

Challenges to Date Future Challenges

Around 2010, in the middle of the resource boom, ITOCHU reconsidered its true strengths as a general trading company not affiliated with any of Japan's *Zaibatsu* industrial groups. We were the first to clarify our growth strategy of generating earnings in the non-resource sector, and on that basis we steadily reformed our business models. This section explains how ITOCHU made steady progress to become No. 3 among general trading companies in net profit in FYE 2012 and No. 1 in the non-resource sector in FYE 2015, as well as the Company's path to new growth under "Brand-new Deal 2017" (FYE 2016–2018).

Market Capitalization (including treasury stock)

¥1.3 trillion → ¥2.3 trillion
March 31, 2010 March 31, 2016

Cash Dividends per Share

¥18 → ¥50
FYE 2011 FYE 2016

Core Free Cash Flows in FYE 2016, excluding Investment
and Loan related to CITIC

Approx. ¥410 billion

FYE 2016 Net Profit Attributable to ITOCHU

No.1 among
General Trading Companies