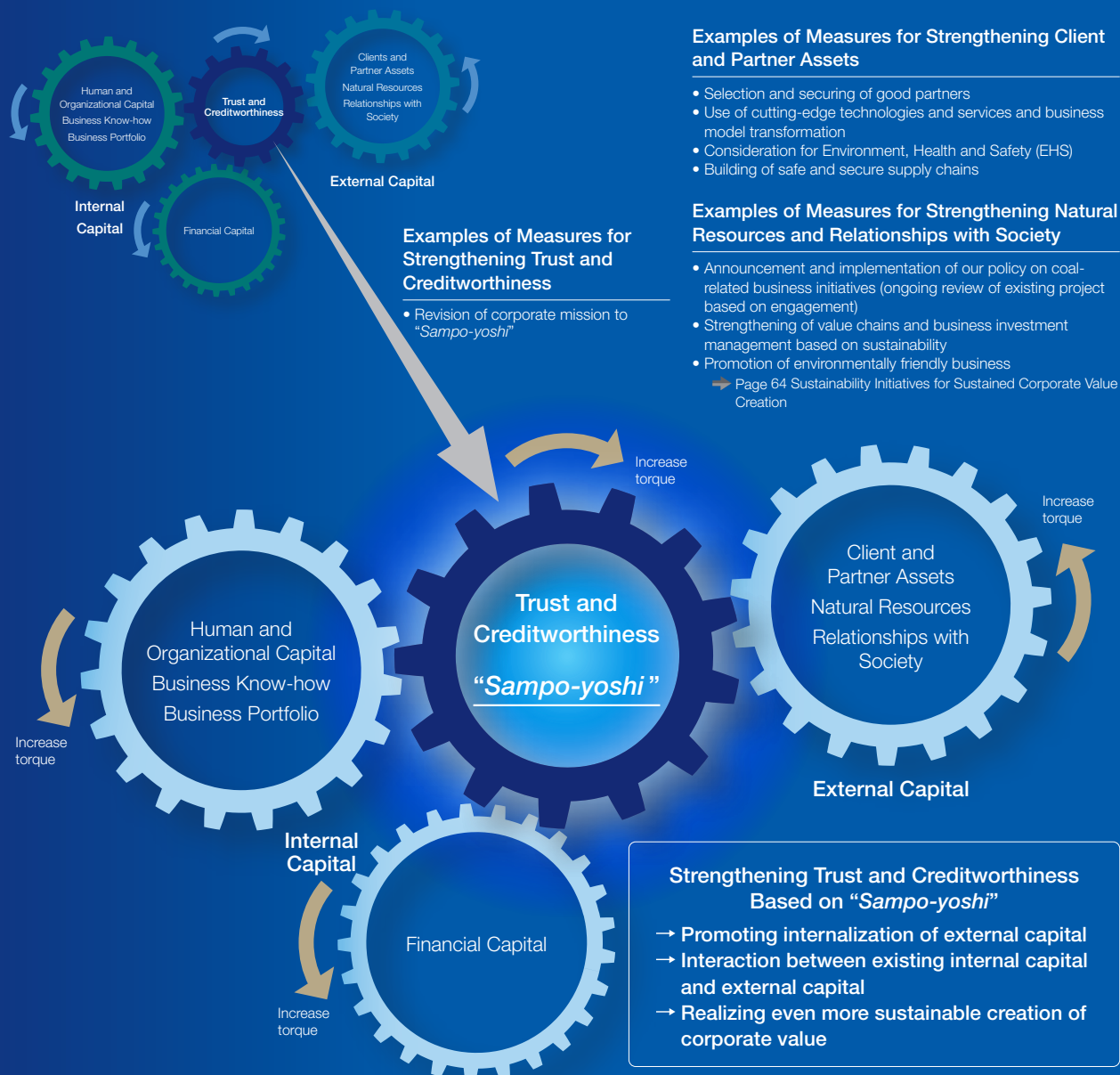


Relationship between the Corporate Mission of “Sampo-yoshi” and Increase in Corporate Value

On April 1, 2020, we changed our Group corporate mission to “Sampo-yoshi.” Through our business as a general trading company, we earn the trust and creditworthiness from various stakeholders in the spirit of “Sampo-yoshi.” We will leverage these to strengthen a cycle of value creation.

Our policy is to promote business activities with an awareness of our external capital, which are clients, partners, natural resources, and society, and to promote internalization of these external capital. This results in interaction between our external capital and our existing internal capital, which will enable us to realize even more sustainable creation of corporate value.



Examples of Measures for Strengthening Human and Organizational Capital

- Revision of the corporate mission, establishment of the Guideline of Conduct
- Morning-Focused Working System and working from home system
- Health management (ITOCHU Health Charter, Support Measures for Balancing Cancer Care and Work)
- Business support leveraging abilities of administrative divisions (high level expertise)

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Examples of Measures for Strengthening Business Know-How

- Initiatives to transform business models that utilize ITOCHU's comprehensive strength
- Establishment of The 8th Company, development of business from a “market-oriented perspective”
- Acquisition of new knowledge through venture investments, etc., and incorporation into ITOCHU's business models

Examples of Measures for Strengthening Business Portfolio

- Pursuit of highly efficiency management through execution of rigorously selected strategic investments and continuous asset replacement
- Thorough refinement of existing businesses by enacting our business fundamentals: “earn, cut, prevent.”
- Announcement and implementation of ITOCHU's Policy on the Governance of its Listed Subsidiaries, etc.

➡ Page 77 ITOCHU's Policy on the Governance of Its Listed Subsidiaries