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This document is an English translation
of a statement written originally in Japanese.
The Japanese original should be considered
as the primary version.

ITOCHU Corporation

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Announcement of “FY 2022-2024 Outline of Medium-Term Management Plan”

ITOCHU Corporation hereby announces the “FY 2022-2024 Outline of Medium-Term Management Plan.”

For more details, please refer to the attached material.

FY2022–2024

Outline of Medium-Term Management Plan

ITOCHU Corporation

Jan 13, 2021



I am One with Infinite Missions

※ The details of the medium-term management plan including quantitative targets (consolidated net profit, dividend per share, etc.) will be disclosed at the time of announcement of the results of FY2021.

Realizing business transformation by shifting to a market-oriented perspective

Profit opportunities are shifting downstream

Profit sources are shifting from upstream to downstream. Breaking down the negative effects caused by silos is an urgent task. We will advance business model evolution and growth opportunity creation.

Enhancing our contribution to and engagement with the SDGs through business activities

*Sampo-yoshi** capitalism

To realize a sustainable society, we embrace an approach to capitalism with greater emphasis on serving all stakeholders. Through our business activities, we will contribute to the achievement of SDGs in such ways as maintaining the foundations of everyday life and protecting the environment.

Priority Measures

- Promoting decarbonization by fully divesting from thermal coal mining assets.
- Reinforcing initiatives related to environmentally friendly products and circular economy businesses and services.
(e.g., sustainable materials, recycling, storage batteries, water and waste management)

* *"Sampo-yoshi"* is our corporate mission and the management philosophy of the merchants of Ohmi (where ITOCHU was founded). This meaningful phrase emphasizes the importance of activities that are "good for the seller, good for the buyer, and good for society." *Sampo-yoshi* can be said to be the roots of today's idea of sustainability.

- ✓ Strengthening our financial foundation to support a new growth stage while maintaining consistent financial strategy.

Financial Policy

- ✓ B/S control appropriate for A ratings

Continue to balance three factors:

Growth investments, shareholder returns, and control of interest-bearing debt

—Capital allocation based on the consistent maintenance of positive core free cash flows after deducting shareholder returns

Shareholder Returns Policy

- ✓ Enhancing total shareholder returns by **continuing the progressive dividend policy**

Sustained Enhancement of Corporate Value

- ✓ Maintaining high efficiency (high ROE)
- ✓ Sustained EPS growth