

Investors Guide

ITOCHU Corporation

February 2026

Forward-Looking Statements

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

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- Investment from Berkshire Hathaway
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Note: FY2024 indicates the fiscal year ended March 2025.

ITOCHU at a glance

Founded

1858

Group Companies

260+

Number of Employees

4,000+
(standalone)

115,000+
(consolidated)



Market Cap (Dec 30, 2025)

15.7 trillion yen

Top 15
in Japan

Consolidated Net Profit (FY2024)

880.3 billion yen

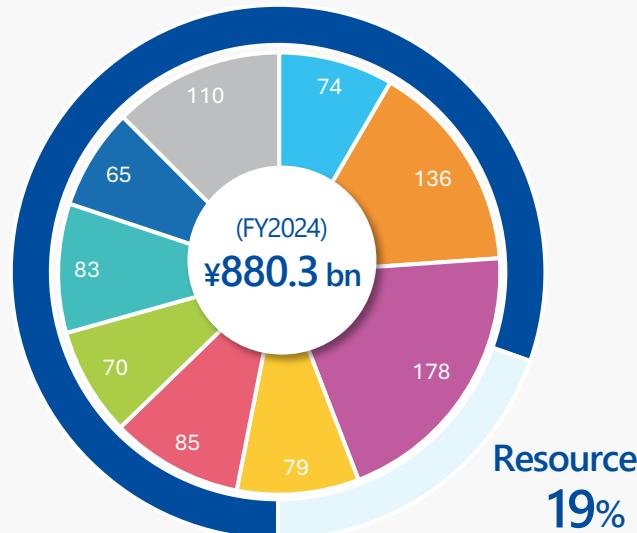
Job Seeker Ranking

No.1 across all industries

in 6 out of 7 rankings

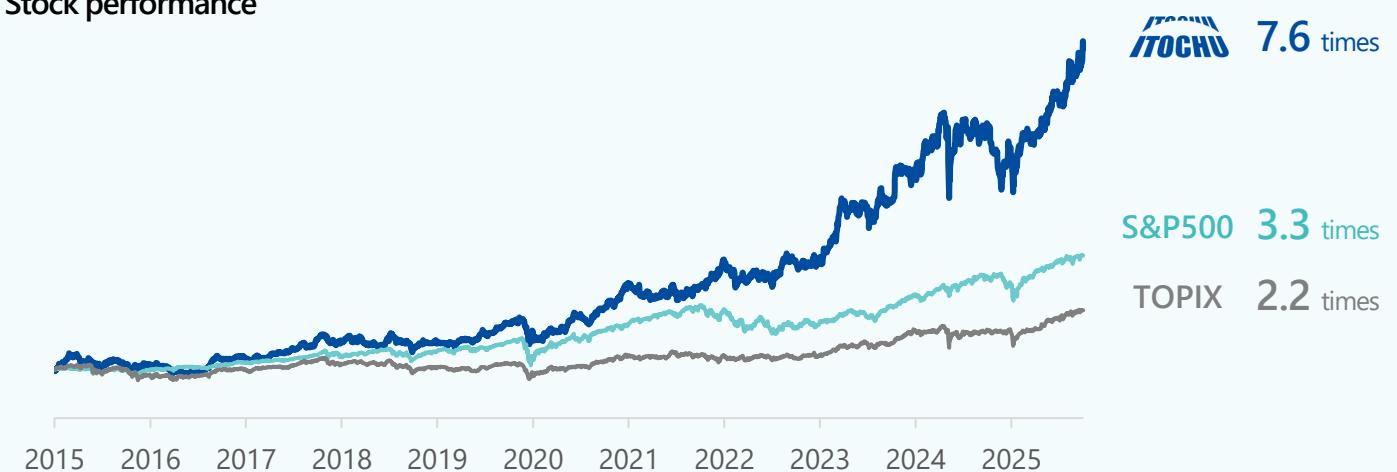
Consolidated Net Profit

Non-resource
81%



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

Stock performance



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

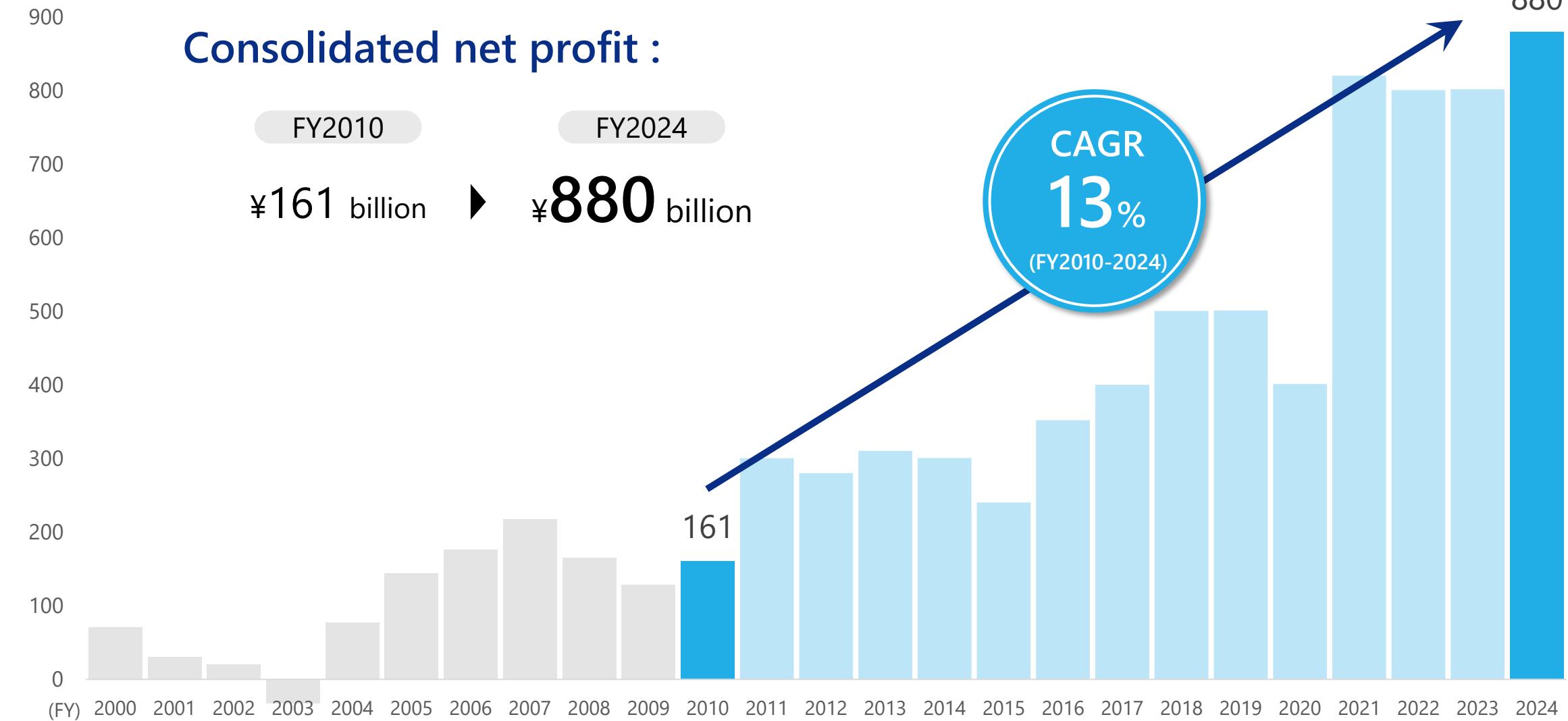
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01

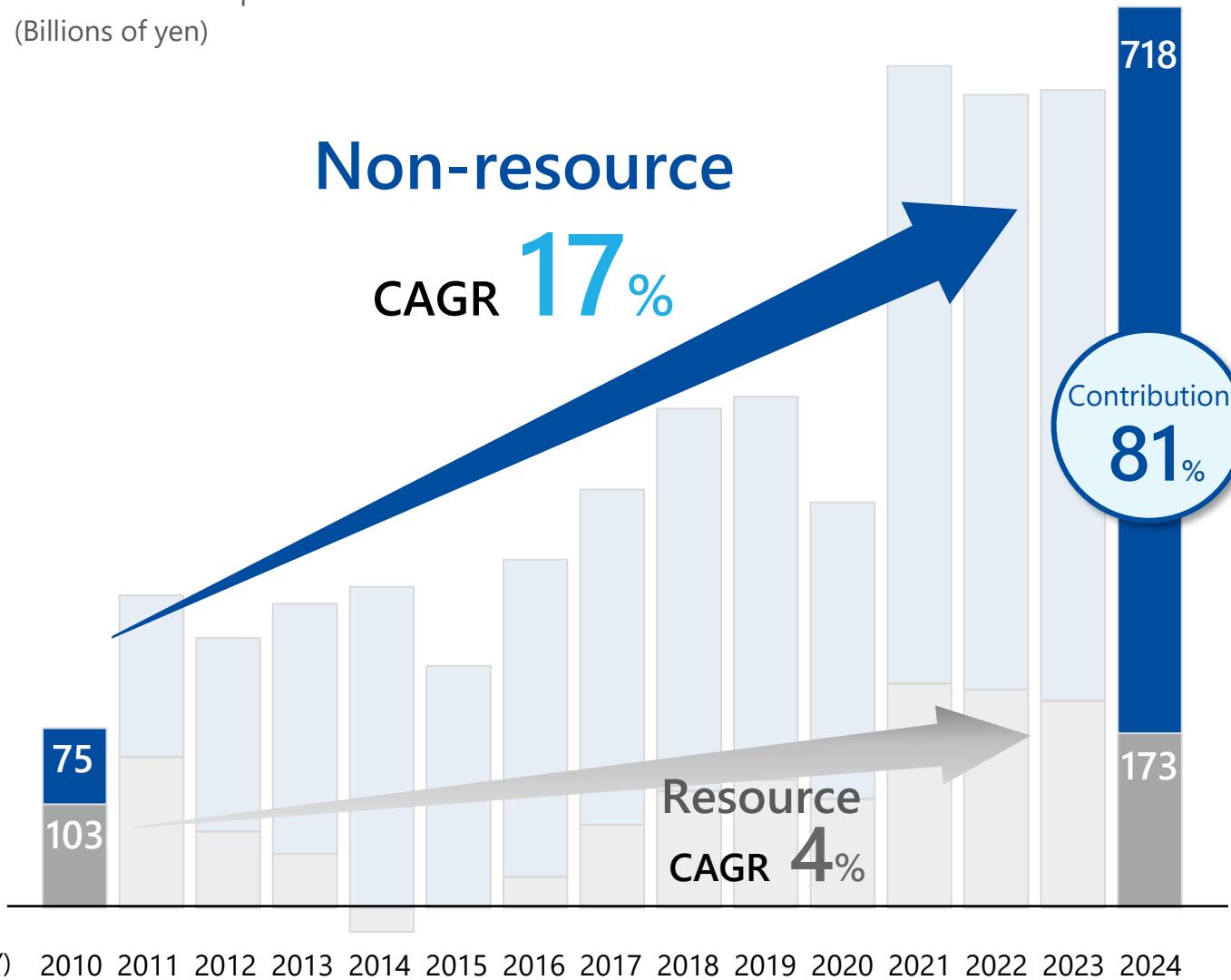
Our growth track record

(Billions of yen)

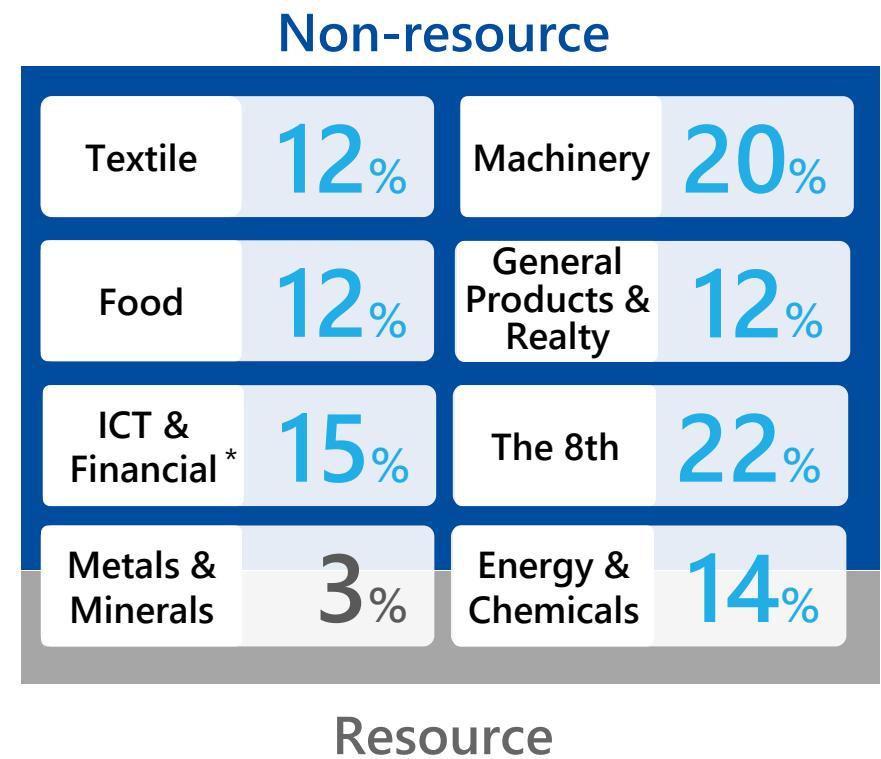


High growth driven by diverse Non-resource businesses

Consolidated net profit :
(Billions of yen)

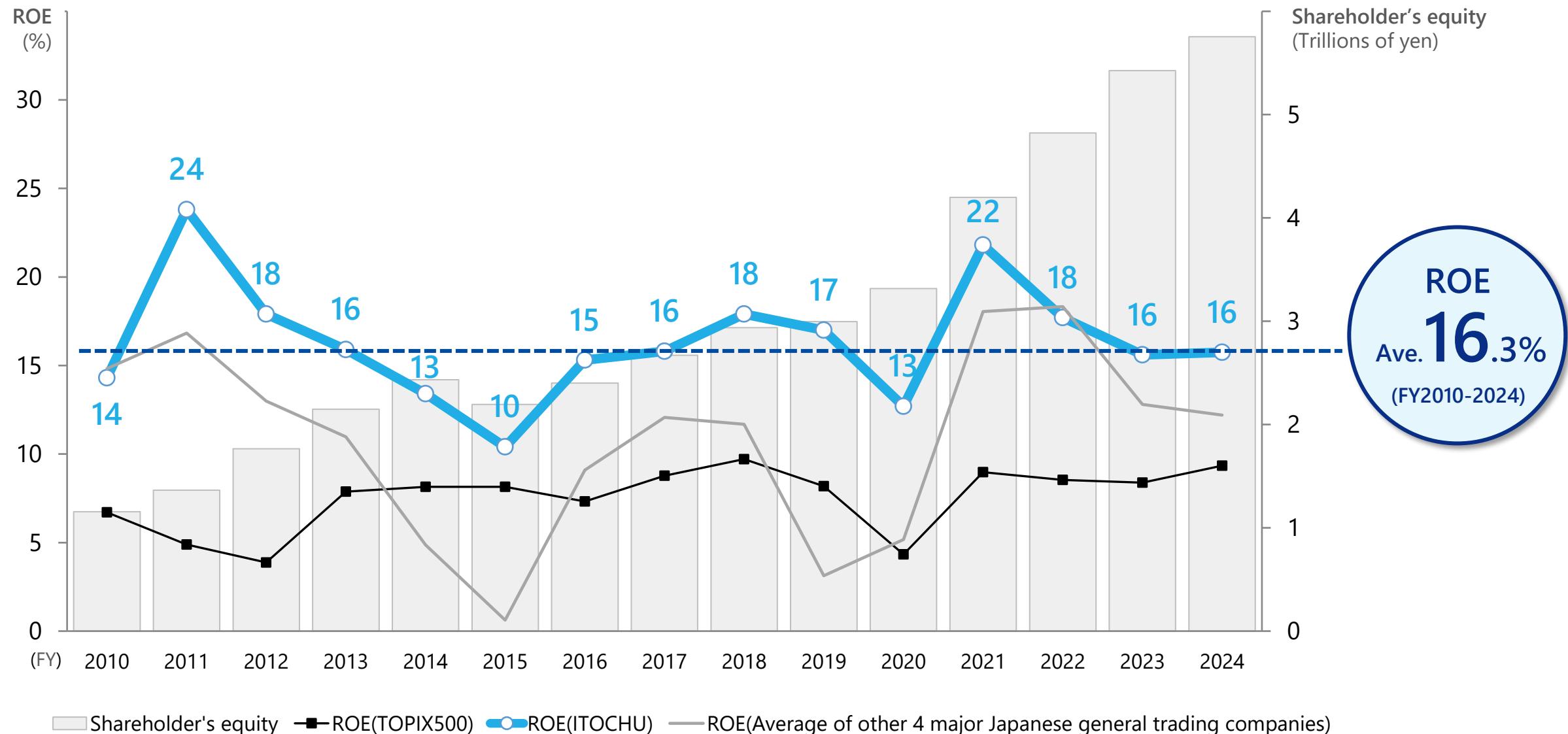


CAGR of consolidated net profit by segment
(FY2010 to 2024)



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

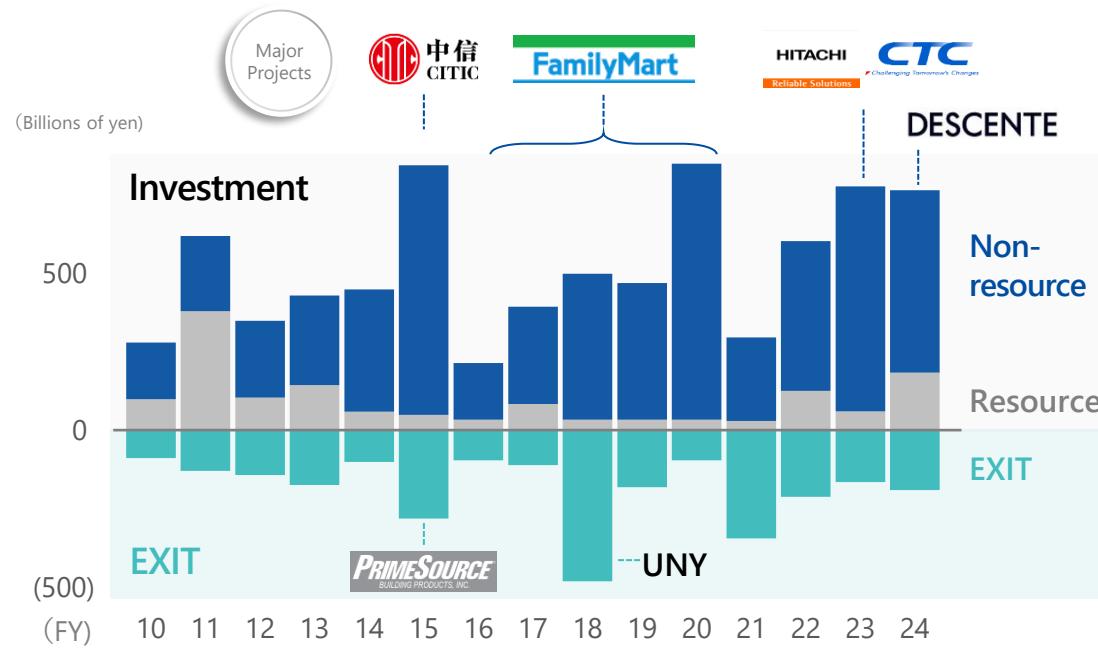
Consistently delivering high ROE



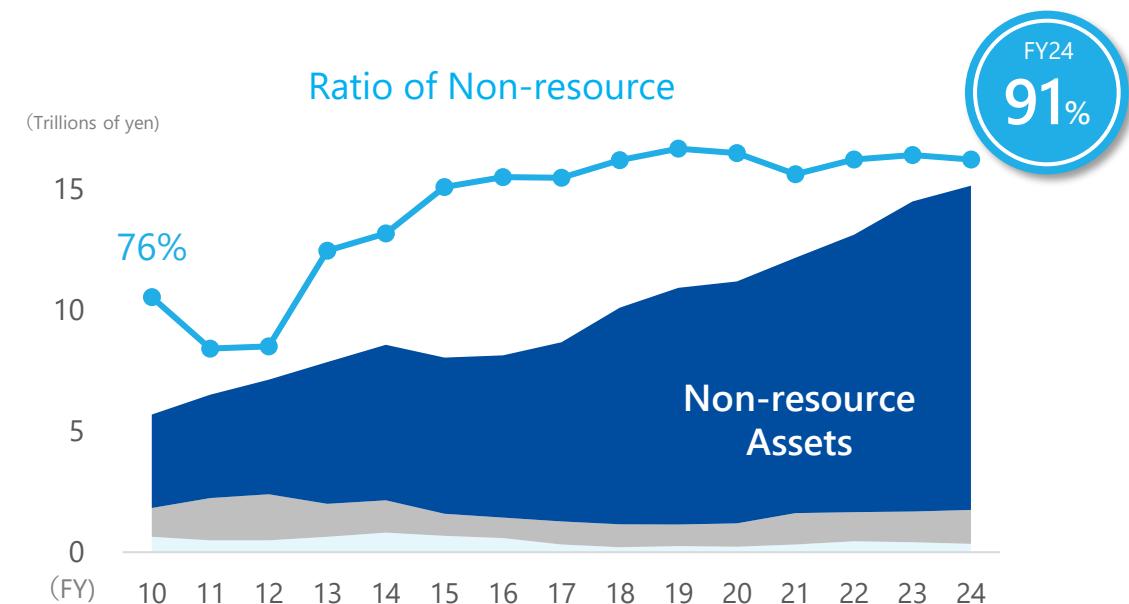
Asset allocation trajectory

Accelerated investments in Non-Resource sector with continuous asset replacements

Investment and EXIT track record



Total asset trend



Management Policy

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02

Management Policy (Announced in April 2024)

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

// **The Brand-new Deal**

—Profit Opportunities Are Shifting Downstream—

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

Grow earnings

No growth without investments

Enhancement of corporate brand value

Enhancement in qualitative aspects

Shareholder returns

Total payout ratio 40% or more
The higher of 30% dividend payout ratio or dividend ¥200 per share

Financial logic behind Management Policy

Our long-term management policy is underpinned by the following financial logic.

We will continue to enhance corporate value by remaining committed to **highly efficient management**, one of our competitive edges.

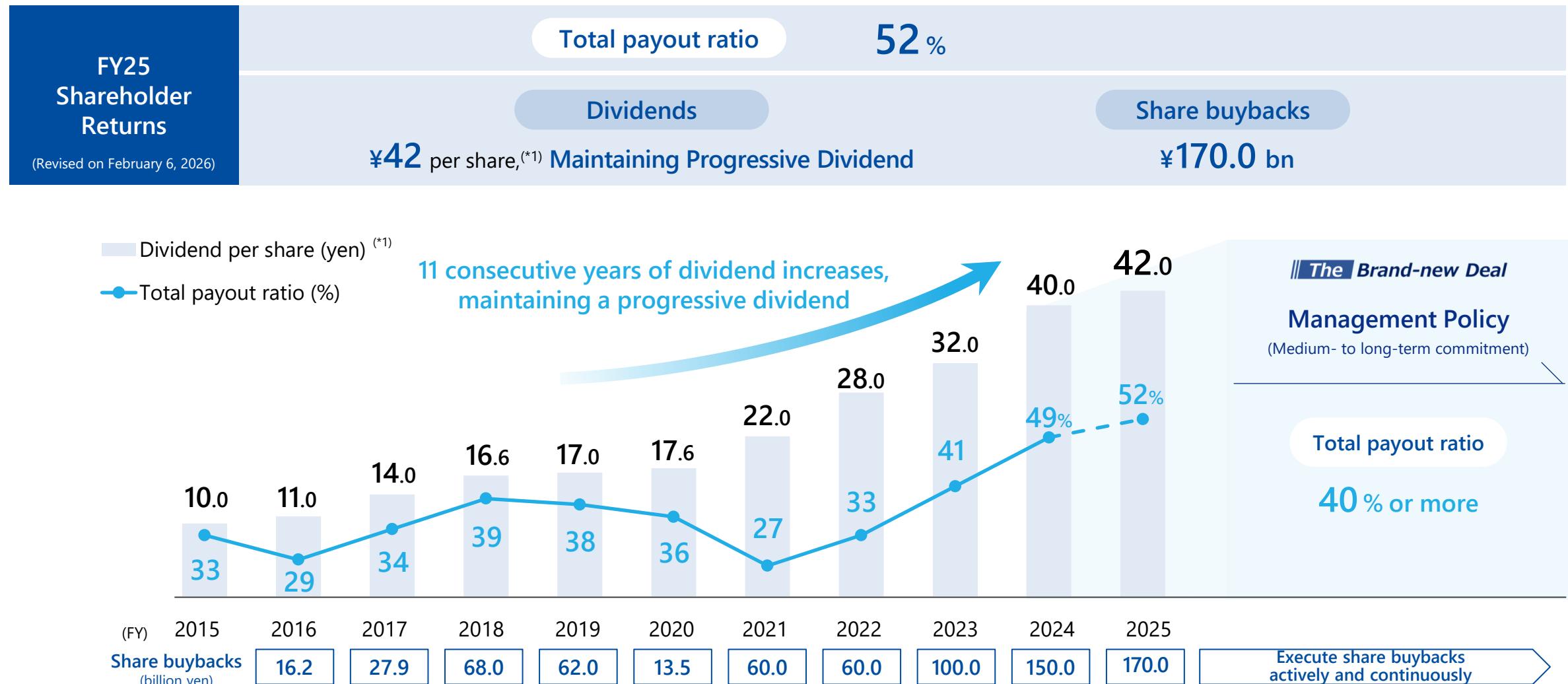


Matrix of growth rate, shareholder returns, and ROE

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

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

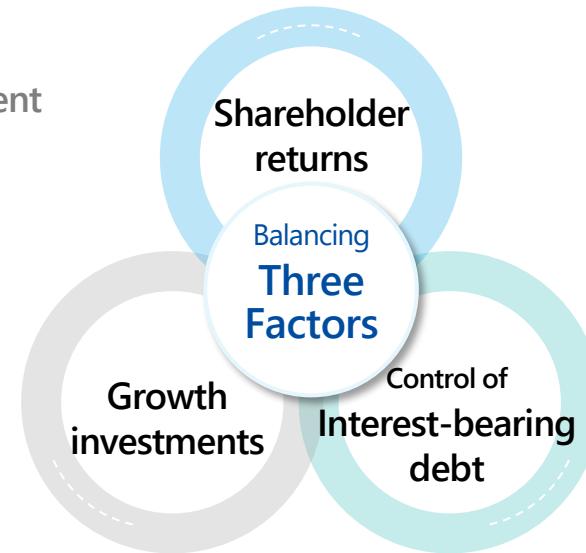
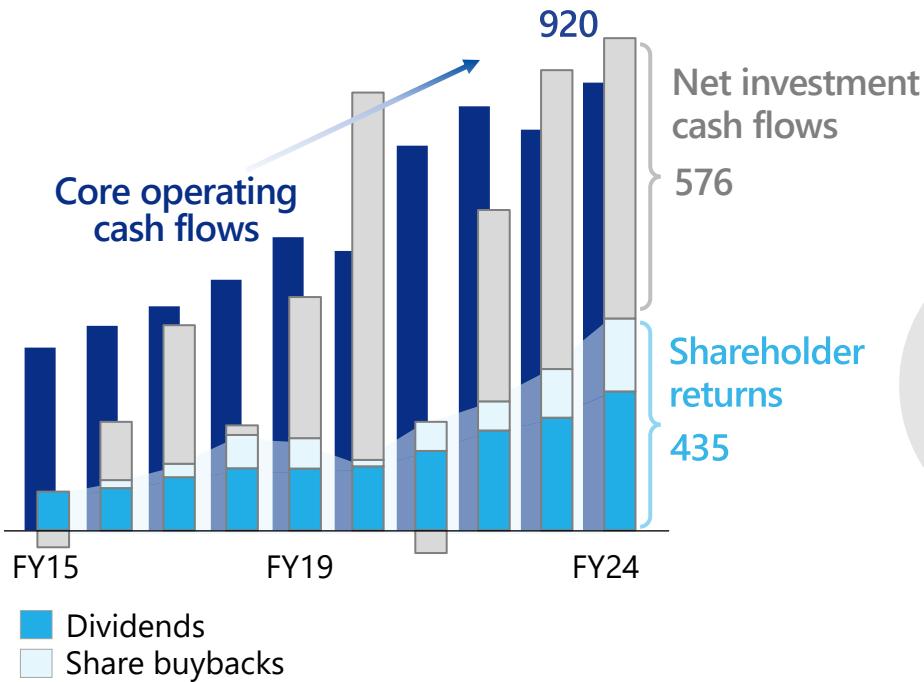
Shareholder returns



(*1) Dividend per share has been retroactively adjusted to reflect the share split on January 1, 2026 (5-for-1 split of common shares). The amounts are calculated as pre-split dividend × 1/5 (rounded to one decimal place).

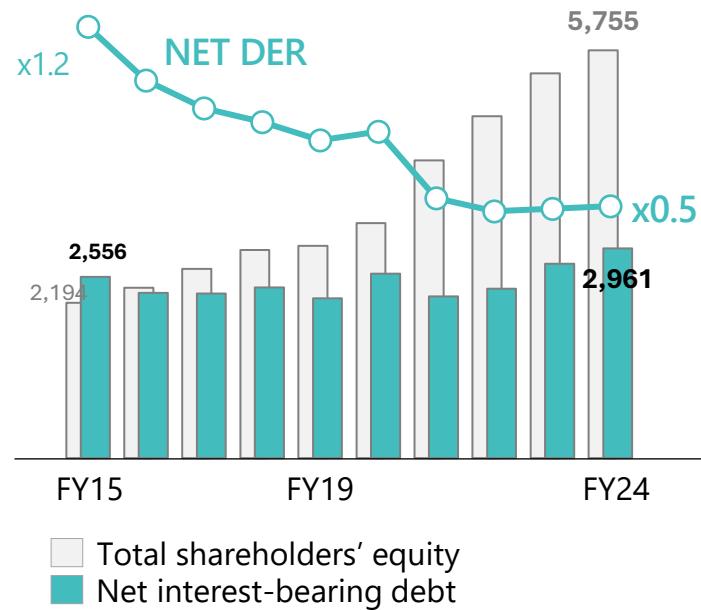
Cash allocation policy : Balancing three factors

(Billions of yen)



Highest rating among general trading companies from major credit rating agencies

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



FY2025

Investments

Growth Investments : Max. ¥1 trillion
Exit : around ¥400 billion

Total Payout Ratio

52%

NET DER

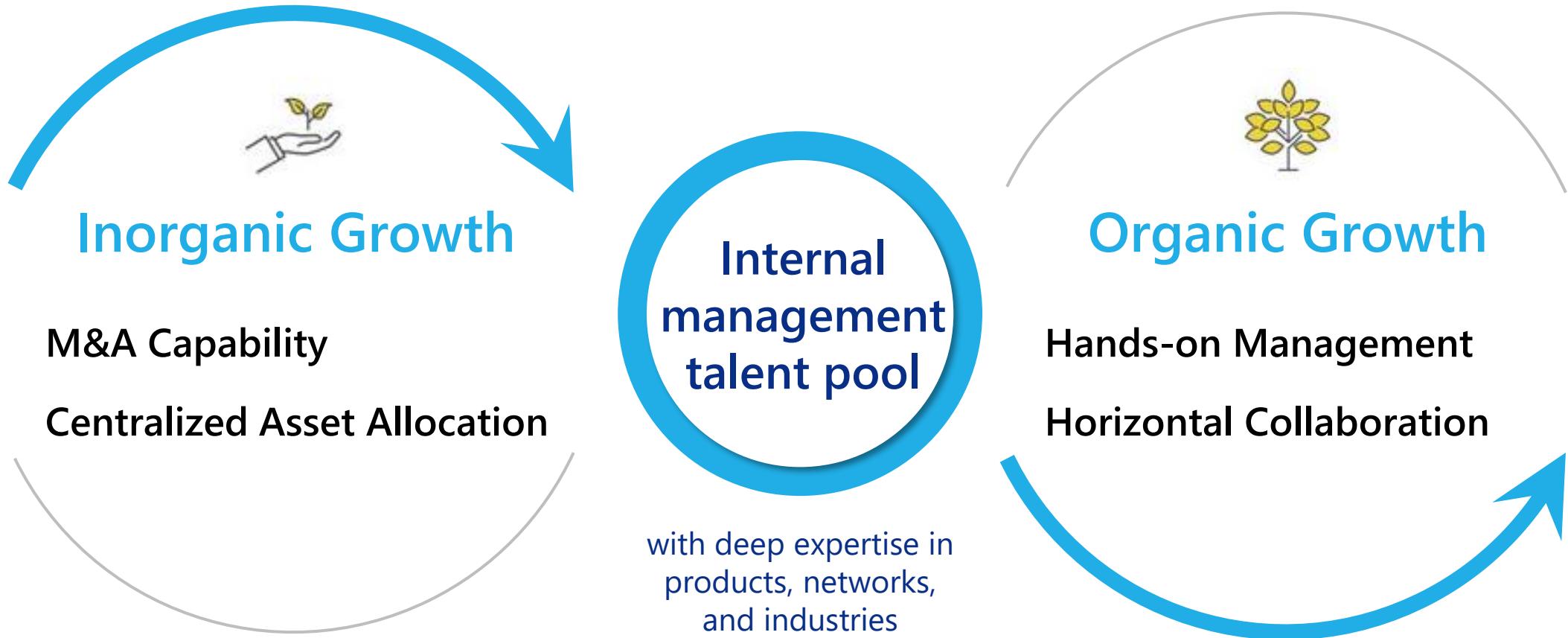
Less than 0.6times

Our Approach

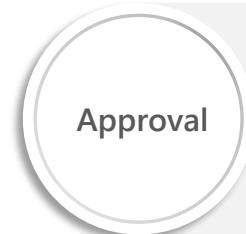
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Key enablers of growth



Our investment approach



Centralized decision making

All investment projects **over ¥5 billion** require HQ approval, with leverage and asset allocation controlled at the HQ.



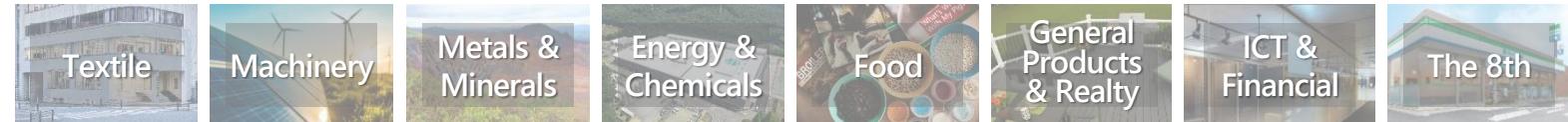
70 hurdle rates by industry

To maintain our strength of a well-diversified portfolio, we do not apply a single hurdle rate. Instead, we set approximately 70 internal hurdle rates by industry, tailored to the characteristics of each sector.



Bottom-up approach

- Leverage extensive industry networks to source M&A opportunities at the front line
- Every division integrates M&A as a core growth tool within its strategy



Asset allocation policy

01

Maintain current balance

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

Total assets composition

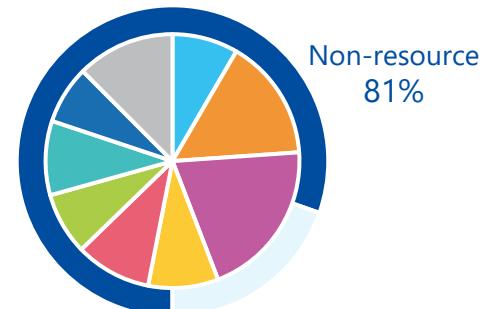
Approx.
Non-resource **90%**

02

No specific sector focus

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

Net profit composition (FY2024)



03

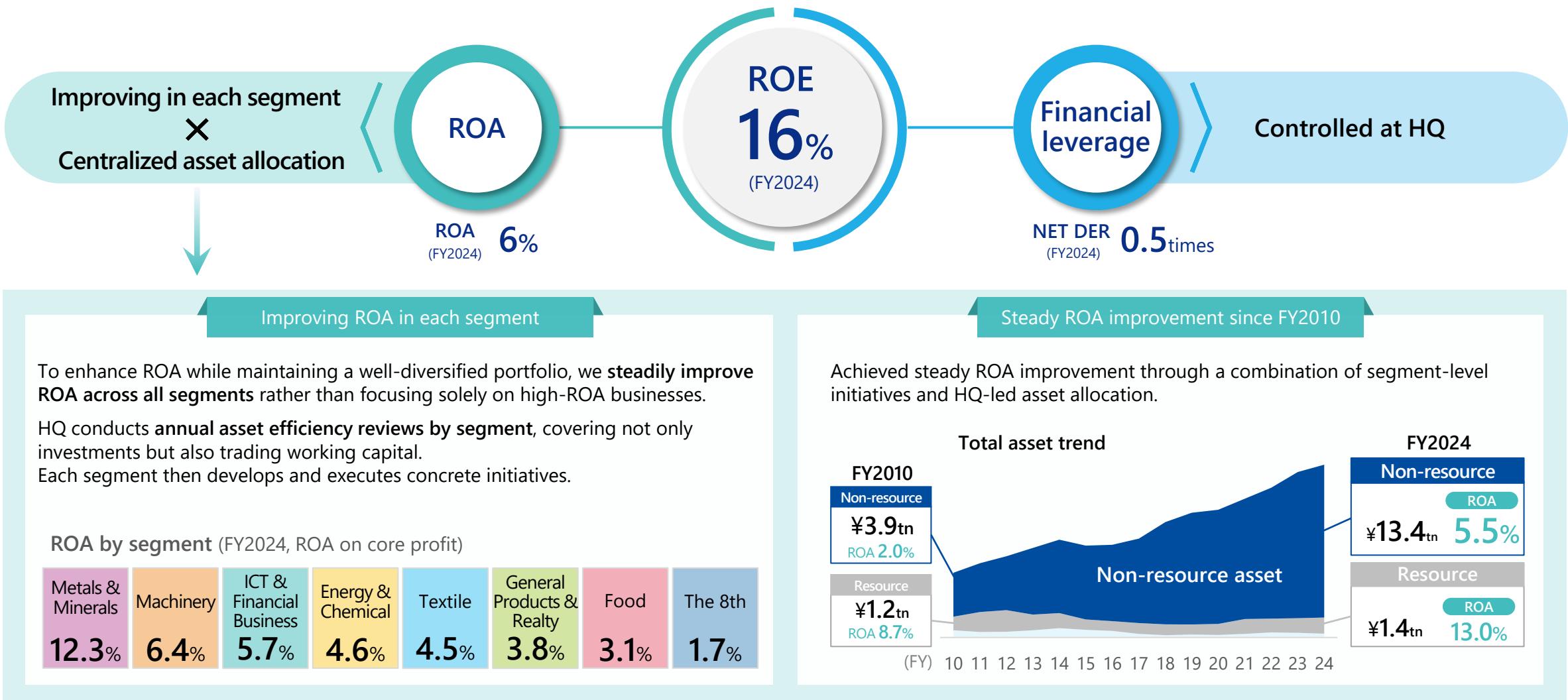
Investment Focus

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



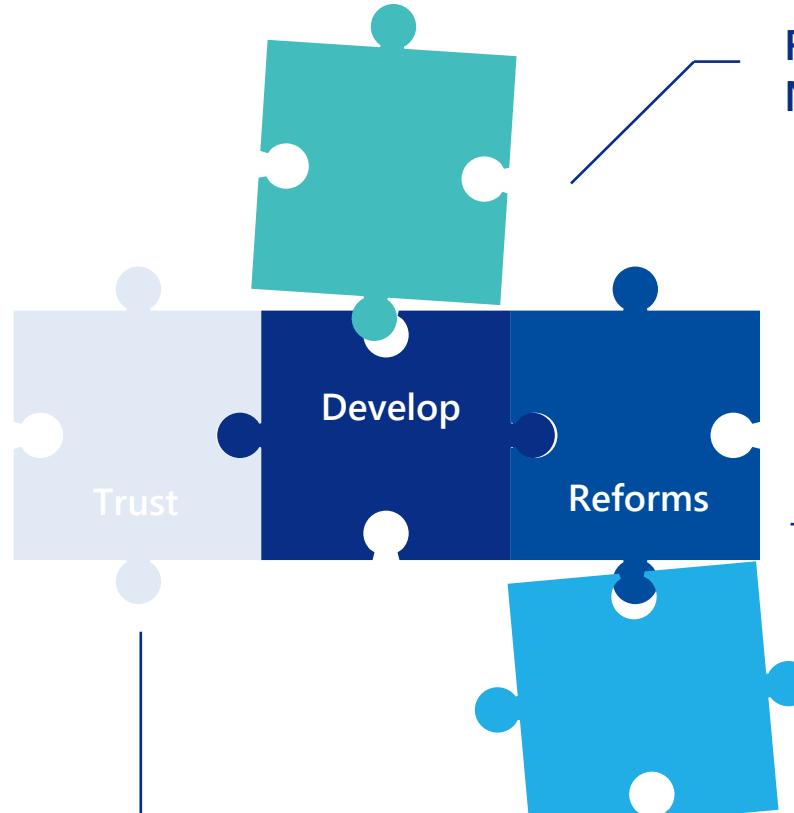
How we sustain high ROE

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



How we expand our business: Recent examples in Machinery

Expanding collaboration with leading Japanese manufacturers by leveraging our strengths



Finance Business development in North America

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

Chosen as the optimal partner in parent-subsidiary listings resolution

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

(*) Capital and business alliance

Our Portfolio

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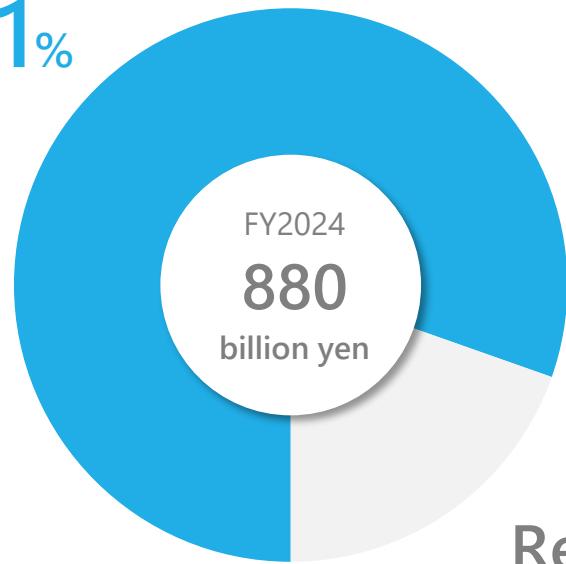
04

Sector balance: Strong weight in Non-resource sector

Net Profit

Non-resource

81%



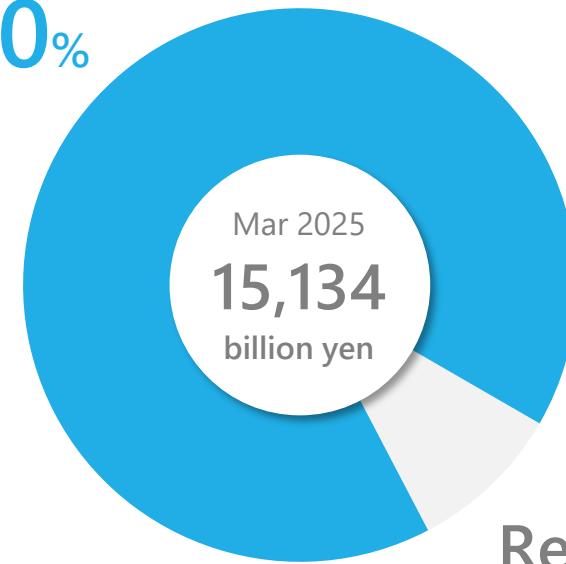
Resource

19%

Total Assets

Non-resource

Approx. 90%



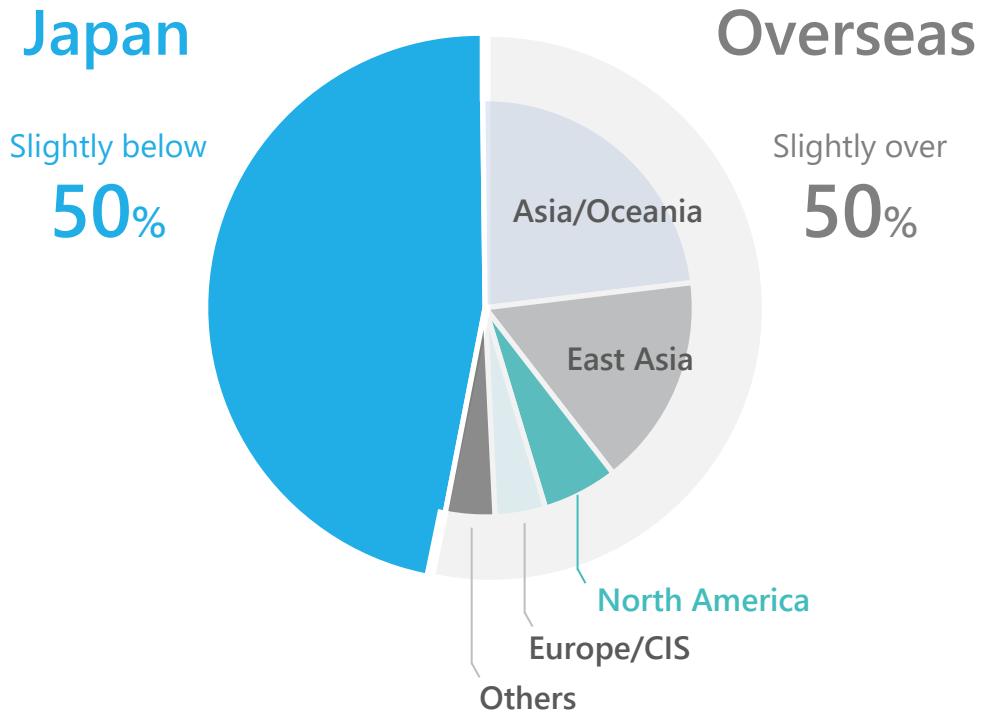
Resource

Approx. 10%

Regional balance: Portfolio anchored in Japan

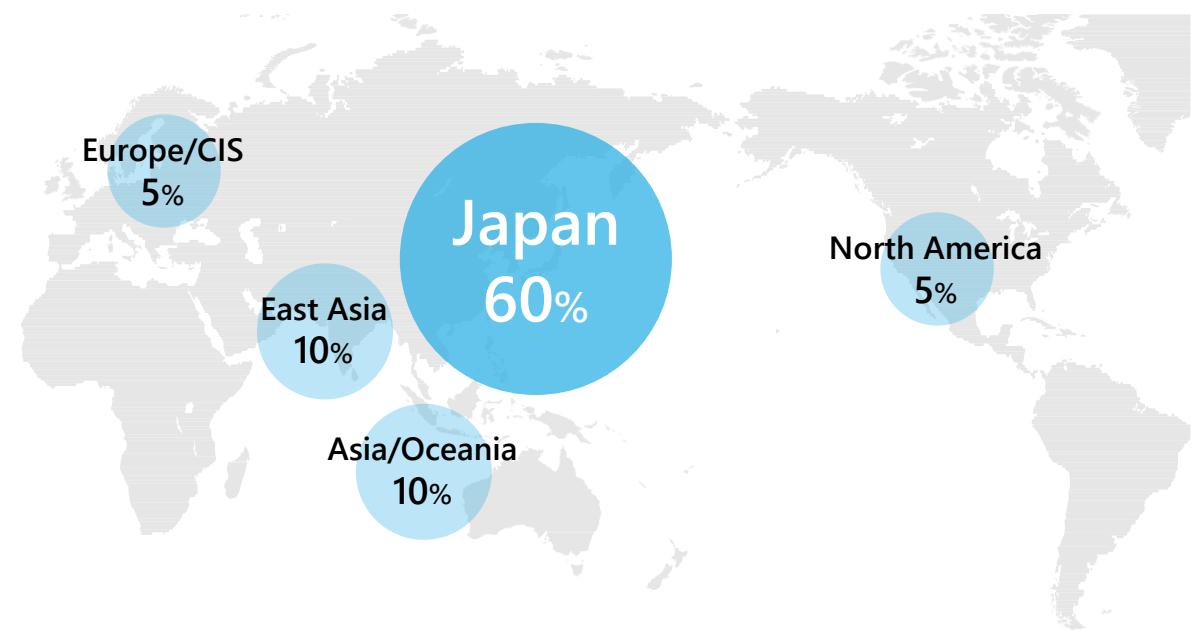
Core Profit by Region

Average for FY2022-2024



Total Assets by Region

As of March 2025



Total 15.1 trillion yen

Competitive edge in Japan's downstream portfolio

DESCENTE [Sports apparel]



FY2025
¥13bn



FY2025
¥14bn

YANASE [Car dealer]

CTC (ITOCHU Techno-Solutions) [System integrator]



FY2025
¥55bn

FamilyMart [Convenience store]



FY2025
¥51bn

NIPPON ACCESS [Food wholesale]



FY2025
¥23bn

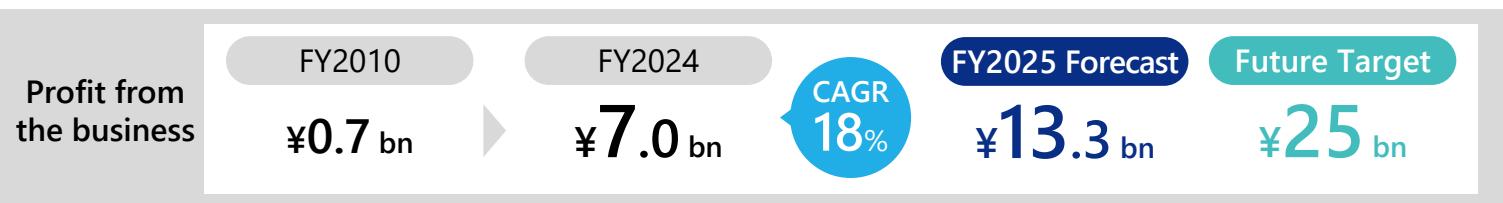
Note: Figures reflect the profit forecast for FY2025.

DESCENTE



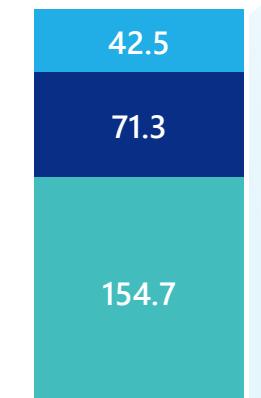
Invested in 1971, became an affiliate in 2008, strengthened management involvement through a TOB in 2019, and **privatized in 2025**.

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



Sales by country

¥268.5 billion



FY2024^(*)

The area-specific strategies

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

North American Power Business



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

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



Tyr Energy

Power Generation

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

TED Renewables

Renewable Development

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

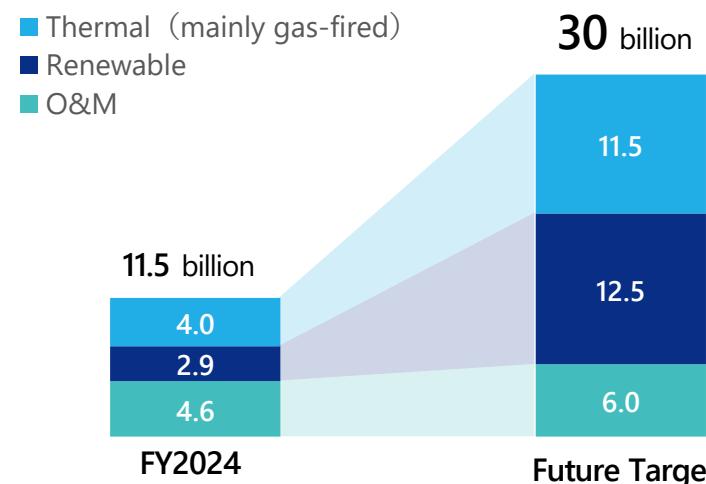
NAES

Operation & Maintenance

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

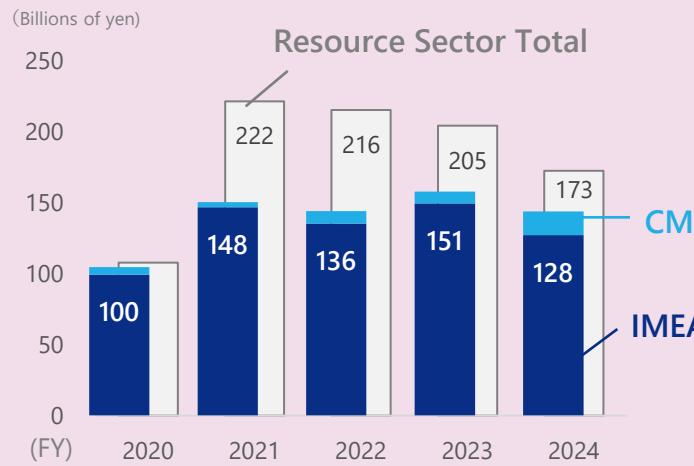
O&M
Asset Management
Energy Solution

Electrical Services
Mechanical Services



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

Iron Ore Projects



Profit of Resource Sector

FY2010

¥102.5 bn

FY2024

¥172.6 bn

CAGR
4%

01 Western Australia (IMEA)

FY2024 profit

¥128 bn

Ownership

8%
(consolidated)

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



Photo courtesy of BHP



02 Brazil (CSN Mineração, "CM")

FY2024 profit

¥17 bn

Ownership

18.1%
(equity method)

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



North American Construction-Materials Business



Growth strategy

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



Exterior building materials business



US Premier Tube Mills

Manufacture of pipes for fences



MASTER-HALCO

Chain-link fence manufacturer and wholesale of fence & ODL materials



Alta Forest Products

Manufacturer of wooden fences

Expanding business areas through M&As

Hands-on Management



X Local talents

Housing structural materials business



CIPA Lumber

Manufacture of veneer



Pacific Woodtech

Manufacture of laminated veneer lumber



DAIKEN North America

Manufacture of interior wood boards

Collaboration (synergy creation)

Interior materials business



(ITOCHU Techno-Solutions)



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

Profit from



FY2010

¥6.2 bn

FY2024

¥50.5 bn

FY2025 Forecast

¥55.0 bn

CAGR
16%

Future Target

¥80 bn

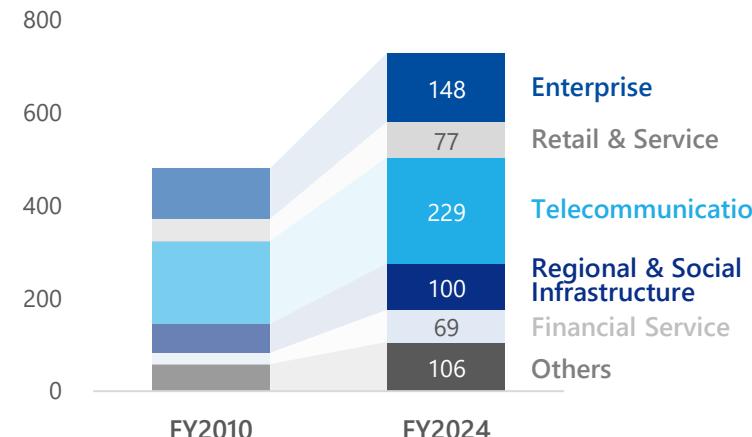
(Whole digital value chain)

01 CTC's overview

Revenue breakdown by Business Model



Revenue breakdown by Business Group



02 Digital value chain strategy

Upstream

Consulting & Data Analysis



Business Designing, Marketing



IT Service & Cloud



Operational Improvement, BPO



Growth Initiatives

Enhancing consulting function

Started JV with Boston Consulting Group

Securing engineer resources

Alliance

Staffing service



Alliance

Expanding into North America

U.S.-based



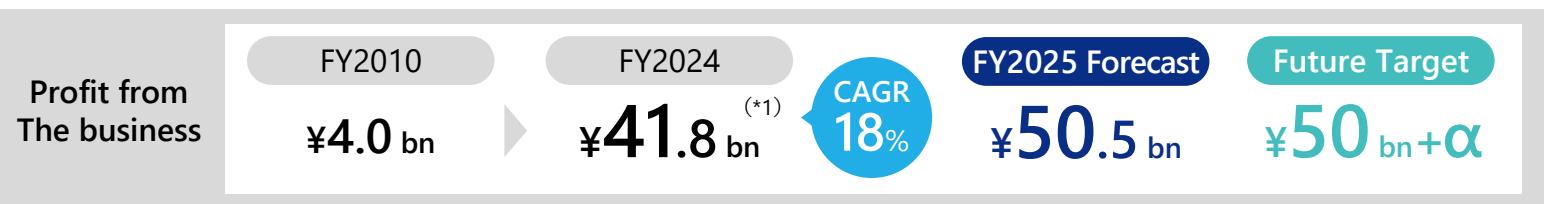
Downstream

FamilyMart



A leading convenience store in Japan with 16,400 stores across Japan and over 5.5 billion customers annually.

In our group since 1998 and privatized in 2020.



Robust earnings base within our group



Convenience Wear

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



Retail Media Business

50M+ purchase-linked IDs with partners such as NTT DOCOMO

In-store & digital distribution:
Installed **digital signage** in approx. **11,000** stores



FamilyMart

CyberAgent.



Media



Validates effectiveness by viewership x purchase data

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Board members

Inside Directors



G

Masahiro Okafuji

Chairman & Chief Executive Officer



G

Keita Ishii

President & Chief Operating Officer;
Chief Strategy Officer



G

W

Fumihiko Kobayashi

Executive Vice President
Chief Administrative Officer

G

Governance, Nomination and Remuneration Committee

W

Women's Advancement Committee



Tsuyoshi Hachimura

Executive Vice President
Chief Financial Officer



Hiroyuki Tsubai

Executive Vice President
President, Machinery Company;
Deputy COO

Outside Directors



Hiroyuki Naka

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



G

★

Masatoshi Kawana



G

W

Makiko Nakamori



G

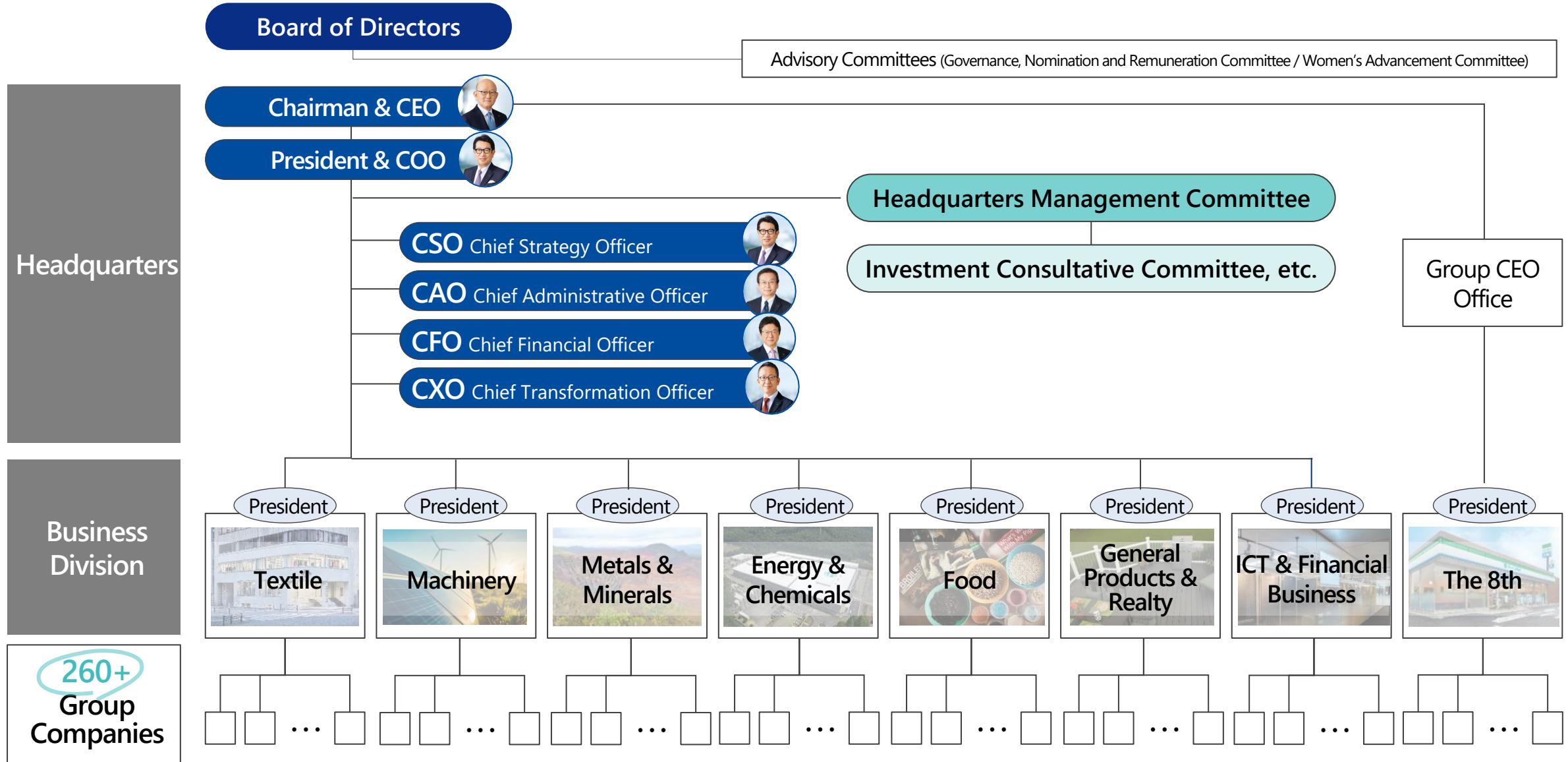
Kunio Ishizuka



Akiko Ito

★ : Committee Chair

Organization overview



CEO Selection Process



Talent pool across the group

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

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



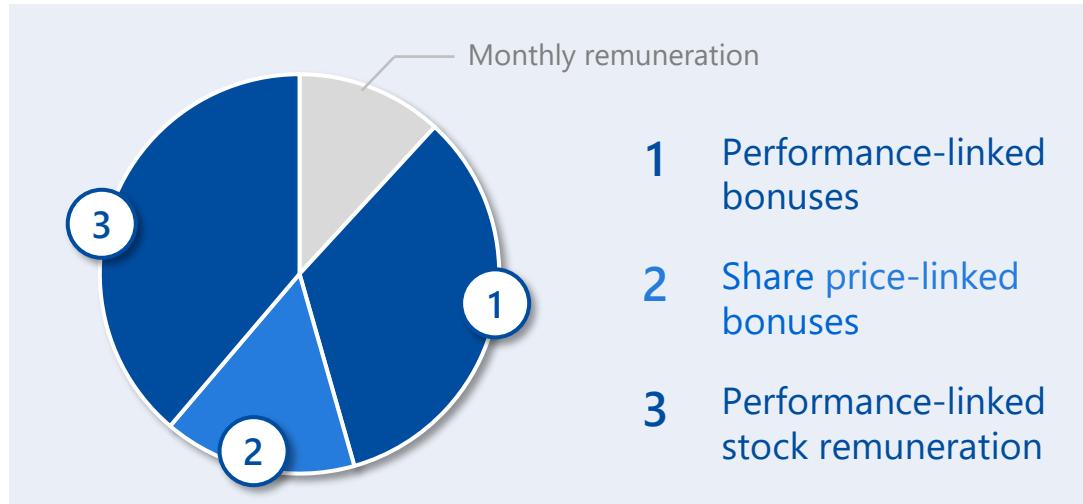
FY2024 outside director's interviews

Executive officers
19 times
(24 participants)

Presidents of Group companies
10 times

Corporate officer remuneration

Breakdown of Director Compensation^(*) (FY2024, Image)



88% Variable remuneration

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

39% Stock remuneration

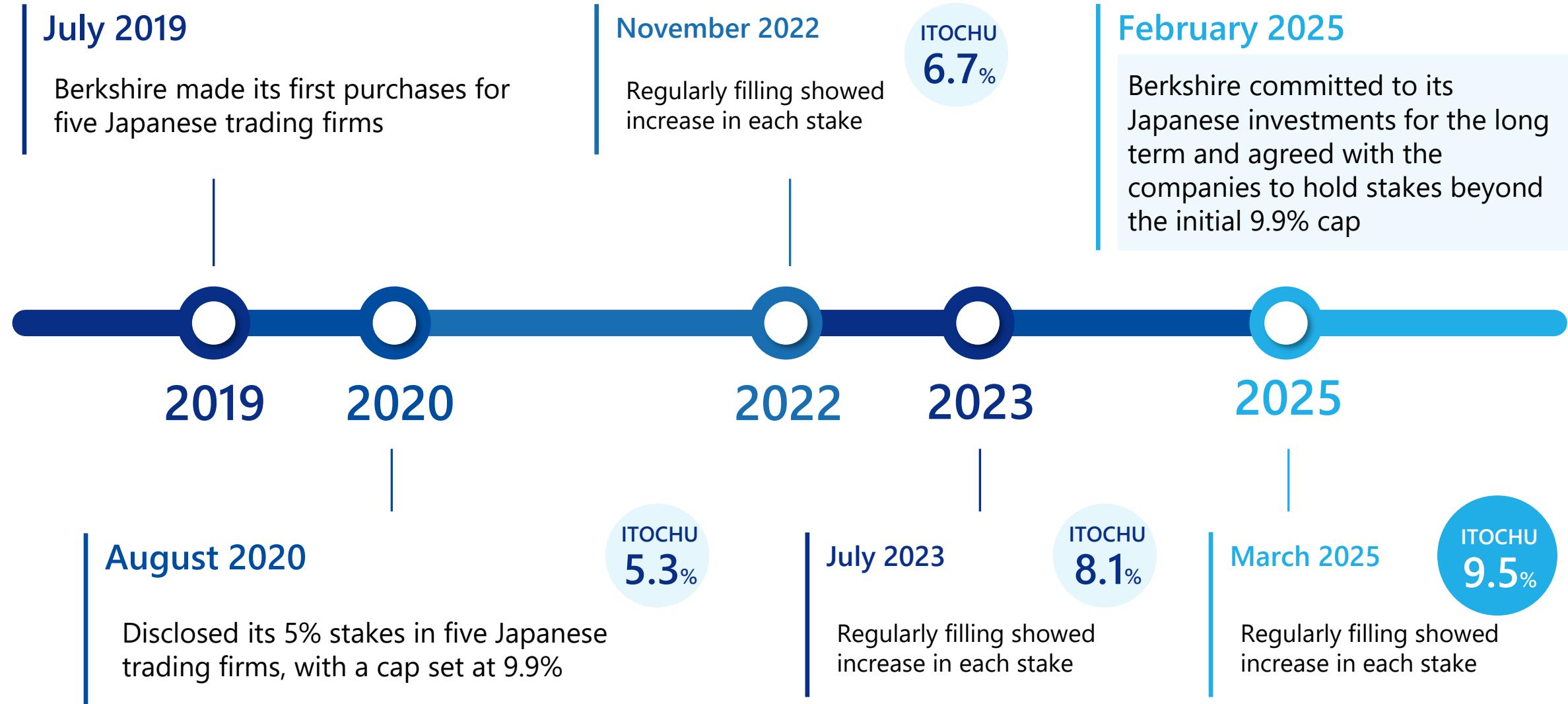
Around 39% of compensation is **granted in stock**, creating a strong incentive for share price appreciation.

(*) Excluding outside directors

Appendix

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Investment from Berkshire Hathaway



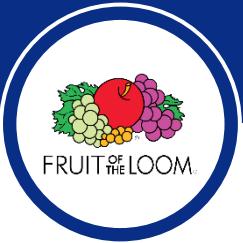
Note: Ownership ratio based on voting rights

Business collaboration with Berkshire Hathaway



Berkshire Hathaway
Group

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



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



DURACELL (world-leading dry cell brand)



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



HEINZ



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



