



Credit: Boeing

## FYE 2020 Review (Achievement of Short-Term Targets)

- Promoted and reinforced the renewable energy business, including strategic investment in U.S. wind generation projects and electrification solution business to non-electrified regions in Africa
- Promoted and enhanced environmental business, and the achievement includes the groundbreaking of energy-from-waste plants in collaboration with the government of Belgrade, Serbia
- Increased the number of owned vessels and managed aircraft
- Enhanced initiatives with Dishangtie(DST), which provides commercial electric vehicles (EVs) in the logistics network throughout China and Singulato, an emerging EV manufacturer in China
- Encouraged partnerships between Beijing Century Kounre Hospital, our investee, and leading Japanese medical institutions in such areas as inbound treatment and medical checkups, as well as exchanges of medical personnel and technologies



## Steppingstones to Medium- to Long-Term Value Creation

- Honing existing businesses centering on the urban environmental and power infrastructure sector and the automotive sector, and conducting asset replacement and new investment
- Transformation of existing value chains with a focus on the automobile industry and evolution toward a next-generation mobility business model
- Capturing superior aircraft and ship projects and enhancing the business model
- Pursuit of synergies and cooperation with strategic partners
- Continuing to invest to accelerate the upgrade of the business model



## Initiatives Supporting Sustainable Growth

- Pursuing investment opportunities in renewable energy generation, taking into account the energy situations in individual countries and regions, and complying with policies related to the coal-fired power generation business
- Reducing environmental impact through efforts involving EVs and automatic guided vehicles, as well as the expansion of mobility services
- Expand water and environment projects to promote the appropriate use and treatment of water and the effective utilization of resources, and to reduce environmental impact
- Engaging in next-generation mobility, including the electrification of aircraft
- In the aim of reducing marine GHG emissions, promoting a project to develop zero-emission ships using ammonia as marine fuel
- Providing leading-edge medical devices and advanced medical services to enhance quality of life in the medical field



➡ Please refer to "Significant Risks to Be Managed on a Consolidated Basis" in the Risk Management section on Page 47.

## Specific Example of Steppingstones to Medium- to Long-Term Value Creation

### Promoting Joint Business with Tokyo Century Corporation in the Construction Machinery and Construction Sectors

ITOCHU has built a new joint management structure for ITOCHU CONSTRUCTION MACHINERY CO., LTD. by having Tokyo Century Corporation, an affiliate of ITOCHU, as a shareholder. As a result of this move, ITOCHU CONSTRUCTION MACHINERY CO., LTD. changed its name to ITOCHU TC CONSTRUCTION MACHINERY CO., LTD. Taking advantage of the range of services and the extensive domestic and overseas networks of ITOCHU and Tokyo Century Corporation, ITOCHU TC CONSTRUCTION MACHINERY CO., LTD. aims to become a next-generation total solutions company. In addition to the sale and rental of construction equipment and materials, the company intends to become a one-stop provider meeting diverse needs including software, services, and financing. ITOCHU also plans to accelerate growth-oriented initiatives of ITOCHU TC CONSTRUCTION MACHINERY CO., LTD., including capital and business alliances with Japanese companies.



Tower crane for skyscraper construction, sold by ITOCHU TC CONSTRUCTION MACHINERY CO., LTD.

Please also see the Sustainability Action Plan on our website for initiatives supporting sustainable growth.

<https://www.itochu.co.jp/en/csr/itochu/activity/actionplan/>

