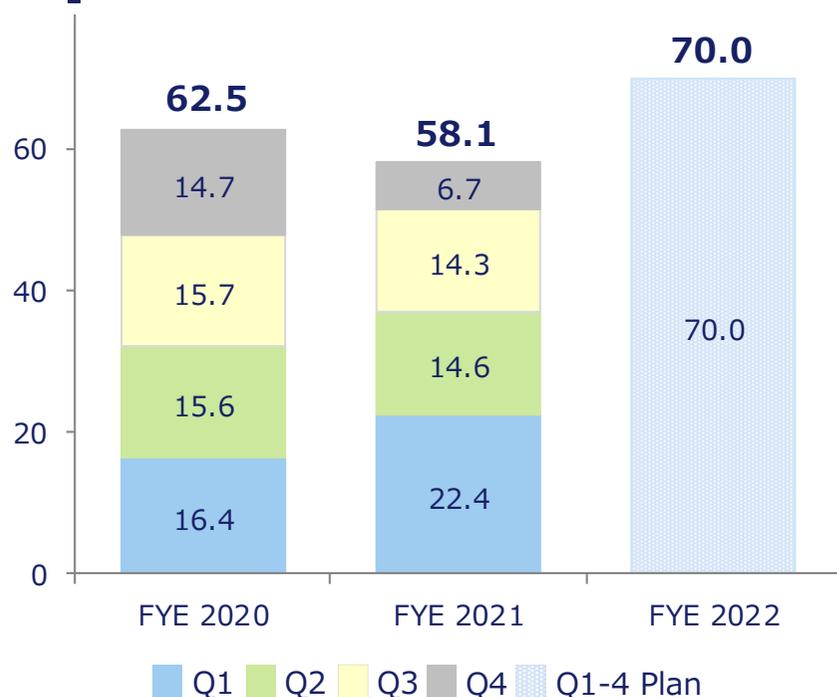
(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

	FYE 2020 Results a	FYE 2021 Results b	Increase/ Decrease b-a	FYE 2022 Plan c	Increase/ Decrease c-b
Gross trading profit	249.7	280.6	+30.9	301.0	+20.4
ICT	182.4	186.1	+3.7	198.0	+11.9
Financial & Insurance Business	67.3	94.5	+27.2	103.0	+8.5
Equity in earnings of associates and joint ventures	40.7	39.1	(1.6)		
Net profit attributable to ITOCHU	62.5	58.1	(4.3)	70.0	+11.9
ICT	42.2	44.4	+2.1	49.0	+4.6
Financial & Insurance Business	20.2	13.8	(6.5)	21.0	+7.2
Core profit	58.0	57.6	(0.3)		
Core Operating Cash Flows	89.5	92.2	+2.6		

Increase due to core profit growth with favorable business environment especially in ITOCHU Techno-Solutions and the increase in profit in retail finance and insurance companies.

	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease
Total assets	1,208.3	1,236.8	+28.5
ICT	708.2	740.3	+32.1
Financial & Insurance Business	500.1	496.5	(3.6)

Net Profit Attributable to ITOCHU



Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
ITOCHU Techno-Solutions Corporation	58.2%	16.6	17.8	19.2 ^{(*)1}
BELLSYSTEM24 Holdings, Inc.	40.8%	1.8	1.9	3.2 ^{(*)1}
CONEXIO Corporation	60.3%	4.0	4.3	4.0 ^{(*)1}
Mobile-phone-related business ^{(*)2}	—	14.4	16.7	16.1
ITOCHU Fuji Partners, Inc. ^{(*)3}	63.0%	0.2	1.9	2.1
HOKEN NO MADOGUCHI GROUP INC.	65.4%	2.8	3.4	— ^{(*)4}
POCKET CARD CO., LTD.	32.2%	2.1	1.3	2.1
(Reference) Group total (incl. The 8th's portion) ^{(*)5}	78.2%	4.2	2.6	4.1
Orient Corporation ^{(*)6}	16.5%	3.7	(9.5)	—
First Response Finance Ltd. [FRF] (U.K.)	100.0%	1.4	1.5	1.6
ITOCHU FINANCE (ASIA) LTD. [IFA] (Hong Kong)	100.0%	3.5	4.0	3.7

(*1) The figures are the company's forecast announced, excluding IFRS adjustment, multiplied by ITOCHU's ownership percentage.

(*2) The figures are the sum of results/forecast of the group companies engaged in mobile-phone-related business except for CONEXIO Corporation.

(*3) "FYE 2020 Results" includes the impairment loss on investment accounted for by the equity method in SKY Perfect JSAT Holdings Inc. "FYE 2022 Plan" is the forecast of SKY Perfect JSAT Holdings Inc., excluding IFRS adjustment, multiplied by ITOCHU's ownership percentage.

(*4) Due to the relationships with investees and partners, "FYE 2022 Plan" is not presented.

(*5) The figures include net profits through FamilyMart. ITOCHU's ownership percentage of POCKET CARD in FYE 2021 is: Q1-2 63.1%; Q3 68.3%; Q4 78.2%.

(*6) "FYE 2021 Results" includes the impairment loss on investment accounted for by the equity method. "FYE 2022 Plan" is not disclosed as there may be a material difference between the company's forecast multiplied by ITOCHU's ownership percentage and ITOCHU's forecast after IFRS adjustment, due to differences in accounting principles.

The 8th



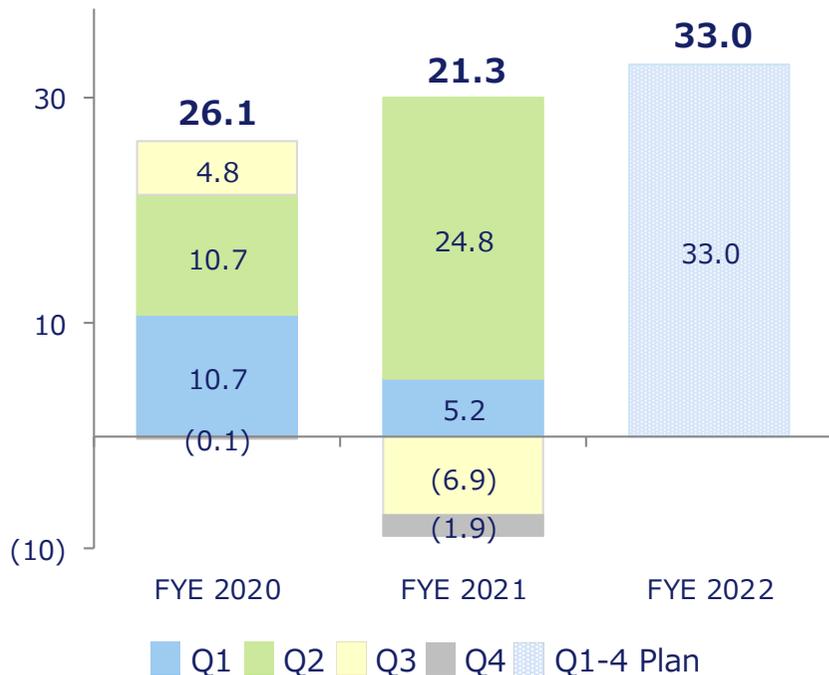
(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

	FYE 2020 Results a	FYE 2021 Results b	Increase/ Decrease b-a	FYE 2022 Plan c	Increase/ Decrease c-b
Gross trading profit	459.9	418.8	(41.1)	400.0	(18.8)
Equity in earnings of associates and joint ventures	1.5	(0.4)	(1.9)		
Net profit attributable to ITOCHU	26.1	21.3	(4.8)	33.0	+11.7
Core profit	24.6	10.3	(14.3)		
Core Operating Cash Flows	80.9	71.3	(9.6)		

Increase due to the annual contribution from the increase in ITOCHU's ownership percentage in FamilyMart, in addition to its performance recovery by the alleviation of the impact of COVID-19, its store profitability improvement and its extraordinary gain related to a foreign company.

	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease
Total assets	2,293.6	2,280.5	(13.2)

Net Profit Attributable to ITOCHU



Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
FamilyMart Co., Ltd. ^(*1)	94.7%	17.5	(16.7)	31.2
NIPPON ACCESS, INC. ^(*2)	40.0%	5.5	2.7	5.7
POCKET CARD CO., LTD. ^{(*2)(*3)}	46.0%	2.1	1.3	2.0
ITOCHU PLASTICS INC. ^(*2)	40.0%	1.6	1.7	1.8
ITOCHU Plantech Inc. ^(*2)	40.0%	0.8	0.5	0.4
ITOCHU Metals Corporation ^(*2)	30.0%	0.6	0.4	0.5
ITOCHU LOGISTICS CORP. ^(*2)	4.8%	0.1	0.1	0.1
ITOCHU PULP & PAPER CORPORATION ^(*2)	10.0%	0.1	0.1	0.1

(*1) ITOCHU's ownership percentage in FYE 2021 is: Q1-2 50.2%; Q3 65.6%; Q4 94.7%.

The figures include net profit from POCKET CARD.

(*2) Within profits/losses of group total, the figures above only present ownership percentage and profits/losses included in The 8th.

(*3) The figures include net profits through FamilyMart. ITOCHU's ownership percentage of POCKET CARD in FYE 2021 is: Q1-2 30.9%; Q3 36.1%; Q4 46.0%.

Others, Adjustments & Eliminations



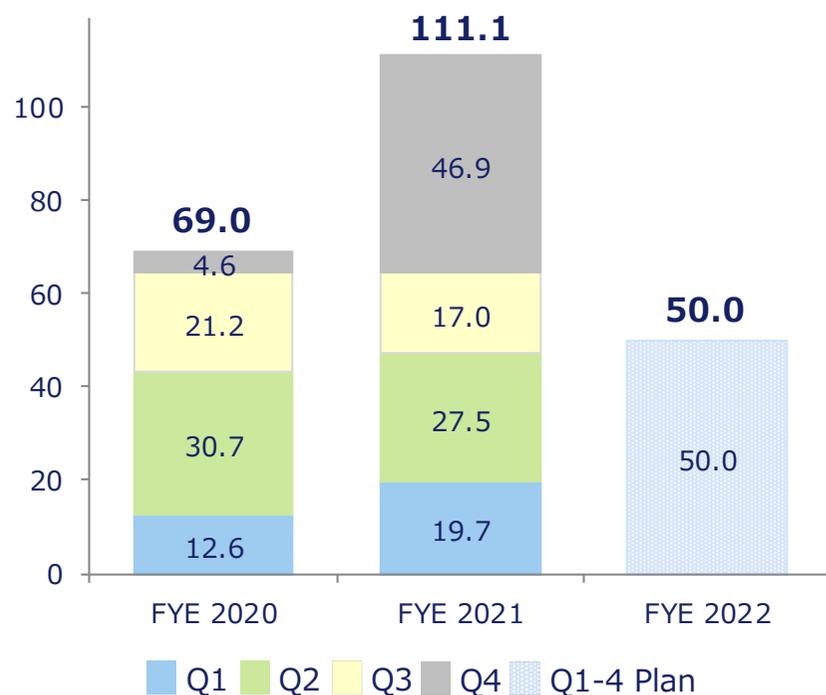
(Unit : billion yen)
Summary of FYE 2022 Plan
(Net profit attributable to ITOCHU)

	FYE 2020 Results a	FYE 2021 Results b	Increase/ Decrease b-a	FYE 2022 Plan c	Increase/ Decrease c-b
Gross trading profit	1.7	1.0	(0.7)	3.0	+2.0
Equity in earnings of associates and joint ventures	75.2	111.2	+36.0		
Net profit attributable to ITOCHU	69.0	111.1	+42.2	50.0	(61.1)
Core profit	72.0	83.6	+11.7		
Core Operating Cash Flows	27.1	7.6	(19.5)		

Decrease due to the absence of the extraordinary gain in the previous fiscal year and 30.0 billion yen of the loss buffer for unexpected losses, partially offset by the stable performance in profit related to CITIC Limited and C.P. Pokphand.

	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease
Total assets	948.9	1,088.8	+139.9

Net Profit Attributable to ITOCHU



Profits/Losses from Major Group Companies

	Owner -ship	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan
Orchid Alliance Holdings Limited ^(*1) (Virgin Islands)	100.0%	66.4	72.5	75.0
C.P. Pokphand Co. Ltd. (Bermuda)	23.8%	7.1	40.2	— ^(*2)
Chia Tai Enterprises International Limited [CTEI] (Bermuda)	23.8%	0.4	(0.2) ^(*3)	— ^(*2)

(*1) The figures include related tax effects, etc.

(*2) "FYE 2022 Plan" is not presented as the companies do not disclose their forecast.

(*3) The figures include the impairment loss on the investment accounted for by the equity method.

(Reference) Overseas Trading Subsidiaries

	Owner -ship	FYE 2020 Results	FYE 2021 Results
ITOCHU International Inc. (U.S.A.)	100.0%	10.8	13.1
ITOCHU Europe PLC (U.K.)	100.0%	3.5	(0.8)
ITOCHU (CHINA) HOLDING CO., LTD. (China)	100.0%	2.7	4.2
ITOCHU Hong Kong Ltd. (Hong Kong)	100.0%	5.6	6.1
ITOCHU Singapore Pte Ltd (Singapore)	100.0%	0.1	3.2

(*) Net profits of each overseas trading subsidiary included in each segment are presented for reference.

Investments



(Unit : billion yen)

FYE 2020 Results

Major New Investments

Consumer-related Sector	<ul style="list-style-type: none"> ◆ Investment in PPIH by FamilyMart ◆ Fixed asset purchase by FamilyMart / Dole ◆ Additional investment in WingArc1st / Paidy ◆ North American facility-materials-related company <p style="text-align: right;">etc.</p>	290.0
Basic Industry-related Sector	<ul style="list-style-type: none"> ◆ Underwriting of the third party allocation of new shares implemented by Tokyo Century ◆ Fixed asset purchase by ITOCHU ENEX / C.I. TAKIRON <p style="text-align: right;">etc.</p>	145.0
Non-Resource		435.0
Resource-related Sector	<ul style="list-style-type: none"> ◆ Capital expenditure by IMEA ◆ Capital expenditure by CIECO Azer <p style="text-align: right;">etc.</p>	35.0
Resource		35.0
Total of Major New Investments		470.0
EXIT		(180.0)
Net Investment Amount ^(*)2)		290.0

FYE 2021 Results

Major New Investments [Quarter Mainly Invested In] [Q4]

Consumer-related sector	<ul style="list-style-type: none"> ◆ Additional investment in FamilyMart [Q2,Q4] ◆ Additional investment in PPIH by FamilyMart [Q1-4] ◆ Additional investment in FUJI OIL HOLDINGS [Q1-2] ◆ Fixed asset purchase by FamilyMart / Prima Meat Packers / Dole [Q1-4] ◆ North American facility-materials-related company [Q3] <p style="text-align: right;">etc.</p>	730.0	[395.0]
Basic industry-related sector	<ul style="list-style-type: none"> ◆ Additional investment in Tokyo Century [Q1-2] ◆ Fixed asset purchase by ITOCHU ENEX / C.I. TAKIRON [Q1-4] <p style="text-align: right;">etc.</p>	85.0	[15.0]
Non-Resource		815.0	[410.0]
Resource-related sector	<ul style="list-style-type: none"> ◆ Capital expenditure by IMEA [Q1-4] ◆ Capital expenditure by CIECO Azer [Q1-4] <p style="text-align: right;">etc.</p>	35.0	[5.0]
Resource		35.0	[5.0]
Total of Major New Investments		850.0	[415.0]
EXIT		(95.0)	[(40.0)]
Net Investment Amount ^(*)2)		755.0	[375.0]

(*1) The above figures are approximate values.

(*2) Payments and collections for substantive investment and capital expenditure.
 "Investment Cash Flows" plus "Equity transactions with non-controlling interests"
 minus "changes in loan receivables", etc.

Core Free Cash Flows and EPS



(Unit : billion yen)

	FYE 2019 Results	FYE 2020 Results	FYE 2021 Results	FYE 2022 Plan		
	Core operating cash flows ^(*1)	515.0	602.0	574.0	Actively promote strategic investments in a timely manner and accelerated asset replacement through business transformation	
	Net investment cash flows ^(*2)	(20.0)	(290.0)	(755.0)		
a	Core free cash flows	approx. 495.0	approx. 312.0	approx. (181.0)		
b	Shareholder returns	Dividend ^(*3)	Annual ¥83/share (127.5)	Annual ¥85/share (126.9)	Annual ¥88/share (131.0)	Annual ¥94/share Minimum Dividend (Increase the dividend if we revise consolidated net profit upward during FYE 2022)
		Share buybacks	(68.0)	(62.0)	(13.5)	
a+b	Core free cash flows after deducting shareholder returns	approx. 300.0	approx. 123.0	approx. (326.0)	Cash allocation based on the consistent maintenance of positive core free cash flows after deducting shareholder returns	

Positive approx. ¥100.0 bil.
over a three-year period in FYE 2019-2021 results

(*1) "Operating cash flows" minus "changes in working capital" (excluding the effect of lease accounting)

(*2) Payments and collections for substantive investment and capital expenditure.

"Investment cash flows" plus "Equity transactions with non-controlling interests" minus "changes in loan receivables", etc.

(*3) The sum of the interim dividend and the year-end dividend each year.

EPS	324 yen	336 yen	270 yen
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Consolidated Statement of Comprehensive Income



	FYE 2020 Results	FYE 2021 Results	Increase/ Decrease	Main reasons for changes	(Unit : billion yen)
Revenues	10,983.0	10,362.6	(620.3)		
Gross trading profit	1,797.8	1,780.7	(17.0)		
Selling, general and administrative expenses	(1,380.9)	(1,366.5)	+ 14.5	Personnel expenses (2.0)[(586.9)→(588.9)], Service charge, distribution costs (16.0)[(190.0)→(206.0)] Rent, depreciation and amortization +6.5[(361.2)→(354.7)] Others +26.0[(242.8)→(216.9)]: Travel expenses +16.5[(27.3)→(10.7)], Entertainment expenses +3.8[(5.8)→(2.0)] (*) The effects of the conversion of Prima Meat Packers and HOKEN NO MADOGUCHI GROUP into consolidated subsidiaries in the FYE2020 Q3: approx. (37.0)	
Provision for doubtful accounts	(17.4)	(10.8)	+ 6.6	The absence of the provisions for foreign receivables in the previous fiscal year	
Trading income	399.4	403.4	+ 4.0	Refer to "Operating Segment Information (Trading income/Total assets)"	
Gains on investments	57.8	4.1	(53.7)	Decreased due to an impairment loss in a foreign company in Food, an impairment loss on Orient Corporation, the absence of the gain on the partial sale of the foreign company in General Products & Realty and the revaluation gain resulting from the conversion of Prima Meat Packers into a consolidated subsidiary in the previous fiscal year, partially offset by the gain on the partial sale of eGuarantee	
Losses on property, plant, equipment and intangible assets	(4.4)	(157.5)	(153.1)	Deteriorated due to impairment losses in FamilyMart and Australian coal-related company, and the impairment loss on a foreign company of Machinery	
Other-net	(1.4)	(6.2)	(4.8)	Deteriorated due to the loss from long-term energy contract, partially offset by improvement in foreign exchange gains and losses	
Net interest expenses	(22.3)	(13.1)	+ 9.2	Decreased in interest expenses due to lower U.S. dollar interest rates	
Dividends received	66.5	53.1	(13.3)	Decreased in dividends from oil, LNG projects and a Brazilian iron ore company	
Equity in earnings of associates and joint ventures	205.9	228.6	+ 22.8	Others +36.0 [75.2→111.2] Higher earnings of CITIC Limited and higher earnings of C.P. Pokphand resulting from higher pork prices and the gain on the group reorganization Machinery (5.1)[30.7→ 25.6] Lower earnings in aircraft-related companies and industrial-machinery-related companies resulting from COVID-19 Food (3.4)[15.6→ 12.3] Lower earnings of provisions-related companies resulting from COVID-19 and the decrease resulting from the conversion of Prima Meat Packers into a consolidated subsidiary in the previous fiscal year, partially offset by a stable performance in meat-products-related companies	
Profit before tax	701.4	512.5	(189.0)		
Income tax expense	(142.2)	(71.6)	+ 70.6	Decreased due to lower profit before tax and the improvement in tax expenses related to FamilyMart, partially offset by the absence of lower tax expenses in natural-resource-projects in the previous fiscal year	
Net Profit	559.2	440.9	(118.3)		
Net profit attributable to ITOCHU	501.3	401.4	(99.9)		
Total comprehensive income attributable to ITOCHU	279.8	655.3	+ 375.4	The improvement in translation adjustments and the rise in the fair value of stocks	

Consolidated Statement of Cash Flows (Major items)



(Unit : billion yen)

	FYE 2020 Results	Major items	FYE 2021 Results	Major items
Net profit	559.2		440.9	
Non-cash items in net profit	283.6	Depreciation and amortization +422.6 Textile +7.6, Machinery +26.8, Metals & Minerals +15.1, Energy & Chemicals +45.8, Food +47.7, General Products & Realty +22.6, ICT & Financial Business +36.3, The 8th +214.0, Others, Adjustments & Eliminations +6.8	411.1	Depreciation and amortization +424.3 Textile +7.2, Machinery +24.1, Metals & Minerals +15.8, Energy & Chemicals +43.3, Food +51.4, General Products & Realty +24.5, ICT & Financial Business +32.9, The 8th +215.7, Others, Adjustments & Eliminations +9.4
Changes in assets and liabilities, other-net	23.6	Trade receivables /payables +29.6, Inventories (11.3), Others +5.3	59.0	Trade receivables /payables (52.0), Inventories +38.5, Others +72.4
Others	11.8	Dividends received from associates and joint ventures +85.1	(15.1)	Dividends received from associates and joint ventures +87.0
Cash flows from operating activities	878.1		895.9	
Net change in investments accounted for by the equity method	(50.9)	Underwriting of the third party allocation of new shares implemented by Tokyo Century (23.4) Investment in a software-related company (9.4) Investments in IPP-related companies (6.7) Additional investment in Paidy (5.3) Investment in an energy-related company (2.8)	(20.7)	Additional investment in Tokyo Century (23.3) Additional investment in FUJI OIL HOLDINGS (12.9) Investments in IPP-related companies (6.2) Sale of IPP-related companies +7.5 Sale of a foreign company (Food) +7.2 Partial sale of a guarantee-related company +6.9
Net change in other investments	(69.4)	Investments and sales by FamilyMart (67.6) Increase in cash resulting from the conversion of Prima Meat Packers into a consolidated subsidiary (net of additional consideration paid) +13.9	(50.9)	Investments and sales by FamilyMart (45.4)
Net change in property, plant, equipment and intangible assets	(147.7)	Purchase by FamilyMart (72.9) Additional capital expenditures in IMEA (23.4) Purchase by ITOCHU ENEX (13.9) Purchase by Dole (8.9)	(152.6)	Purchase by FamilyMart (46.1) Additional capital expenditures in IMEA (17.9) Purchase by ITOCHU ENEX (13.3) Purchase by Textile (12.5) Purchase by Prima Meat Packers (11.2) Purchase by Dole (8.9)
Others	19.2		16.9	
Cash flows from investing activities	(248.8)		(207.3)	
Cash flows from financing activities	(575.5)	Cash dividends (133.5) Share buybacks (Shareholder Returns) (62.0) Repayments of lease liabilities (267.2) The decrease in debentures and loans payable (79.7)	(728.8)	Cash dividends (129.0) Share buybacks (Shareholder Returns) (13.5) Additional investment in shares in FamilyMart (516.9) Repayments of lease liabilities (277.5) The increase in debentures and loans payable (incl. the issuance of the SDGs Bonds) +251.6

Performance of Group Companies attributable to ITOCHU



(Unit : billion yen)

Components of Consolidated Net profit attributable to ITOCHU

	FYE 2020 Results	FYE 2021 Results	Increase/ Decrease
Parent company	248.4	(71.3)	(319.8)
Group companies including overseas trading subsidiaries	445.2	359.6	(85.5)
Consolidation adjustments	(192.3)	113.1	+ 305.4
Net profit attributable to ITOCHU	501.3	401.4	(99.9)

Profits/Losses of Group Companies

	FYE 2020 Results	FYE 2021 Results	Increase/ Decrease
Profits of Group companies	471.1	463.8	(7.2)
Losses of Group companies	(25.9)	(104.2)	(78.3)
Total	445.2	359.6	(85.5)

Number/Ratio of Group Companies Reporting Profits

		FYE 2020 Results			FYE 2021 Results			Increase/Decrease		
		Profits	Losses	Total	Profits	Losses	Total	Profits	Losses	Total
Subsidiaries	Number	181	22	203	164	35	199	(17)	+ 13	(4)
	Ratio	89.2%	10.8%	100.0%	82.4%	17.6%	100.0%	(6.8%)	+ 6.8%	
Associates and joint ventures	Number	75	11	86	66	14	80	(9)	+ 3	(6)
	Ratio	87.2%	12.8%	100.0%	82.5%	17.5%	100.0%	(4.7%)	+ 4.7%	
Total	Number	256	33	289	230	49	279	(26)	+ 16	(10)
	Ratio	88.6%	11.4%	100.0%	82.4%	17.6%	100.0%	(6.1%)	+ 6.1%	

(*) The number of companies above include investment companies directly invested by ITOCHU and its overseas trading subsidiaries.
Investment companies that are considered as part of the parent company are not included.

Operating Segment Information (Trading income/Total assets)



(Unit : billion yen)

Trading Income	FYE 2020 Results	FYE 2021 Results	Increase/ Decrease	Main reasons for changes
Textile	12.5	7.6	(4.9)	Decreased due to the decline in sales in overall transactions, especially from sales in apparel-related companies resulting from COVID-19, partially offset by expense reduction.
Machinery	35.8	24.7	(11.1)	Decreased due to lower sales volume in overseas automobile-related companies, automobile-related and aircraft-related transactions, partially offset by expense reduction and sales recovery of YANASE.
Metals & Minerals	85.3	92.5	+ 7.1	Increased due to higher iron ore prices, partially offset by lower coal price.
Energy & Chemicals	61.7	79.5	+ 17.7	Increased due to a stable performance in chemical-related companies, higher sales volume in hygiene products and electricity transactions, and expense reduction, partially offset by the deterioration in profitability in an oil-exploration-related company resulting from lower oil price.
Food	61.2	74.0	+ 12.8	Increased due to the conversion of Prima Meat Packers into a consolidated subsidiary in the third quarter of the previous fiscal year and expense reduction, partially offset by lower transaction volume in provisions-related companies, and lower transaction volume in business for CVS and food service in NIPPON ACCESS resulting from COVID-19.
General Products & Realty	43.0	34.9	(8.1)	Decreased due to lower sales volume in ETEL (European tire-related company) resulting from COVID-19, partially offset by a stable performance in North American construction materials business and expense reduction.
ICT & Financial Business	60.7	66.9	+ 6.2	Increased due to the conversion of HOKEN NO MADOGUCHI GROUP into a consolidated subsidiary in the third quarter of the previous fiscal year.
The 8th	50.4	41.8	(8.6)	Decreased due to lower daily sales in FamilyMart resulting from COVID-19, partially offset by expense reduction and the absence of the cost for the early retirement plan in the previous fiscal year.
Others, Adjustments & Eliminations	(11.2)	(18.4)	(7.2)	
Consolidated total	399.4	403.4	+ 4.0	

Total Assets	Mar. 2020 Results	Mar. 2021 Results	Increase/ Decrease	Main reasons for changes
Textile	451.1	418.7	(32.4)	The decrease in trade receivables and in inventories due to the decline in sales resulting from COVID-19.
Machinery	1,207.7	1,124.9	(82.8)	The decrease in trade receivables and in inventories in automobile-related companies and automobile-related transactions resulting from COVID-19, and the impairment loss in foreign companies.
Metals & Minerals	800.0	913.6	+ 113.6	The increase in Australian natural-resource-related assets due to the appreciation of the Australian dollar, and the increase related to the rise in the fair value of the investment in Brazilian iron ore company, partially offset by the decline in the fair value of stocks related to the investment in Colombian coal company.
Energy & Chemicals	1,237.2	1,279.2	+ 42.0	The increase in trade receivables in chemical-related transactions and the increase in inventories in chemical-related companies.
Food	1,765.3	1,799.3	+ 34.0	The increase in trade receivables in food-distribution-related transactions and the increase in inventories in packaged foods business in Dole.
General Products & Realty	1,007.5	1,036.7	+ 29.2	The increase due to the appreciation of the Euro and the Great Britain Pound, partially offset by the decrease in inventories in real estate for sale.
ICT & Financial Business	1,208.3	1,236.8	+ 28.5	The increase in trade receivables and in inventories resulting from seasonal factors.
The 8th	2,293.6	2,280.5	(13.2)	The decrease in fixed asset in FamilyMart, partially offset by the additional investment in PPIH and its rise in the fair value.
Others, Adjustments & Eliminations	948.9	1,088.8	+ 139.9	
Consolidated total	10,919.6	11,178.4	+ 258.8	

Operating Segment Information (Quarterly Information)



(Unit : billion yen)

		FYE 2020					FYE 2021				
		Q1	Q2	Q3	Q4	Yearly	Q1	Q2	Q3	Q4	Yearly
Consolidated total	Gross trading profit	433.3	449.7	454.2	460.6	1,797.8	401.5	451.5	456.8	470.9	1,780.7
	Trading income	102.4	120.3	98.4	78.4	399.4	72.1	118.9	114.1	98.4	403.4
	Net profit attributable to ITOCHU	147.3	141.8	137.6	74.6	501.3	104.8	147.7	111.8	37.1	401.4
Textile	Gross trading profit	27.7	29.9	30.2	19.7	107.5	19.8	26.4	25.1	18.3	89.5
	Trading income	5.5	6.5	6.5	(6.0)	12.5	1.2	5.3	3.8	(2.7)	7.6
	Net profit attributable to ITOCHU	7.0	8.0	6.5	(12.4)	9.1	0.9	7.5	7.5	(14.2)	1.6
Machinery	Gross trading profit	46.7	50.1	47.8	50.3	194.9	31.9	43.2	48.5	50.0	173.6
	Trading income	6.2	9.9	8.9	10.8	35.8	(3.9)	7.3	11.9	9.5	24.7
	Net profit attributable to ITOCHU	13.5	15.3	15.3	12.6	56.7	5.3	11.4	16.1	(9.9)	22.8
Metals & Minerals	Gross trading profit	31.0	25.7	22.0	26.5	105.2	26.0	24.6	27.4	32.5	110.4
	Trading income	26.4	20.2	17.4	21.4	85.3	21.8	20.0	22.9	27.7	92.5
	Net profit attributable to ITOCHU	33.8	27.5	23.2	26.9	111.4	22.8	25.0	25.9	30.4	104.1
Energy & Chemicals	Gross trading profit	54.2	57.5	52.7	53.5	217.9	50.4	57.5	54.8	65.4	228.2
	Trading income	16.1	18.8	14.0	12.9	61.7	14.9	21.4	17.5	25.7	79.5
	Net profit attributable to ITOCHU	10.5	11.5	17.4	22.3	61.7	11.2	12.3	10.8	1.8	36.1
Energy	Gross trading profit	27.1	28.3	24.9	26.8	107.1	23.2	28.0	21.8	28.1	101.0
	Trading income	7.3	8.3	4.9	5.2	25.7	4.9	9.7	2.5	7.6	24.8
	Net profit attributable to ITOCHU	5.1	5.3	2.6	19.5	32.4	4.1	3.9	0.6	(11.0)	(2.4)
Chemicals	Gross trading profit	25.8	27.9	26.7	25.4	105.8	25.7	27.7	30.7	29.2	113.3
	Trading income	7.9	9.6	8.2	6.9	32.6	8.9	10.5	13.2	10.7	43.4
	Net profit attributable to ITOCHU	4.4	5.2	13.3	3.1	26.0	5.5	7.0	8.4	6.5	27.4
Power & Environmental Solution	Gross trading profit	1.3	1.3	1.2	1.2	4.9	1.6	1.8	2.4	8.2	13.9
	Trading income	1.0	0.9	0.8	0.8	3.4	1.0	1.2	1.8	7.3	11.3
	Net profit attributable to ITOCHU	1.1	1.0	1.4	(0.2)	3.3	1.5	1.4	1.8	6.4	11.1
Food	Gross trading profit	67.2	71.0	92.5	73.2	304.0	78.0	86.1	88.6	78.5	331.2
	Trading income	12.8	14.2	21.6	12.7	61.2	16.1	21.1	22.2	14.6	74.0
	Net profit attributable to ITOCHU	9.9	9.7	21.3	9.0	49.9	8.8	15.0	18.9	(17.7)	25.0

Operating Segment Information (Quarterly Information)



(Unit : billion yen)

		FYE 2020					FYE 2021				
		Q1	Q2	Q3	Q4	Yearly	Q1	Q2	Q3	Q4	Yearly
General Products & Realty	Gross trading profit	41.3	38.0	36.7	41.0	157.0	36.0	37.6	36.1	37.6	147.4
	Trading income	12.7	10.8	8.6	10.9	43.0	10.4	9.5	7.9	7.1	34.9
	Net profit attributable to ITOCHU	32.8	12.9	12.3	(2.9)	55.0	8.4	9.6	8.3	(5.1)	21.3
Forest Products, General Merchandise & Logistics	Gross trading profit	30.4	26.4	26.4	27.6	110.8	22.1	26.9	27.2	26.4	102.7
	Trading income	9.4	6.8	6.1	6.4	28.7	3.6	6.8	7.3	5.0	22.7
	Net profit attributable to ITOCHU	29.6	8.8	5.7	(7.2)	37.0	3.1	6.0	6.8	(5.1)	10.8
Construction & Real Estate	Gross trading profit	10.9	11.6	10.3	13.5	46.2	13.9	10.8	8.9	11.2	44.8
	Trading income	3.4	3.9	2.6	4.4	14.3	6.8	2.7	0.6	2.1	12.2
	Net profit attributable to ITOCHU	3.1	4.1	6.6	4.2	18.0	5.3	3.7	1.4	0.1	10.5
ICT & Financial Business	Gross trading profit	50.8	57.3	58.8	82.7	249.7	60.1	66.2	69.8	84.5	280.6
	Trading income	10.2	15.2	7.3	28.1	60.7	10.5	14.5	16.7	25.2	66.9
	Net profit attributable to ITOCHU	16.4	15.6	15.7	14.7	62.5	22.4	14.6	14.3	6.7	58.1
ICT	Gross trading profit	37.8	43.6	43.7	57.2	182.4	37.8	42.0	45.8	60.5	186.1
	Trading income	7.1	12.2	11.2	21.9	52.4	6.9	9.8	12.5	23.6	52.7
	Net profit attributable to ITOCHU	13.1	10.3	8.7	10.2	42.2	7.6	9.9	10.4	16.5	44.4
Financial & Insurance Business	Gross trading profit	13.0	13.7	15.1	25.5	67.3	22.3	24.1	24.0	24.0	94.5
	Trading income	3.0	3.0	(3.9)	6.2	8.3	3.7	4.7	4.2	1.6	14.2
	Net profit attributable to ITOCHU	3.2	5.4	7.0	4.6	20.2	14.8	4.7	4.0	(9.8)	13.8
The 8th	Gross trading profit	114.4	119.3	112.4	113.8	459.9	99.6	110.3	106.5	102.4	418.8
	Trading income	16.3	23.2	13.8	(2.9)	50.4	5.3	18.8	10.5	7.1	41.8
	Net profit attributable to ITOCHU	10.7	10.7	4.8	(0.1)	26.1	5.2	24.8	(6.9)	(1.9)	21.3
Others, Adjustments & Eliminations	Gross trading profit	(0.1)	0.8	1.0	(0.0)	1.7	(0.4)	(0.3)	(0.1)	1.7	1.0
	Trading income	(3.8)	1.5	0.4	(9.3)	(11.2)	(4.3)	0.9	0.8	(15.7)	(18.4)
	Net profit attributable to ITOCHU	12.6	30.7	21.2	4.6	69.0	19.7	27.5	17.0	46.9	111.1

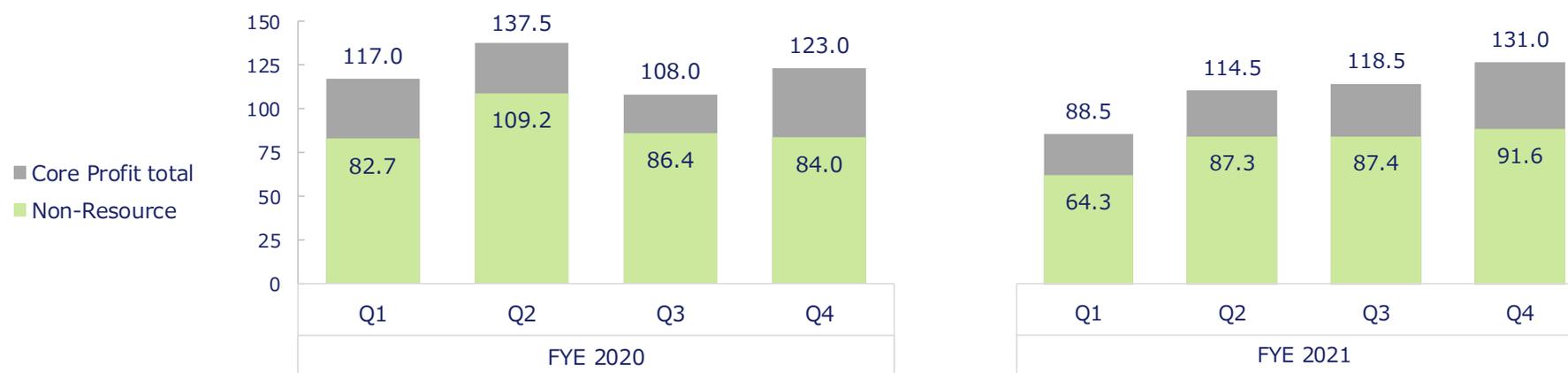
Operating Segment Information (Quarterly Core Profit)



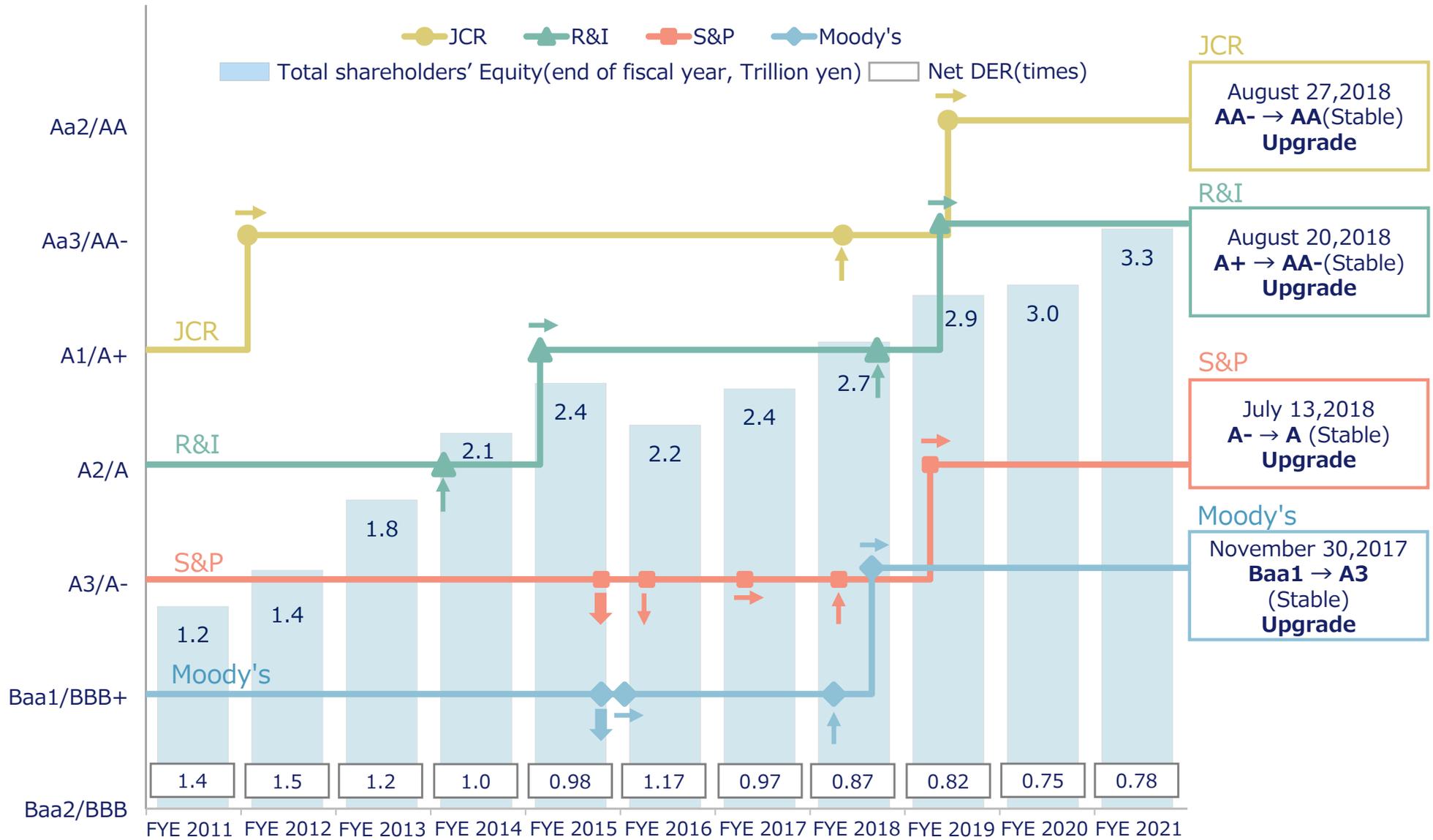
Segment	FYE 2020					FYE 2021				
	Q1	Q2	Q3	Q4	Yearly	Q1	Q2	Q3	Q4	Yearly
Core Profit total (*)	117.0	137.5	108.0	123.0	485.5	88.5	114.5	118.5	131.0	452.5
<i>Non-Resource</i>	82.7	109.2	86.4	84.0	362.3	64.3	87.3	87.4	91.6	330.7

(*) Core Profit total figures are approximate values.

Textile	6.0	8.0	6.5	(0.9)	19.6	0.9	6.0	4.5	(0.7)	10.6
Machinery	12.5	13.8	14.3	15.1	55.7	5.3	9.4	15.6	10.6	40.8
Metals & Minerals	33.8	27.0	20.7	26.9	108.4	22.8	25.0	30.4	39.9	118.1
Energy & Chemicals	10.5	11.5	7.4	25.8	55.2	11.2	11.3	10.8	25.3	58.6
Food	8.9	10.2	12.3	13.5	44.9	9.3	11.0	13.4	8.8	42.5
General Products & Realty	14.3	11.4	12.3	9.1	47.0	8.4	8.1	8.3	5.4	30.3
ICT & Financial Business	12.4	15.1	12.7	17.7	58.0	10.4	15.1	14.3	17.7	57.6
The 8th	5.7	10.6	4.8	3.4	24.6	0.7	4.3	4.1	1.1	10.3
Others, Adjustments & Eliminations	13.1	29.7	17.2	12.1	72.0	19.7	24.0	17.0	22.9	83.6



Credit Ratings



← U.S. GAAP → IFRS →

↑↓ Potential direction of short-term trends (Positive/Negative)

↑↓→ Potential direction over the intermediate term (Positive/Negative/Stable)

Appendix (2)

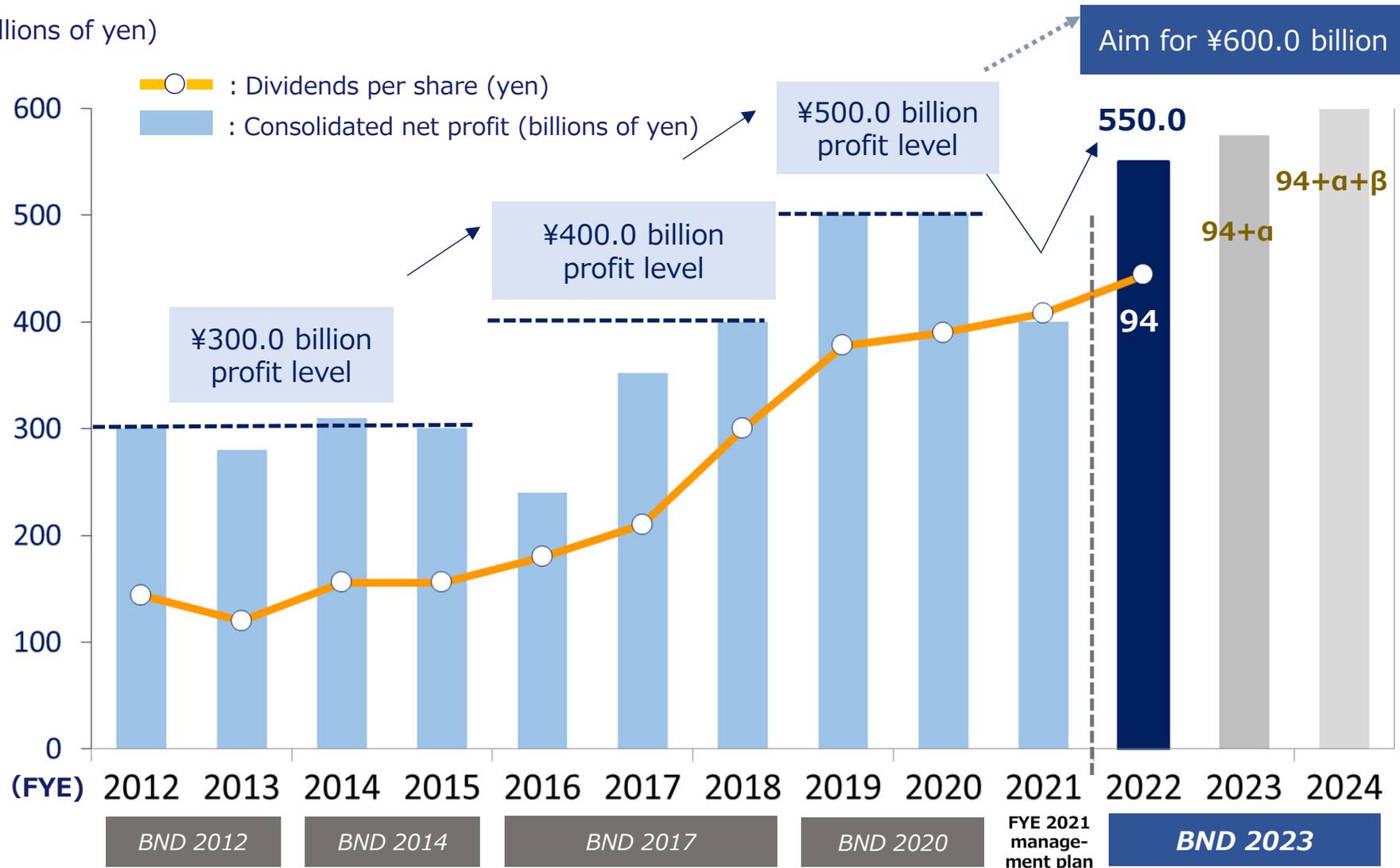
Supplementary Information on the FYE 2022–2024 Medium-Term Management Plan

Profit Growth under Brand-new Deal 2023



- ✓ In FYE 2022, we will secure profit that significantly exceeds pre-COVID-19 levels and will return to a growth track.
- ✓ Under BND 2023, we will achieve profit growth by focusing on a market-oriented perspective and the SDGs, aiming for consolidated net profit of ¥600.0 billion.

(Billions of yen)



Business Transformation Based on a Market-Oriented Perspective

Examples in Specific Businesses

Leveraging FamilyMart Stores as Media to Create a New Profit Source



- ✓ Acquire new advertising media revenue by leveraging stores as media. Increase customer contact points through collaborations with third parties and financial businesses, expand data volume, and maximize revenue from advertising and financial businesses.
- ✓ Reinvest new profits into the CVS business, further increasing customer draw and boosting stores' value as media.

Physical stores

15 million visitors per day
Strength of 16,600 stores nationwide

Media platform in stores

Advertising media revenue



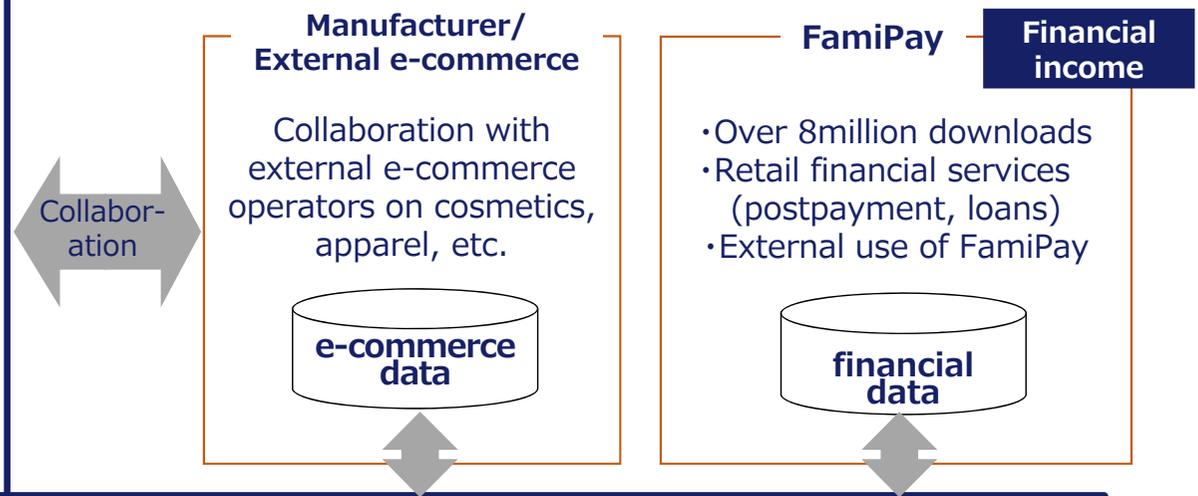
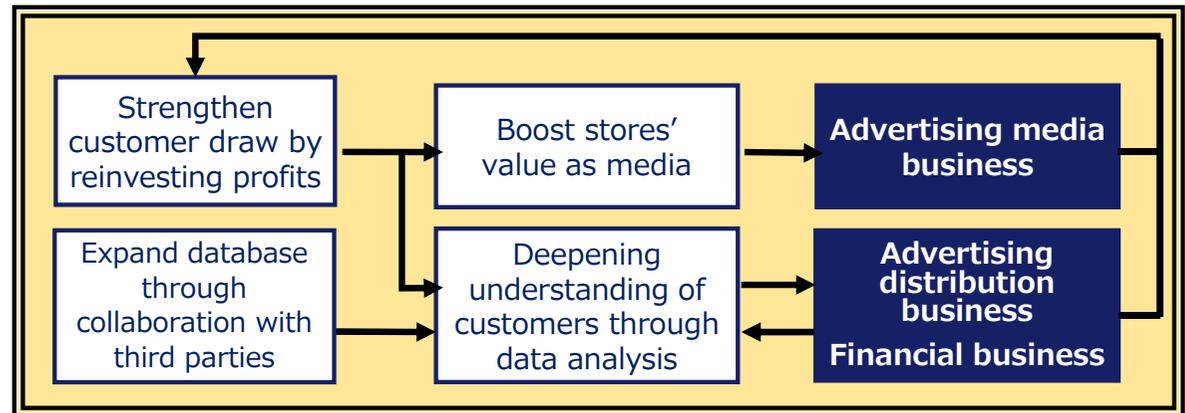
Digital signage in stores

Data from physical stores



Advertising revenue

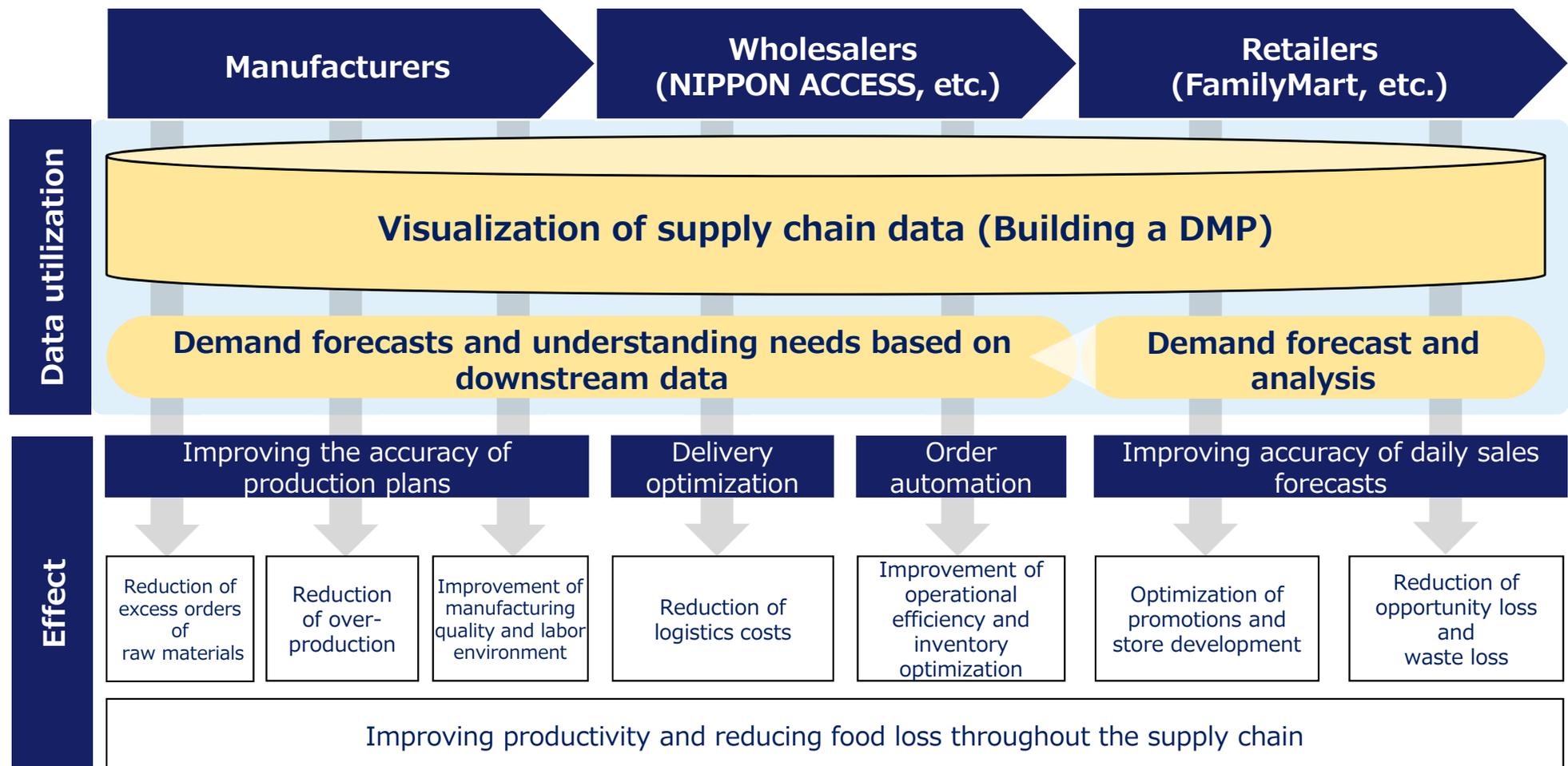
Data analysis



Supply Chain Optimization by Leveraging Downstream Data



- ✓ We seek to reduce opportunity loss and further strengthen and expand our earnings base by using downstream data to optimize orders and inventories, improve the efficiency of delivery operations, and enhance the accuracy of production plans.
- ✓ In the future, we will improve the productivity of the entire supply chain with an eye toward expanding initiatives outside the Group while helping reduce food loss.



**Enhancing Our Contribution to and Engagement with the SDGs
through Business Activities
Examples in Specific Businesses**

Approach to SDGs-Related Businesses



Background and Concept

Expansion of business opportunities due to increased social demand

Obsolescence risk in traditional businesses

Practice of *Sampo-yoshi* capitalism

Move ahead of competitors in creating businesses that contribute to the realization of the SDGs by promoting business style reform, not just by shifting to different merchandise
Generating the demand from the buyers of the future to further strengthen business competitiveness.

Main Measures

Business expansion in accordance with a decarbonized society

Leading development in the recycling business

Sustainable growth through strengthening the value chain

Focus Points for Promoting SDGs-Related Business

Point 1: Identifying Challenges

- ✓ Quickly identify issues to be addressed based on social and customer needs

Point 2: Building Collaborations with Key Partners

- ✓ Build cooperative relationships with partners that leverage our customer base and frontline capabilities

Point 3: Business Creation and Demand Stimulation

- ✓ Leverage our business foundations to create new business and provide new value to the market ahead of competitors

Point 4: Leading Value Chain Development and Multifaceted Expansion

- ✓ Build a monetization model for commercial distribution and product selection by controlling downstream areas

Development of a Distributed Power Platform Centered on ESSs



Connections to key points of SDGs-related business promotion

Point 1: Identifying Challenges

Launch of energy storage system (ESS) business aimed at decarbonization
 Started sales of household ESSs, which are essential for the spread of renewable energy

Point 2: Building Collaborations with Key Partners

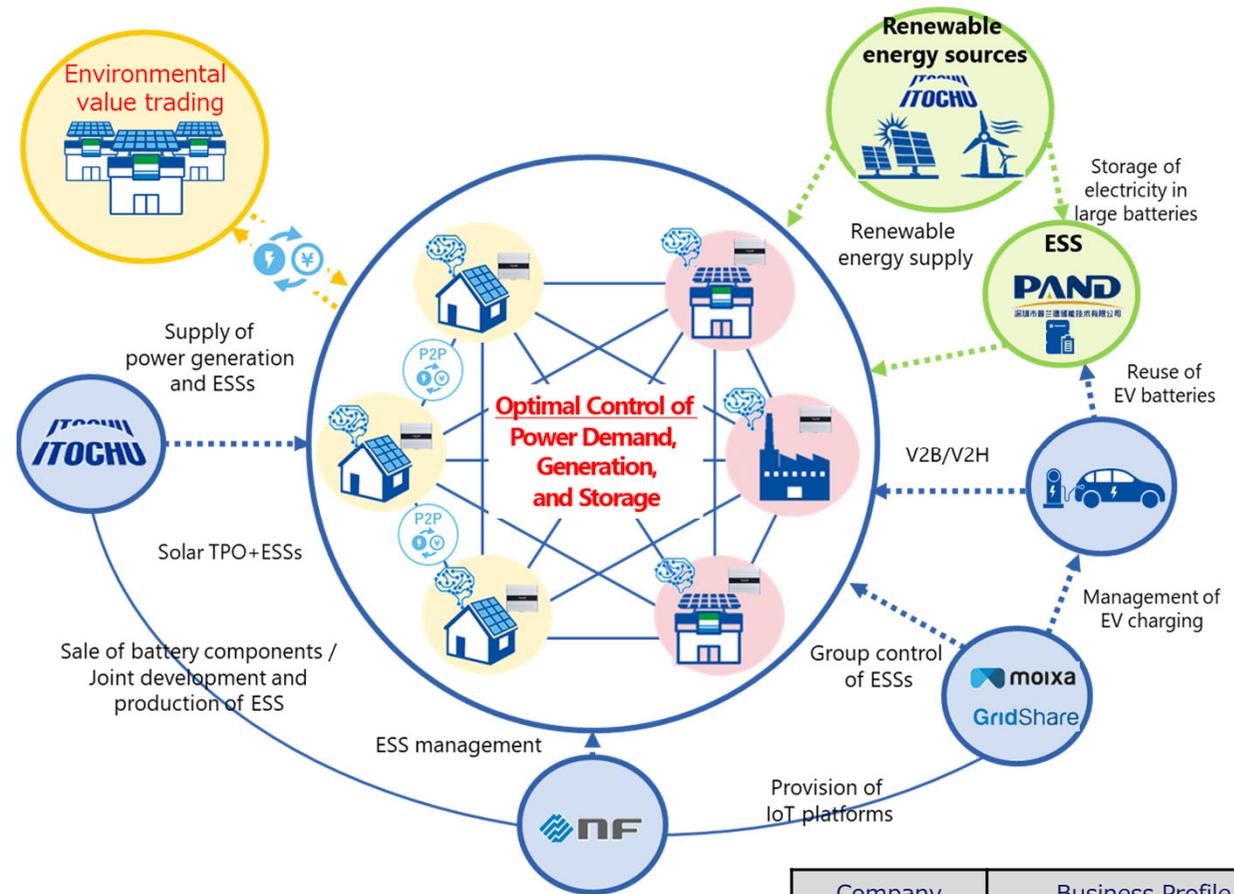
Alliances with Moixa, TRENDE, etc.
 Developed an ESS equipped with AI that optimizes charging and discharging; sold 40,000 units as of March 2021

Point 3: Business Creation and Demand Stimulation

Realization of environmental value trading
 Realized environmental value trading by adding new value to electricity from renewable energy

Point 4: Leading Value Chain Development

Establishment of new economic zones based on AI-equipped ESSs



Concrete measures

Realization of environmental value trading and establishment of new economic zones

Optimization of electricity supply and demand balance at the home and community levels using AI-equipped ESSs

Maximization of the EV battery reuse business and use of the renewable energy sources

Company	Business Profile
VPP Japan	Renewable energy development
TRENDE	Power service
NF	ESSs
Moixa	Charging and discharging AI services
PAND	Battery reuse and recycling

Leading the Plastic Recycling Business



Connections to key points of SDGs-related business promotion

Point 1: Identifying Challenges

Rising consumer awareness of the environment

Launched recycling business to solve problems related to disposable plastic, including marine litter

Point 2: Building Collaborations with Key Partners

Collaboration with technical partners

Formed alliances with partners with recycling technologies or cyclical business models, in such areas as the collection and reuse of containers and bottles

Point 3: Business Creation and Demand Stimulation

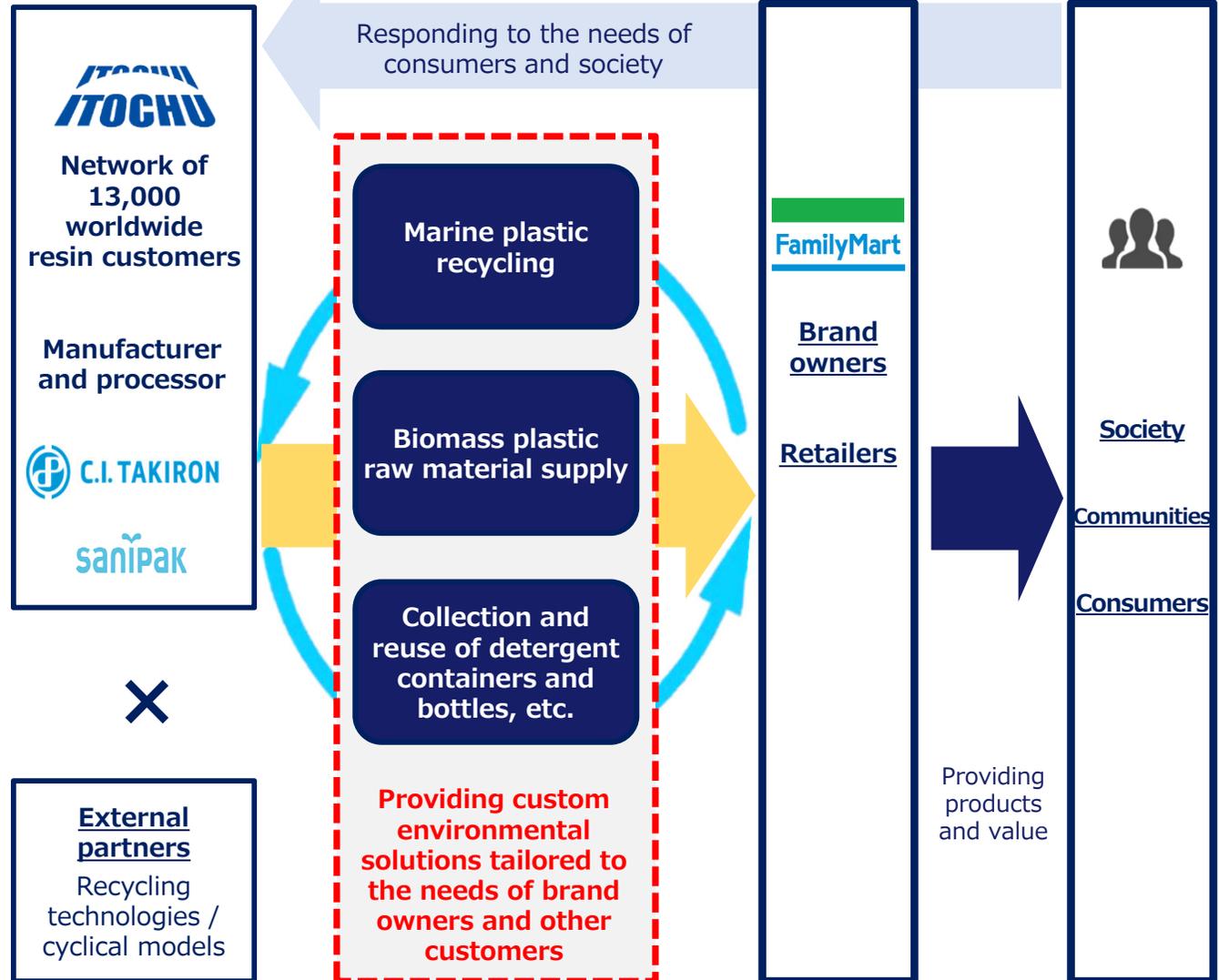
Creation of new businesses by leveraging our business foundation

Developed the industry's first recycled marine plastic product that meets ethical consumption needs by utilizing our broad customer network

Point 4: Leading Value Chain Development

Provision of custom environmental solutions

Providing optimal products and services that help solve the specific environmental issues faced by brand owners



Strengthening Natural Rubber Value Chains



Connections to key points of SDGs-related business promotion

Point 1: Identifying Challenges

Sustainable production of natural rubber
Developed the industry's first traceability system to address such social issues as illegal logging and farmer poverty

Point 2: Building Collaborations with Key Partners

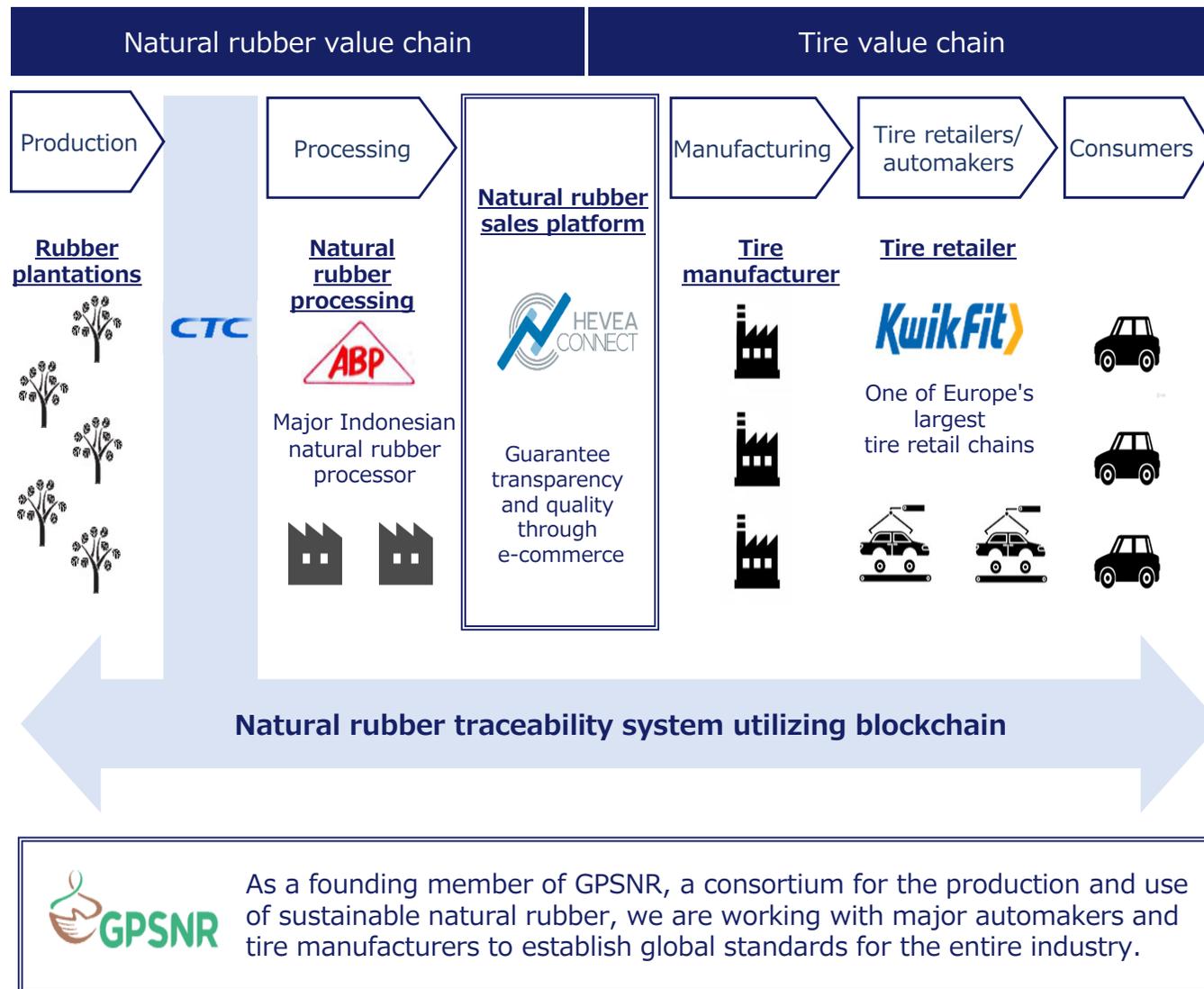
Participation as a founding member of GPSNR
Aiming to establish global standards for sustainable natural rubber with major automobile and tire manufacturers

Point 3: Business Creation and Demand Stimulation

Leading the market with traceability as added value
Sales launched in Europe utilizing Group value chains, including sales platform and tire retailer

Point 4: Multifaceted Value Chain Expansion

Global standardization and contribution to the entire industry
Based on our achievements in Europe, where environmental awareness is high, we aim to advance standardization and achieve industry-wide adoption



Reference: SDGs-Related Business Initiatives



Company	Business	Summary	Major examples of released projects / businesses
Textile	Environmentally friendly fibers	<ul style="list-style-type: none"> Establishing a strong presence in the market for sustainable materials leveraging the strength of our industry position. 	<ul style="list-style-type: none"> ✓ RENU (recycled polyester derived from fiber) ✓ Kuura (sustainable cellulose fiber)
Machinery	Water and waste treatment	<ul style="list-style-type: none"> Developing businesses centered on Europe and the Middle East through collaboration with leading partners. Began construction of the world's largest energy-from-waste (EfW) project in Dubai. 	<ul style="list-style-type: none"> ✓ Waste treatment in Saudi Arabia ✓ Energy-from-waste (EfW) project in Serbia ✓ Desalination in Oman
	Renewable energy	<ul style="list-style-type: none"> Promoting power generation businesses, including wind, solar, and geothermal, mainly in North America, Europe, and Asia. NAES operates and provides power plant maintenance services at approximately 1,400 locations in North America. 	<ul style="list-style-type: none"> ✓ Bay4 (operation and maintenance of solar power plants) ✓ Tyr (U.S. wind power generation) ✓ Butendiek (German offshore wind power generation)
Metals & Minerals	Recycling of metal scrap, etc.	<ul style="list-style-type: none"> Offering a wide range of recycling, including metal scrap in collaboration with REVER HOLDINGS 	
	Decarbonization	<ul style="list-style-type: none"> Complete divestment from thermal coal during the medium-term management plan Promote decarbonization business such as CCUS (CO₂ capture, utilization, and storage) in response to customer needs for energy transition 	<ul style="list-style-type: none"> ✓ Sale of interests in Drummond ✓ Euglena (photosynthesis culture) ✓ MCI (CO₂ absorption, fixation)
Energy & Chemicals	ESS, renewable energy	<ul style="list-style-type: none"> Promoting next-generation power services and environmental value trading by utilizing in-house brand AI-equipped ESSs and distributed solar power generation networks. Developing next-generation batteries and promoting recycling-oriented businesses by reusing batteries for EVs. Promoting renewable energy power sources, such as solar, biomass, and wind power. 	<ul style="list-style-type: none"> ✓ Smart Star3 (new ESSs) ✓ TRENDE (power service) ✓ 24M (semisolid batteries) ✓ PAND (battery reuse and recycle) ✓ VPP Japan (renewable energy development)
	Sustainable aviation fuel	<ul style="list-style-type: none"> Launched sales of alternative aviation fuel to airlines for the first time in Japan. 	<ul style="list-style-type: none"> ✓ Neste/ANA (sustainable aviation fuel)
	Plastic recycling	<ul style="list-style-type: none"> Developing plastic recycling businesses with leading partners boasting recycling technologies. Product development using marine plastic waste as raw material. 	<ul style="list-style-type: none"> ✓ TerraCycle (recycling platform) ✓ Aquafil (nylon recycling) ✓ Sanipak Company Of Japan (garbage bags derived from marine garbage)

Reference: SDGs-Related Business Initiatives



Company	Business	Summary	Major examples of released projects / businesses
Food	Sustainable coffee beans and vegetable oil	<ul style="list-style-type: none"> Stably supplying sustainable products and third-party certified products to eliminate child labor and environmental damage. Building raw material supply chains with established sustainability in production, distribution, and processing. 	<ul style="list-style-type: none"> ✓ Farmer Connect (coffee beans)
	Production and processing of fruits and vegetables; Waste reduction	<ul style="list-style-type: none"> Reducing low-quality products and residues in the production, distribution, and processing of Dole products. 	<ul style="list-style-type: none"> ✓ Dole biogas power generation (pineapple residue)
General Products & Realty	Sustainable natural rubber	<ul style="list-style-type: none"> Participate as a founding member in the global platform for sustainable natural rubber (GPSNR) to promote its production and use. Developing a traceability system using blockchain, involving the entire value chain. 	<ul style="list-style-type: none"> ✓ GPSNR (consortium) ✓ HeveaConnect (sales platform) ✓ ABP/CTC (traceability system)
ICT & Financial Business	Secondhand mobile phone distribution	<ul style="list-style-type: none"> Entering the secondhand mobile distribution business by taking advantage of such market trends as excessive supply of new mobile phones and increased environmental impact due to mobile phone replacement 	<ul style="list-style-type: none"> ✓ Belong (used mobile phone e-commerce business)
The 8th	CVS Business (FamilyMart)	<ul style="list-style-type: none"> Improving operational efficiency and reducing food loss through supply chain reforms. Promoting FamilyMart Environmental Vision 2050, including efforts to reduce plastic use and GHG emissions. 	
Machinery, Metals & Minerals, Energy & Chemicals	Hydrogen and ammonia	<ul style="list-style-type: none"> Working together, the Machinery, Metals & Minerals, and Energy & Chemicals Companies have begun full-fledged study of the business. 	<ul style="list-style-type: none"> ✓ Air Liquide (liquefied hydrogen production) ✓ NIPPON COKE & ENGINEERING (hydrogen extraction and production) ✓ INK (ammonia production and transportation) ✓ Imabari Shipbuilding (ammonia-fueled ships)