



ENEX REPORT 2026

ITOCHU ENEX Group Integrated Report



Published September 2026

Editorial Policy for ENEX REPORT 2026

ENEX REPORT 2026 has been compiled with the aim of providing an integrated understanding of the ITOCHU ENEX Group's initiatives implemented in pursuit of sustained growth and the medium- to long-term enhancement of corporate value, from both financial and non-financial perspectives.

In FY2026, we have focused on clearly communicating not only the achievements and progress in the 2nd Stage of the "ENEX2030" Medium-Term Business Plan, but also our growth strategy and the direction of value creation that looks beyond this. This report systematically outlines the initiatives the Group is undertaking to achieve sustainable growth, including strengthening existing businesses, promoting new and strategic business investments, business transformation through the use of DX, and deepening sustainability management. Going forward, we will continue to deepen constructive dialogue with our stakeholders through this report, thereby contributing to the further enhancement of corporate value and the realization of a sustainable society.

Investor Relations & Finance Section

About Cover Design

This design is an expression of the creation of diverse new businesses from across our existing businesses, based on the solid business foundations built around the ITOCHU ENEX Group customer base. We will expand and evolve the Group's overall business portfolio by creating new businesses that bring further added value in domains where we can generate synergies, centered on existing operations.

Origin of the company name

In July 2001, on the occasion of the 40th anniversary of its founding, the company name was changed from Itochu Fuel Corporation to ITOCHU ENEX CO., LTD. The "E" in ENEX stands for energy, end consumers, and ecology, while "NEX" stands for "NEXT," as in the next generation, or the future.

The meaning behind the logo

In the corporate mark established in October 2005, overlapping letter "e" forms connect the blue Earth and bright red sun. The theme is reverence for nature and the desire to cherish limited resources. While the "e" logo represents "energy" and "ecology," it also embodies our commitment to valuing end-consumers (customers), and symbolizes communication that connects people to each other and to society.



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Note on Forward-Looking Statements	
Forward-looking statements in this report, including outlooks for future Group business performance, are made by our management team based on the information available at the time of publication. Actual results may differ considerably from projections for various reasons, including fluctuating exchange rates, market trends, and economic conditions.	
Period	Covers April 2025 – March 2026 (Note: Includes certain activities that fall outside this period)
Organizations	Covers ITOCHU ENEX CO., LTD. and ITOCHU ENEX Group companies
Publication Date	September 2026

SECTION

01

Value Creation at the ITOCHU ENEX Group

ITOCHU ENEX was established in 1961, at the beginning of Japan's period of rapid economic growth, during a time when people were striving for a more affluent life and seeking new ideas to achieve it. Since then, we have consistently placed ourselves downstream, and have diversified our product lineup and expanded our service areas by responding to the changing demands of the times.

Throughout this period, our underlying principles have continued to flow from the company motto that was announced at the time of our establishment.

This has been carried over into our management philosophy, established in 2001, of being "The Best Partner for Life and Society," and is reflected in our approach to value creation, which is centered on our customer base.

No matter how the times or environment may change, we will continue fulfilling our mission of supporting society and everyday life, by standing sincerely alongside local communities, industries, and our business partners.

Continuing to Support Life and Society from Downstream

Company motto at the time of founding (published in 1962)

Company Motto

1. Strive for reliability and sincerity in our daily work
2. Streamline management through creativity and ingenuity, and continue to make unlimited progress
3. Cooperate based on the principles of transparency and integrity, and promote the happiness and prosperity of all people related to the company



2001-Present

Corporate Philosophy

The Best Partner for Life and Society

— with Energy, with the Car, with the Home —

Code of Conduct

Be Ethical

Reliability and sincerity, creativity and ingenuity,
transparency and integrity

Drivers of Value Creation:

Connecting Business Models and Expanding Our Strengths

Since its establishment, the Group has consistently supported people's lives and industries by "connecting" the entire energy supply chain, from upstream to downstream, under the unwavering mission of providing a "stable supply of energy."

The customer network, retail locations, and relationships of trust with business partners that we have cultivated throughout this process are the greatest source of value creation for the Group. This customer base, which we have built up by being deeply rooted in the daily lives and attending to the diverse needs of our customers, supports our stable income.

Currently, the environment surrounding the energy sector is changing rapidly due to the shift toward low-carbon and decarbonized energy, as well as structural changes in the industry. We view these changes as opportunities for growth, and by leveraging the network that has been built upon strong ties with our suppliers and customers, along with the robust customer base we have cultivated, we will rapidly adapt to changes in the business environment while diversifying our products and services.

Going forward, we will continuously enhance our unique strengths by "connecting" customers, partners, products, and services, which will accelerate the creation of new value and generate a virtuous cycle of further expanding our product lineup and customer base, thereby enhancing corporate value.

1 Maintain and expand our nationwide customer base

The Group has built a sales network of 1,500 Car-Life Stations* nationwide, delivers petroleum products including gasoline, diesel and fuel oil to 4,300 corporate locations nationwide, gas to 1.5 million homes, and electricity to 320,000 customers, and the ongoing relationships with these customers form an important profit base for the Group. In addition to ensuring sincere customer service on a daily basis, we are deepening our trust-based relationships and maintaining and expanding our customer base by maintaining an infrastructure that can safely and securely deliver energy to all parts of Japan in both normal times and emergencies through the provision of a diverse range of products for each region and collaboration with partners, which will lead to the creation of ongoing profits.

* Car-Life Stations are service stations offering multiple services provided by the Company

2 Strong ties and networks with suppliers and customers

With a solid customer base built through community-based sales activities and highly trusted, broad sales channels, we have realized a procurement and supply system that flexibly responds to changes in the field. We have also established strong partnerships with businesses that provide a diverse range of commercial products and services, with the aim of co-existence and co-prosperity, and actively promote collaboration with a wide range of business partners, including major corporations and local governments.

3 Expansion of diverse energy products and business models

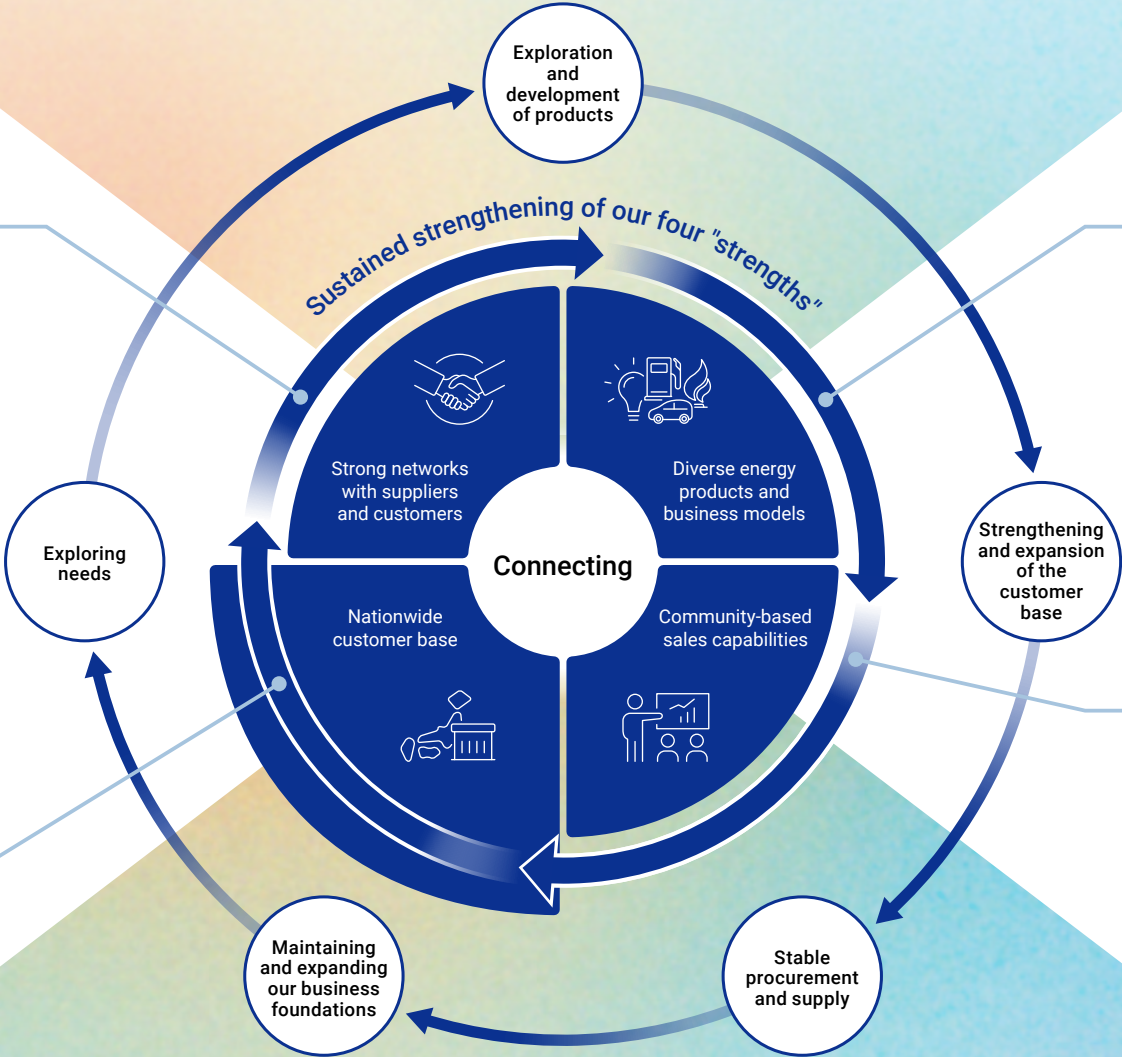
Anticipating social conditions and needs, we have built a wide range of businesses, including gas, petroleum, electricity, and mobility, through collaboration with various partners. We are acquiring new expertise beyond our traditional business domains, which in turn will drive the further expansion of our business areas and the evolution of our business models.

4 Strengthen sales capabilities rooted in community needs

We have locations placed nationwide and our business operations are closely tied with each region. Paying close attention to our customers' needs and repeatedly providing proposals closely related to their businesses and daily lives over many years have strengthened our client base and led to the discovery of new needs and new commercial opportunities.



Expanding Our Products



Expanding Our Customer Base

Accumulated customer base (as of March 31, 2026)



Affiliate Car-Life Stations
Approx. 1,500
Corporate locations
energy is delivered to
Approx. 4,300



Households receiving gas
Approx. 1.5 million households
Retail network
Approx. 2,600 companies



Group electric power sales contracts
Approx. 320,000
Heating supply districts
19

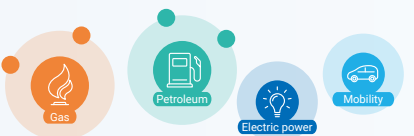
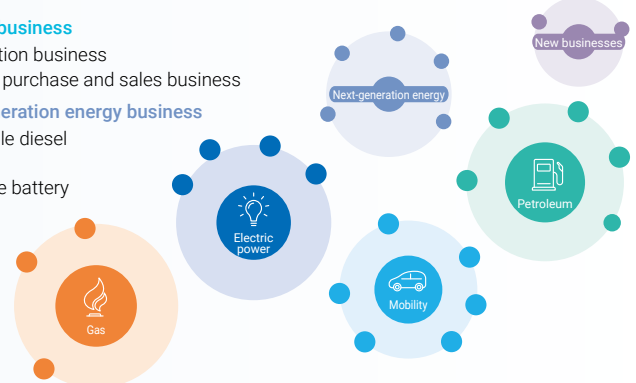


Car dealership outlets
102
Number of used-car purchase and sales stores (WECARS Co., Ltd.)
238

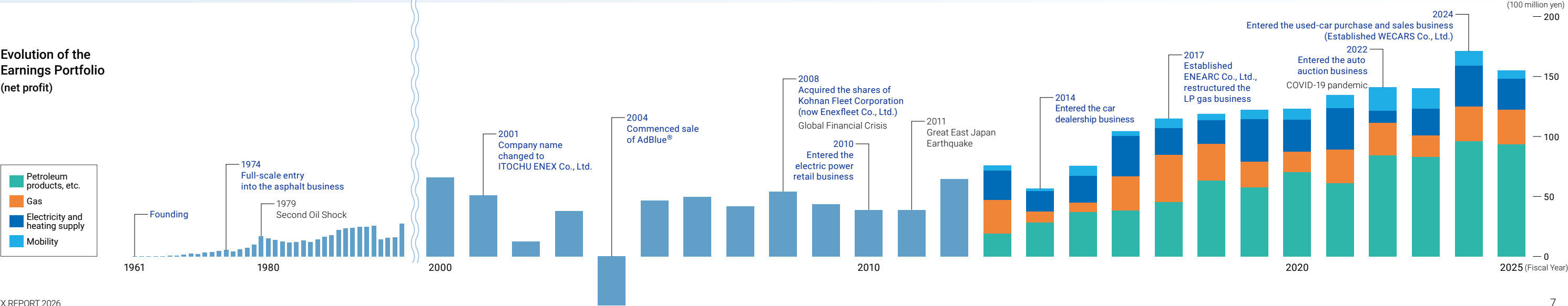


Evolution of the Business Portfolio

For more than 60 years since its establishment, the Group has overcome numerous challenges by anticipating changes in social structures and customer needs, flexibly transforming its business portfolio, and continuously expanding its business foundations. In the face of the current environmental issues and uncertainty in energy supply due to geopolitical risks, we are working to overcome them by evolving our business portfolio to realize the next ITOCHU ENEX through the provision of a variety of energy services for people's lives and industry, while maintaining and expanding our business foundations and taking on new challenges.

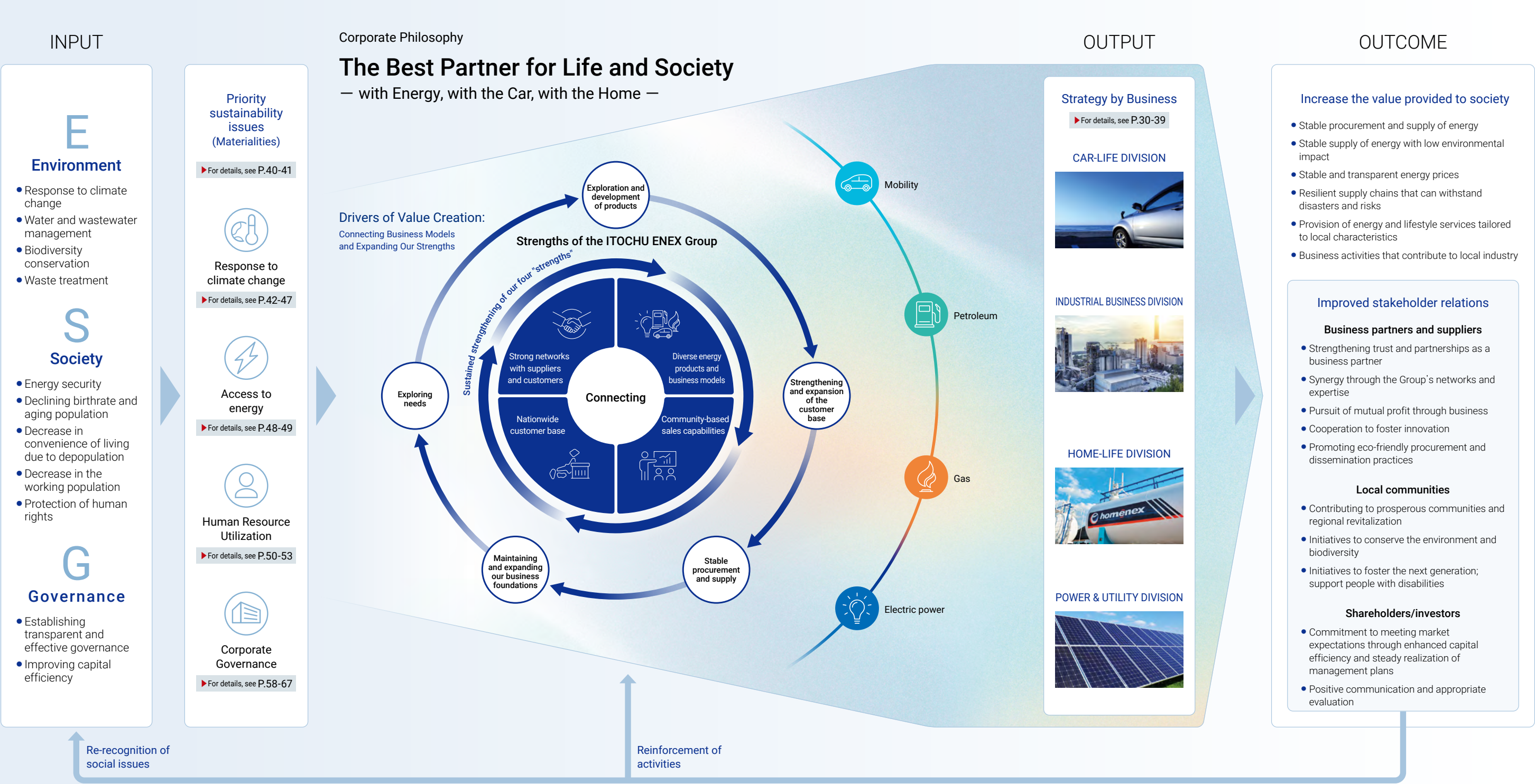
	1961~	2000~	2010~	2020~
Downstream Needs	<ul style="list-style-type: none">From coal to petroleumPursuit of stable supply and comfort	<ul style="list-style-type: none">Intensified sales competition and restructuring of primary distributors due to deregulationGlobal warming	<ul style="list-style-type: none">Soaring energy pricesIntensified competition from electric power and city gas due to accelerated energy deregulationAcceleration of the declining birthrate and aging populationHeightened consumer awareness and increased interest in energy conservation and efficiency	<ul style="list-style-type: none">Importance of stable energy procurement and stable supply due to geopolitical risksGrowing momentum toward a decarbonized society
The ITOCHU ENEX Group's Business	<p>Support Japan's growth through stable energy supply</p> <p>Against the backdrop of rapid economic growth, we expanded our sales network and strengthened our supply system, centered on the stable supply of petroleum products and LP gas, thereby building energy infrastructure to support daily life and industry throughout the country.</p> <p>▶ Main new businesses we entered</p> <ul style="list-style-type: none">▶ Petroleum businessPetroleum product sales business (gasoline, diesel fuel, kerosene, heavy oil)Asphalt sales business▶ Gas businessLP gas sales business  	<p>Strengthen our customer base and become a comprehensive energy trading company</p> <p>We seized the opportunities presented by transformations in the petroleum industry, such as the decline in domestic demand and the restructuring of primary distributors, to strengthen our petroleum sales network and promote M&A in the LP gas business. We built the foundation for our current customer base in industrial and residential energy, transforming from a fuel trading company into a comprehensive energy trading company.</p> <ul style="list-style-type: none">▶ Petroleum businessFleet businessPetroleum product trading businessAdBlue sales business▶ Gas businessLP gas primary distribution businessCity gas business  	<p>Diversify by entering the electricity, heating supply, and car dealership businesses</p> <p>Anticipating the maturation of our petroleum and LP gas businesses, we entered the electricity and heating supply businesses as well as the car dealership business, thereby building a new customer base centered on energy, automobiles, and households.</p> <ul style="list-style-type: none">▶ Electric power businessElectric power retail businessPower generation businessHeating supply business▶ Mobility businessCar dealership businessCar rental business 	<p>Expansion of the mobility business</p> <p>Aim to create new value not reliant solely on energy</p> <p>We are working to improve the profitability of our existing businesses and integrate our customer bases, while simultaneously expanding our business into peripheral areas. By leveraging the customer touchpoints and networks cultivated in our energy business, we are strengthening and expanding the mobility sector, which we position as a growth driver, through initiatives such as the establishment of WECARS Co., Ltd., and by doing so, we aim to create new growth areas and continue to evolve our business portfolio.</p> <ul style="list-style-type: none">▶ Mobility businessAuto auction businessUsed-car purchase and sales business▶ Next-generation energy businessRenewable dieselGTL fuelGrid-scale battery 

Evolution of the Earnings Portfolio (net profit)



Value Creation Process

As “The Best Partner for Life and Society,” the Group continues to contribute to solving social issues by quickly grasping the needs of each region through feedback from the field. By continuing to strive to resolve issues, we will expand our customer base, increase profits, and leverage these for the sustainable enhancement of corporate value.



NOBUYUKI TABATA

Representative Director and President



Message from the President

Fulfilling our social mission as "The Best Partner for Life and Society" and achieving more robust growth through the proactive and bold expansion of our business foundation.

A year of establishing a clear identity

In FY2025, I visited over 90 sites, including our locations in Japan and across Asia, as well as those of our key customers and partners. As I said when I assumed this role, this is because I place the utmost importance on the principle of the "actual site, actual goods, actual situation" by seeing, understanding, and assessing our products and market needs with my own eyes. My primary focus was to experience firsthand the "ITOCHU ENEX identity," which will serve as the foundation for making our company even stronger, and to identify our unique strengths and areas for change from the front lines of our operations. Externally, we may appear to be a diversified energy trading company handling a wide range of products, such as petroleum, LP gas, electricity, and automobiles, but what I witnessed on site was the true essence of our company, which cannot be defined solely by these product categories. A common thread across all departments is that "customer contact is the product itself." Starting from our network of 1,500 energy retail stations, mobility bases comprising 240 used car sales outlets, 100 dealerships, and 700 rental car locations, as well as our customer base of 320,000 electricity retail accounts and 1.5 million LP gas households, ITOCHU ENEX has arrived at its current form by providing what is needed and deepening our relationships with customers. For example, in the Home-Life business, we have expanded our offerings from the supply of LP gas to include a variety of products and services needed by households, such as kerosene, electricity, lifestyle-related devices, and monitoring services. When conducting such business, pursuing only our own short-term profits would result in severe repercussions. I believe the reason we have customers who have done business with us across generations for over 60 years is that, rather than simply pushing products, we have consistently maintained a long-term perspective and remained thoroughly committed to working closely with our customers.

We have also reaffirmed our other distinct strengths amidst the threats to energy security stemming from factors such as the situation in Iran. During normal times, we tend to take for granted that energy will be available whenever needed, but in reality, there are various stakeholders expending considerable effort behind the scenes to make this possible. Even amidst global supply chain disruptions, we have maintained a stable supply without any interruptions to our supply network. I am truly proud that this recent emergency has reaffirmed our strengths, including our procurement and logistics capabilities cultivated over our long

history, and the on-site capabilities that support them, strengths that have led some to describe us as the undisputed leader among energy trading companies.

Progress of "ENEX2030 '25-'26"

Our corporate philosophy, "The Best Partner for Life and Society," perfectly aligns with the essence of our business, and the societal role of each employee in providing energy as social infrastructure, and energy that enriches lives and nurtures minds, is so deeply ingrained that they naturally fulfill it in their daily work without conscious effort. Just as our predecessors have upheld the identity embodied in this corporate philosophy as they passed on the baton over the past 65 years, we too must continue to preserve it to sustainably enhance our corporate value. The subtitle of our Medium-Term Business Plan "ENEX2030" (FY2023–FY2030), "To Create Driving Force of Life," indicates the direction we must take.

Under "ENEX2030," we have divided the long-term roadmap through FY2030 into four two-year stages, and are proceeding with initiatives based on a specific theme that is set for each stage. During the first half, we intend to strengthen the revenue base of our existing businesses by strengthening on-site capabilities, while accumulating high-quality new business projects by strengthening our framework for making investments and investment execution. Moving into the latter half, we plan to expand the scale of our investments to enhance revenue and profitability, and build a highly profitable portfolio that does not rely on energy businesses or trading.

Having established a solid foundation in the 1st Stage, we are currently advancing the 2nd Stage, "ENEX2030 '25-'26" (FY2025–FY2026). For this Stage, we have set annual financial targets of net profit attributable to ITOCHU ENEX's shareholders of ¥16 billion (revised upwards to ¥16.5 billion in the FY2026 plan), substantive operating cash flows of ¥38 billion, and ROE around 9.0% for each fiscal year. In FY2025, the first year of this Stage, net profit attributable to ITOCHU ENEX's shareholders was ¥16.1 billion. Although this represented a year-on-year decrease due to factors such as the absence of a one-time profit recorded in the previous fiscal year, all businesses generated profits in a balanced manner, and we exceeded our planned targets, including ROE. This marks the third consecutive year of achieving our initial targets since the start of "ENEX2030." Regarding new and strategic business investments, as a result of carefully selecting projects under strict investment criteria, the amount

Message from the President

of investments was only ¥10.8 billion, compared to the planned two-year cumulative amount of ¥50 billion, but progress is being made in expanding the investment pipeline for execution in FY2026.

On the qualitative front as well, we steadily advanced our initiatives in accordance with our policies. Under one of our policies, "strengthening on-site capabilities," we made steady progress in enhancing the Group's consolidated business management, including the completion of the new ERP system's implementation. The Group has accumulated a vast amount of data across various domains. In the future, we intend to utilize this data to create new businesses, and we are currently exploring various possibilities.

We also pushed forward with enhancing Group governance, which is aimed towards strengthening consolidated business management. Regarding WECARS Co., Ltd., in which we invested in 2024, we have placed top priority on building a robust governance structure and strengthening compliance to restore trust over the past two years, and have seconded approximately 50 employees to its stores to engage in hands-on revitalization efforts, while also proceeding with the revision of its salary structure and the introduction of various systems. The results of these efforts have become clearly visible over the past few months, in the form of year-on-year increases in monthly sales. Currently, we are also strengthening its advertising and corporate sales efforts, and we aim to complete the revitalization as quickly and reliably as possible, achieving a turnaround while creating a trustworthy used car market.

In FY2026, we intend to continue positioning the initial plan as targets that must be achieved. Our profit-generating capacity is steadily improving, and I believe our targets are fully achievable as long as we steadfastly execute what needs to be done. While we have set a target of ¥20 billion in net profit attributable to ITOCHU ENEX's shareholders for the final year of ENEX2030, I am determined to achieve this as early as possible, without waiting for FY2030. Alongside the improvement in gross profit margins through the enhanced quality of trading, the driving force behind achieving this goal will be the enhancement of our business investment pipeline.

Promoting broad investment in line with our corporate philosophy, without defining specific priority areas

ENEX2030 does not specify priority investment areas or amounts of investment by area. As I mentioned earlier, this is because we position investment not as a product-centric approach from our own perspective, but as a means to

strengthen and acquire what is needed, from the perspective of our customer base. We have set forth a policy to strengthen the mobility area because of its relatively high visibility. In the past, there were times when our stock price struggled to rise due to the "complexity" of our business, but I understand that this very "complexity" is now being reassessed as our resilience to environmental changes and as a strength in generating sustainable profits. For example, the strong momentum that was behind decarbonization-related businesses until a few years ago has now shifted significantly. If we had made skewed investments based on a pre-determined view of the future at that time, we would likely have been vulnerable to that shift. As uncertainty continues to heighten, this will hold even truer going forward. Our portfolio also includes products that reduce environmental impact, such as alternative fuels like renewable diesel, GTL, and hydrogen, as well as AdBlue® and the supply of renewable energy such as solar power. However, our approach to sustainably improving corporate value is to patiently maintain these businesses over a long time horizon and flexibly adjust our portfolio balance according to the situation, to ensure that we can respond to whatever circumstances may arise, and our policy is to explore a broad range of possibilities without limiting ourselves to specific areas. However, there are important criteria for investing in a new business. The investment must align with our corporate philosophy, "The Best Partner for Life and Society." This inevitably means targeting businesses that add depth to our customer base by satisfying customer needs, or in other words, peripheral businesses. Such businesses must be identified not through a top-down approach from headquarters, but driven by the personnel on site that have direct contact with customers. For this purpose, the Investment Strategy Office, established under the Corporate Planning Department, aims to promote project identification by those on site and facilitate investment execution by developing investment professionals, as well as analyzing potential deals proposed by those on site and supporting the structuring of projects. In FY2025, we executed investments aimed at strengthening our foundation from this on-site perspective.

In the marine fuel business, we strengthened our foundation by acquiring shares in Kanmon Kaiun Co., Ltd. (currently, Enex Marine Connect Co., Ltd.), which supplies marine fuel in the Kyushu area. We plan to expand the company's business by internalizing, streamlining, and digitalizing its logistics through the combination of the know-how and customer base that the company has cultivated over a long period, together with our own resources, as well as by



strengthening the company's future environmental initiatives. In the electric power business, we strengthened our foundation by adding two LNG gas engine power generation facilities. We intend to ensure a stable supply and address environmental issues through high balancing capabilities that leverage the agility of gas engines, while aiming to maximize profits by optimizing our electric power business portfolio.

We have no intention of relaxing our investment criteria simply to deploy the remaining ¥39.2 billion of our investment plan, but given our ample investment capacity backed by abundant cash and deposits, investing an amount in excess of the plan remains an option, provided there are high-quality projects that surpass our investment criteria. We have already selected several promising investment candidates, and we plan to expand our pipeline going forward by exploring larger-scale new and strategic business investments, while taking steps to lay the groundwork for accelerating profit growth from FY2026 onward, with an eye toward FY2030.

Creating both social and economic value unique to ITOCHU ENEX

Outside of Japan's major metropolitan areas, there are serious concerns regarding the severe impact of population decline and aging on regional economies. If the population declines, the consumption of energy such as gasoline and LP gas will certainly decrease. This will lead to a deterioration in

the profitability of gas stations, which, coupled with succession issues, may result in an increase in business closures. It goes without saying that healthy competition is necessary, but in an industry where consolidation has yet to advance, if competitor companies continue to compete for a shrinking pie, the entire industry will eventually suffer a structural decline, threatening the energy supply to local communities. I believe that, in order to fulfill our social mission of ensuring a continuous and stable supply of energy, the industry as a whole must consider measures such as improving operational efficiency and streamlining logistics functions. I believe this will ultimately be desirable for the sustainable development of the industry, and we will proactively explore the various possibilities. I firmly believe that these initiatives also align with our corporate philosophy, "The Best Partner for Life and Society."

We are also advancing such initiatives to protect local economies by leveraging a combination of our resources. "WECARS Partners" is one such example. We have a nationwide network of approximately 1,500 affiliated Car-life stations. In addition to selling gasoline, these stations offer a wide range of mobility-related services, including car washes, vehicle inspections and maintenance, and the sale of products such as tires. While the owners of some of these stations also buy and sell used cars, their relatively small scale prevents them from benefiting from economies of scale, resulting in limitations in both purchasing and sales.

Message from the President

"WECARS Partners" is a new used-car distribution scheme that combines these community-based dealerships with the WECARS network. Dealers can purchase vehicles from WECARS' extensive inventory at the WECARS Partners price, and conversely, WECARS can also buy used cars that have been procured by the dealers. This means that WECARS has effectively built a massive nationwide sales network, in addition to its own 240 stores.

In April 2026, we acquired an equity stake in Agencia Inc., a technology company that provides SaaS/PaaS-based DX solutions for various sectors, including the mobility sector. By leveraging the company's main service, which supports the

generation and utilization of 360° vehicle images, we are exploring possibilities such as standardizing used car purchase appraisals, improving operational However, there are important, and reducing customer waiting times through the standardization of images and information.

These achievements were made possible by our investment in WECARS Co., Ltd., and represent initiatives that would not have been possible had we viewed the market solely from the perspective of "gasoline" as our primary product. In this way, I believe that our unique approach to simultaneously creating both social and economic value as "The Best Partner for Life and Society" involves devising innovative ideas to

provide what our customers and partners need, and realizing them by combining our management resources.

Fostering a culture that encourages taking on challenges, and developing systems

I believe that our diligent corporate culture of working tirelessly and creatively for our customers is something we should preserve in order to protect our customer base and continue to deepen our relationships, but this also entails inherent challenges. In other words, it is because we have a stable customer base that our culture has a tendency of being risk-averse. To further expand our customer base going forward, I believe it is necessary to cultivate a mindset of taking risks and boldly venturing into new businesses. Under "ENEX2030," we have consistently set forth "strengthening on-site capabilities" as a policy, and one of its objectives is to foster such a culture of taking on challenges. We plan to develop systems that expand the opportunities to take on challenges, such as by establishing criteria within the evaluation points for company-wide awards that encourage employees to consciously take on challenges in their daily work. At the same time, we intend to promote the diversification of our human resources, with a primary focus on appointing and developing personnel who possess a strong challenge-oriented mindset. From FY2026, we have newly added an engagement index as one of the non-financial KPIs under "ENEX2030." The objective here, too, is not merely to improve the figures, but rather, I believe that the figures will naturally improve by encouraging employees to take on challenges, boosting their motivation, and providing them with a sense of growth, which will, in turn, steadily lead to the enhancement of our corporate value. We also aim to create a workplace where diverse human resources can thrive with peace of mind over the long term, and to this end, we are promoting the advancement of women, mid-career recruitment primarily of young professionals, and the development of an environment and systems that motivate veteran and senior employees to continue playing an active role. I expect these mechanisms to transform our organization into one where human resources with diverse experiences and values can achieve growth.

We have deepened our expertise through vertical organizational structures in each of our businesses, accurately meeting the needs of the customers we serve. This organizational structure is an organizational asset that forms the foundation of our on-site capabilities, having strengthened our relationships with customers and fostered strong loyalty

and high cohesion within each business. However, as market needs diversify, we must create new businesses that transcend the boundaries of domains. Our policy is to promote cross-organizational communication through initiatives such as establishing cross-functional training programs, thereby facilitating the sharing of knowledge both vertically and horizontally. We intend to explore personnel transfers across organizational boundaries to increase the fluidity of knowledge and experience held by our people and to broaden the organization's perspective, while carefully considering the balance with "vertical loyalty."

Time to proactively and boldly expand our customer base

I often re-read our corporate history. Having reached a current scale of ¥16 billion in net profit, we aim to expand this to a level of over ¥20 billion by FY2030. However, looking back at our history, net profit was less than ¥100 million when we were first established. It was ¥2.2 billion in 1990, ¥3.4 billion in 2000, and remained at ¥4.3 billion even in 2010. Thereafter, we expanded our business base from our traditional petroleum and LP gas operations to mobility, next-generation energy, and electric power, which accelerated profit growth to reach our current profit scale and also raised salary levels and enriched the lives of our employees. At the same time, all of our officers and employees, myself included, must reaffirm that reaching this level of earnings, especially given our size and trading-centric business model, is entirely due to the hard work of our predecessors, who continuously deepened our customer base. Furthermore, ITOCHU ENEX generates 99% of its net sales in the Japanese market, where the total population is certain to continue declining. It is natural to assume that focusing solely on protecting our customer base and conducting business as usual will inevitably lead to a decline in future earnings.

A predecessor of mine once referred to our company as an "agrarian tribe". I believe this phrase accurately describes us, as we excel at steadily "cultivating" our inherited customer base, which is the "field." The time has come for ITOCHU ENEX to leverage these strengths without resting on our laurels, proactively and boldly expand our customer base, and steepen the growth curve outlined in ENEX2030. It is our responsibility to pass on an even more competitive and profitable ITOCHU ENEX to the next generation, thereby fulfilling the expectations of our long-term shareholders. I intend to lead by example and spearhead these challenges. I look forward to your continued support.



Message from the CFO

Providing steady support for the expansion of our business foundation and enhancement of corporate value from financial and organizational perspectives.

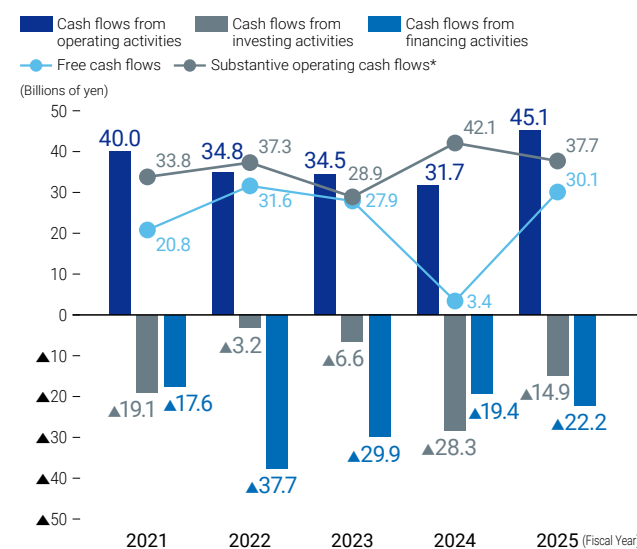
Director and Executive Officer
Chief Financial Officer, Chief Compliance Officer,
and Chief Operating Officer, Corporate
Administration Division
Satoshi Watanabe



Financial and Capital Strategy in “ENEX2030 '25-'26”

Under our current Medium-Term Business Plan, ENEX2030 (FY2023-FY2030), ITOCHU ENEX is progressing the creation of new businesses and reform of our business model, and working on building a highly profitable portfolio. We will

Cash flows



*Substantive operating cash flows:
[Cash flows from operating activities] – [Changes in working capital, etc.]

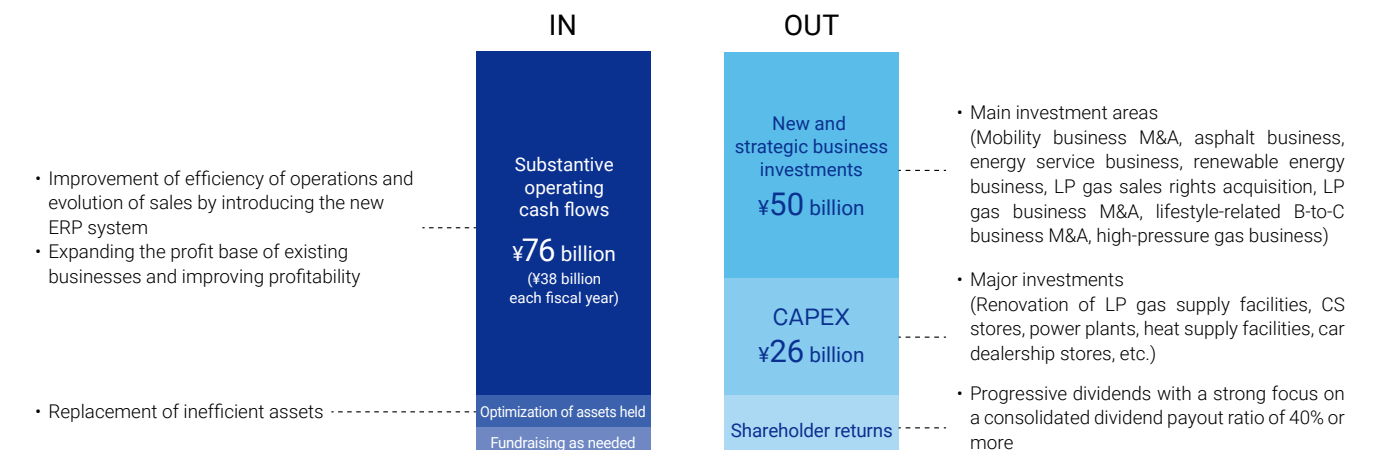
strengthen our on-site capabilities to further enhance our customer base and improve profitability, and use the cash generated from these efforts to execute new and strategic investments totaling approximately ¥210 billion over eight years. By creating new businesses, we will achieve our FY2030 net profit target of ¥20 billion.

Under "ENEX2030 '25-'26" (FY2025-FY2026), the 2nd Stage of "ENEX2030," we have set quantitative targets of achieving a net profit of ¥16 billion and an ROE of 9% each fiscal year. We plan to generate substantive operating cash flows of ¥38 billion each fiscal year, surpassing the ¥35 billion in the 1st Stage, and invest at a scale of ¥50 billion cumulative over the two-year period in peripheral areas of our existing businesses.

Review of FY2025 and Policy for FY2026

In FY2025, the first year of "ENEX2030 '25-'26," net profit was ¥16.1 billion, which was a decrease from the previous year. However, this was primarily due to the absence of the one-time profits recorded in the previous year, which were related to strong performance in supply and demand operations in the Industrial Business Division and solar power plants in the Power & Utility Division. We were able to successfully absorb negative factors during the year, such as a decrease in new and used car sales volume in the Car-Life Division, and

ENEX2030 '25-'26 Cash Allocation



achieved our targets for the third consecutive year, including the two years of the 1st Stage. Looking at the results by segment, three segments, namely the Car-Life, Industrial Business, and Home-Life Divisions, achieved their full-year targets. In particular, looking at core earnings excluding one-time gains and losses, we achieved a year-on-year increase, despite the decline in net profit. I can confidently say that the revenue base of our existing businesses is steadily strengthening. Operating cash flows were largely in line with our plan, and ROE also exceeded our target. While new and strategic business investments executed in FY2025 amounted to only ¥10.8 billion, we believe this is the result of carefully considering price level, risk, and efficiency, with a focus on the cost of equity (around 7%), and appropriately screening and evaluating projects. We are steadily proceeding with capital investments in our existing businesses, and thanks to the framework for making investments that we have continuously strengthened, our efforts to identify and execute investment projects led at the front line are steadily bearing fruit. For example, we have made progress in solidifying the foundation of our existing businesses and peripheral areas by reinforcing our marine fuel business through the acquisition of Kanmon Kaiun Co., Ltd. (currently, Enex Marine Connect Co., Ltd.), expanding our LNG gas engine power generation facilities, and acquiring LP gas sales rights.

In FY2026, we have raised our net profit target to ¥16.5 billion and intend to certainly achieve it alongside our ROE target. We will continue to expand the revenue base and improve the profitability of our existing businesses to generate stable operating cash flows. Regarding our plans for new and strategic business investments, we will not make the expenditure of the cumulative ¥50 billion target amount over two years an objective in itself, but instead, we will remain highly conscious of improving the "quality of investments" by

pursuing the optimization of risk and return, while mindful of the cost of capital. Progress has already been made in expanding our investment pipeline through the identification of promising projects, and depending on the project, we will not rule out the possibility of our total investment amount exceeding the plan or the use of external funding. While our policy is to further expand the scale of our investments to accelerate profit growth in the next Stage, we have absolutely no intention of relaxing our investment criteria. Taking into account the recent rise in interest rates and increased market volatility, we will proceed with investments based on sound judgment, giving full consideration to both revenue growth and risk management.

As our shareholder returns policy, we have a strong awareness of maintaining our consolidated dividend payout ratio at 40% or more, and we aim to meet stock market expectations through "progressive dividends," which entails continuously increasing the actual dividend amount through the steady accumulation of profits. Regarding dividends per share for FY2025, despite a decrease in net profit, we paid an annual dividend of ¥66 per share, an increase of ¥4 from the previous year, resulting in a dividend payout ratio of 46.4%. For FY2026, we forecast an annual dividend of ¥68 per share and a consolidated dividend payout ratio of 46.5%.

Strengthening of Group-wide consolidated business management and promotion of portfolio management

In addition to finance and business management, I also serve as Chief Operating Officer of the Corporate Administration Division, overseeing human resources and general affairs, digital strategy, and legal and compliance. We will achieve optimal allocation by making integrated decisions regarding

Message from the CFO

the allocation of not only financial capital but also human resources and other non-financial capital, and at the same time we will enhance effectiveness by advancing the evolution of our IT infrastructure, ensuring thorough compliance, and promoting ESG initiatives integrally with our growth strategy.

We are continuously strengthening the execution framework for new and strategic business investments established in the 1st Stage of "ENEX2030 '23-'24." Led by the Investment Strategy Department, we have steadily advanced the sophistication of the investment strategies for each business and the optimization of our investment criteria. Regarding risk management, the Corporate Planning Department manages risks comprehensively from a company-wide perspective, while the Business Management Department analyzes and manages individual business risks from a front-line perspective, providing recommendations for effective countermeasures to the business divisions.

We are also pushing forward with the strengthening of the Group's consolidated business management. In addition to collecting and analyzing data from each operating company and providing management guidance, we are working to enhance Group governance by strengthening the operating companies' compliance and risk management through the provision of our know-how and other resources. Regarding the new ERP system, which we position as a foundation to support the strengthening of the Group's on-site capabilities, we have completed the integration of our core systems and are currently focusing on advancing business management and promoting operational efficiency through its utilization, while also turning our attention to the next steps for this

system. Under the leadership of the Digital Strategy Department, we aim to leverage vast amounts of big data across the Group by fully utilizing AI, which will lead to the creation of new businesses.

Sustainability at ITOCHU ENEX

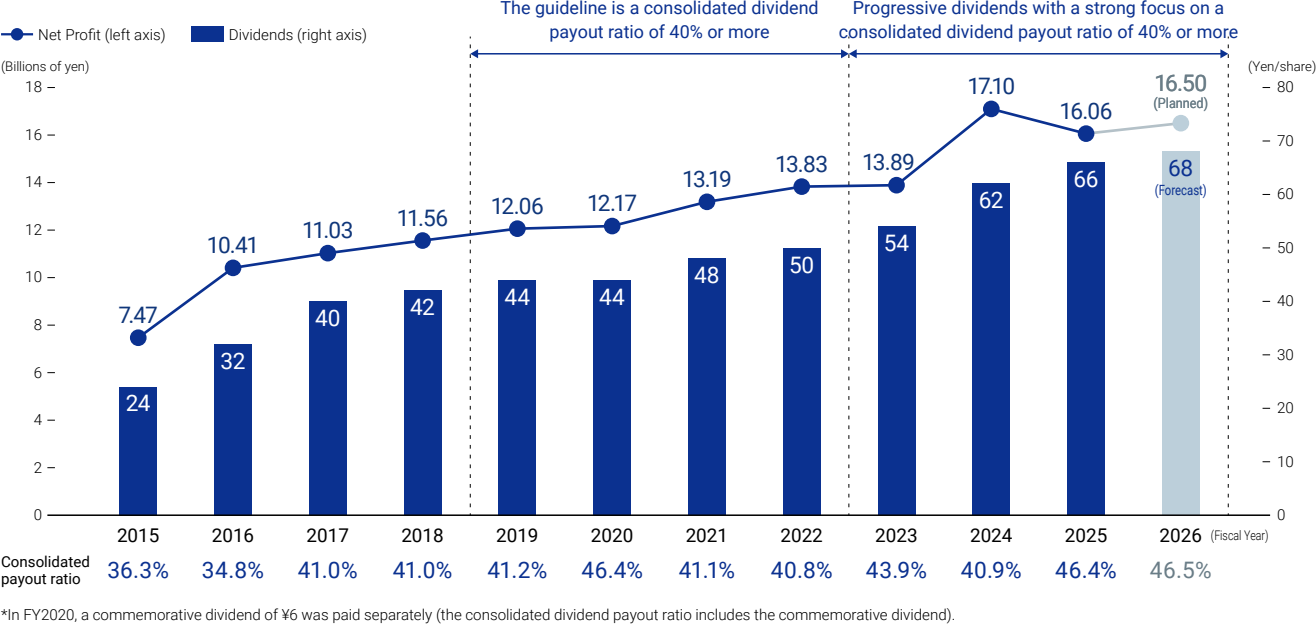
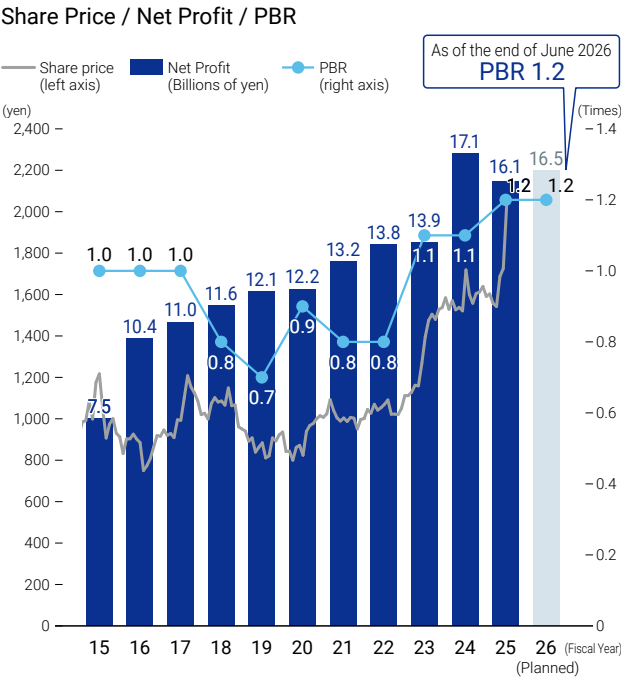
In terms of sustainability, I believe that responding appropriately to external demands is essential and will lead to the enhancement of ITOCHU ENEX's corporate value over the medium to long term. "Access to energy," which we have identified as a material issue, is a theme that not only contributes to local communities through a stable supply of energy, but is also directly linked to the economic value of stabilizing our revenue base and creating new opportunities. As a company that handles fossil fuels, we recognize that climate change countermeasures are an extremely important factor for the sustainable enhancement of our corporate value from the perspective of both risk and opportunity, and we will proceed with initiatives based on our material issue of "response to climate change". We have set a target of reducing GHG emissions by at least 50% by FY2030 compared to FY2018, and we made progress by achieving a 36% reduction in FY2025. As climate change countermeasures are influenced by national policies and the international situation, we intend to continuously advance our efforts over a long-term timeframe, rather than reacting to short-term changes in the situation on a case-by-case basis. "Human resource utilization" is also one of our material issues. Empowering diverse human resources, including

women, is essential for sustainable growth. We have increased the ratio of female graduate hires to 29%, bringing us close to achieving our FY2030 target of "30% or more", and in addition to achieving this goal, we intend to focus on removing barriers that prevent talented human resources from demonstrating their abilities. Regarding external evaluations, we have received high evaluations, such as being selected as a constituent of the ESG indices "FTSE JPX Blossom Japan Sector Relative Index" used by the Government Pension Investment Fund (GPIF), one of the world's largest institutional investors, and the "MSCI Japan ESG Select Leaders Index," and we will continue to respond to the market's requests in a transparent manner.



and CCO are taking on greater weight and I intend to dedicate even more effort to driving the financial and capital strategies that underpin our overall strategy, while strengthening our business infrastructure and Group governance. Through active dialogue with the capital market, we will strive to reflect the feedback and requests of our shareholders and investors in our management decisions. We intend to achieve our FY2026 performance targets and steadily execute our policies under ENEX2030, including new and strategic business investments, thereby driving consistent profit growth from the 3rd Stage onward. I sincerely request your continued support.

Shareholder returns



SECTION

02

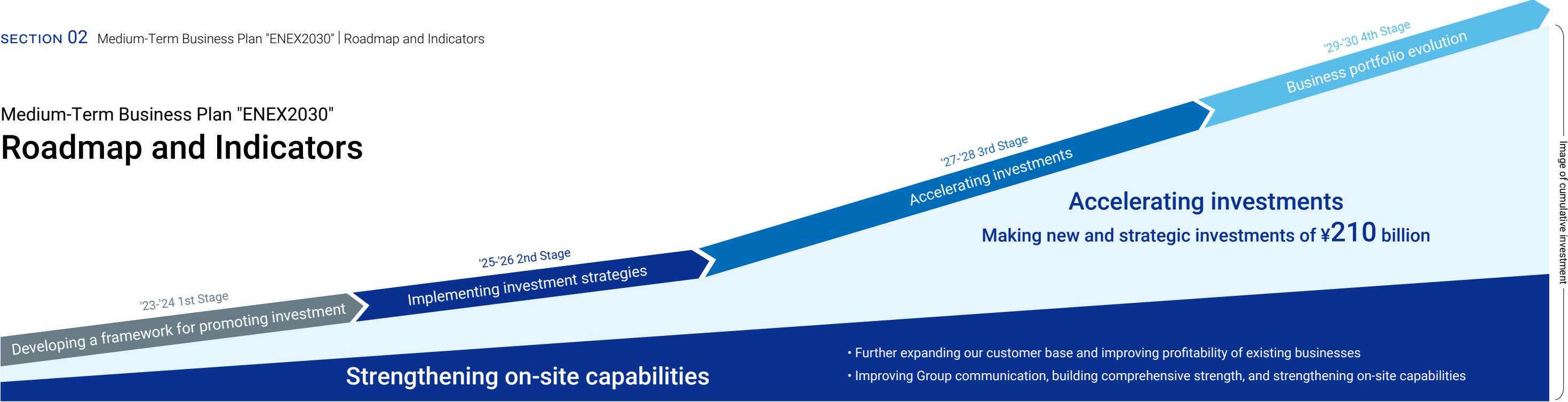
Medium-Term Business Plan "ENEX2030"

An eight-year plan to reexamine changes in the business environment and people's lives, and to significantly evolve our business portfolio.

We will uncover opportunities for delivering new value by making the most of the relationships we have built with our customers and business partners; identify promising business prospects; enhance investment capabilities to foster growth; and strengthen profitability management across our operations. Our goal in putting these into action is to nurture new pillars of business for the future, and drive further growth through transformation.

To Create Driving Force of Life

Medium-Term Business Plan "ENEX2030"
Roadmap and Indicators



"ENEX2030 '25-'26" 2nd Stage **Implementing investment strategies**

Actively use DX for Aggressive and Defensive Measures,
Execute Investments and Support the Growth of Portfolio Companies

■ Review of FY2025

	Strengthening on-site capabilities	Implementation of new and strategic investments
Aggressive	Utilizing DX in sales We promoted the expansion of online services with the aim of digitizing customer touchpoints and enhancing sales processes. We utilized EneStore, our online store for car-related products, to streamline sales and reduce the operational burden, while also launching e-Koto Mall, an e-commerce site for housing equipment, to create new customer touchpoints. We have enhanced customer convenience and sales productivity through these digital channels, leading to a stronger revenue base driven by new customer acquisition and expanded sales opportunities. Future Initiatives <ul style="list-style-type: none">• Evolve data-driven consultative sales• Improve sales productivity through the use of AI and BI• Expand and solidify digital channels• Accumulate and centralize customer data	New and strategic areas We steadily executed new and strategic business investments aimed at future growth. We installed two additional LNG gas-engine generators to strengthen our stable supply system and enhance our supply-demand balancing capabilities. We progressed the internalization of logistics functions and strengthened our competitiveness in the marine fuel business through the acquisition of the shares of Kanmon Kaiun Co., Ltd. (currently, Enex Marine Connect Co., Ltd.), which supplies marine fuel in the Kyushu area. Furthermore, we established used-car distribution models, including "WECARS Partners," and expanded our new mobility-related business foundations by leveraging our Group network. Future Initiatives <ul style="list-style-type: none">• Further accelerate new and strategic investments Mobility business, domestic and international logistics businesses, industrial gas businesses, expansion of supply and demand adjustment capabilities, etc.• Strengthen alliances with petroleum distribution companies• Evolve used-car distribution centered on mobility businesses• Thoroughly strengthen "safety and logistics" through DX
	Strengthening consolidated Group management We strengthened Group governance, risk management, and the management of operating companies, while fully implementing a new ERP system, promoting operational standardization and efficiency, and developing the foundation for data utilization. Future Initiatives <ul style="list-style-type: none">• Further generation of synergies among Group companies• Further deepening of the integrated utilization of information, human resources, and know-how• Full integration of the new ERP system and advancement of data utilization	Promotion of portfolio management We promoted the execution of investment strategies aligned with each business strategy and the optimization of investment criteria, while striving to maximize investment returns by enhancing KPI management at portfolio companies. Future Initiatives <ul style="list-style-type: none">• Support for and proper screening of investment projects• Replace inefficient assets• Continuously enhance KPI management at portfolio companies

■ Progress on Quantitative Targets

	FY2024 Results	FY2025 Results	FY2026 Target	FY2030 Target	
Financial Targets	Net Profit	¥17.1 billion	¥16.1 billion	¥16.5 billion	¥20.0 billion or more
	Substantive operating cash flows	¥42.1 billion	¥37.7 billion	¥38.0 billion	¥45.0 billion
	ROE	10.2%	9.1%	9.0%	9.0% or more
	New and strategic business investments	¥27.4 billion (2-year cumulative total)	¥10.8 billion	¥39.2 billion	¥210 billion (8-year cumulative total)
	FY2024 Results	FY2025 Results	FY2030 Target		
Non-financial Targets	GHG emissions	37% reduction	36% reduction	50% or more reduction (Scope 1 & 2, compared to FY2018)	
	Percentage of female graduate hires	41%	29%	30% or more	
	Percentage of female managers	3.0%	3.0%	10%	
	Ratio of childcare leave taken by male employees	75%	100%	80% or more	
	Investment in education and training per employee	¥157,000	¥130,000	¥200,000	
Newly established					
	Engagement Index	67.0%	67.7%	70%	

Medium-Term Business Plan "ENEX2030"

Toward Business Portfolio Evolution

Recognition of Business Environment

The business environment surrounding the Group is currently at a major turning point. In Japan, in addition to the progression of the declining population and birthrate and the aging population, demand for conventional energy products such as gasoline, diesel, and LP gas is expected to continue declining over the medium to long term, driven by the growing trend toward energy conservation and electrification.

In the energy industry, while upstream restructuring is progressing with the aim of facilitating the energy transition and strengthening competitiveness, stable energy procurement is also growing in importance due to the rising geopolitical risks. Meanwhile, in the downstream sector, an increasing number of operators are finding it difficult to sustain their businesses against the backdrop of declining demand, a lack of successors, and labor shortages, leading to a significant transformation in the structure of the industry itself. Maintaining a stable energy supply structure in local communities and achieving the sustainable development of local economies have also become important social issues.

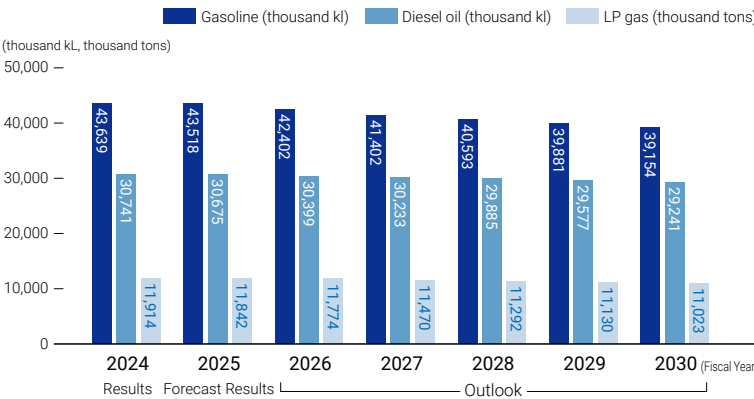
While these environmental changes pose risks, they also serve as catalysts for generating new demand and business opportunities. By leveraging the customer base and nationwide network we have cultivated over many years, the Group is able to capture changes from a position that is closest to life and society. In addition, energy is critical infrastructure that supports social activities, and expectations for its stable procurement and stable supply will remain unchanged going forward. There is still room to expand the market share of each business operated by the Group, and growth opportunities exist even in an environment of declining demand. Moving forward, we will continue to accurately discern changes in social issues and customer needs, striving to both strengthen the competitiveness of our existing businesses and create new value, thereby achieving sustainable growth and enhancing corporate value.

Main Measures

<div>CAR-LIFE DIVISION</div>	<ul style="list-style-type: none">Strengthen the earnings base of affiliate Car-Life Stations by strengthening cooperation with retailers and understanding the needs of local consumersExpand automotive-related businesses through M&A to prepare for lower earnings due to lower sales volumeEnvironmental product initiativesProvide diverse services
<div>INDUSTRIAL BUSINESS DIVISION</div>	<ul style="list-style-type: none">Expand earnings by marketing and promoting the introduction of environmentally friendly products that are expected to grow in the future, such as AdBlue® and renewable fuels, and by working on next-generation energy sources such as LNG, ammonia, and hydrogen, which will be used as alternative fuels to petroleumReinforce the industrial gas container reinspection business and expand into peripheral business areas
<div>HOME-LIFE DIVISION</div>	<ul style="list-style-type: none">Maintain and expand the number of LP gas customers through domestic and overseas M&AEfficient operation of the retail sales business and expansion of the number of customers to which the function is providedPrevent customer turnover through cross-servicing of the customer baseImprove operational efficiency and reduce costs by IT such as LPWA*
<div>POWER & UTILITY DIVISION</div>	<ul style="list-style-type: none">Strengthen sales activities in the electric power retail business by utilizing IT and building the TERASEL brandExpand the sales base by utilizing the distributor networkRespond flexibly by securing adjustable power sources

* LPWA (Low Power Wide Area) is a communication method that achieves long-distance communication with low power consumption. Meter reading and delivery are being streamlined by installing dedicated equipment on customer gas meters and using LPWA.

Petroleum product demand forecast



Source: Ministry of Economy, Trade and Industry, "Petroleum Product Demand Outlook for FY2026-2030" (published April 7, 2026)

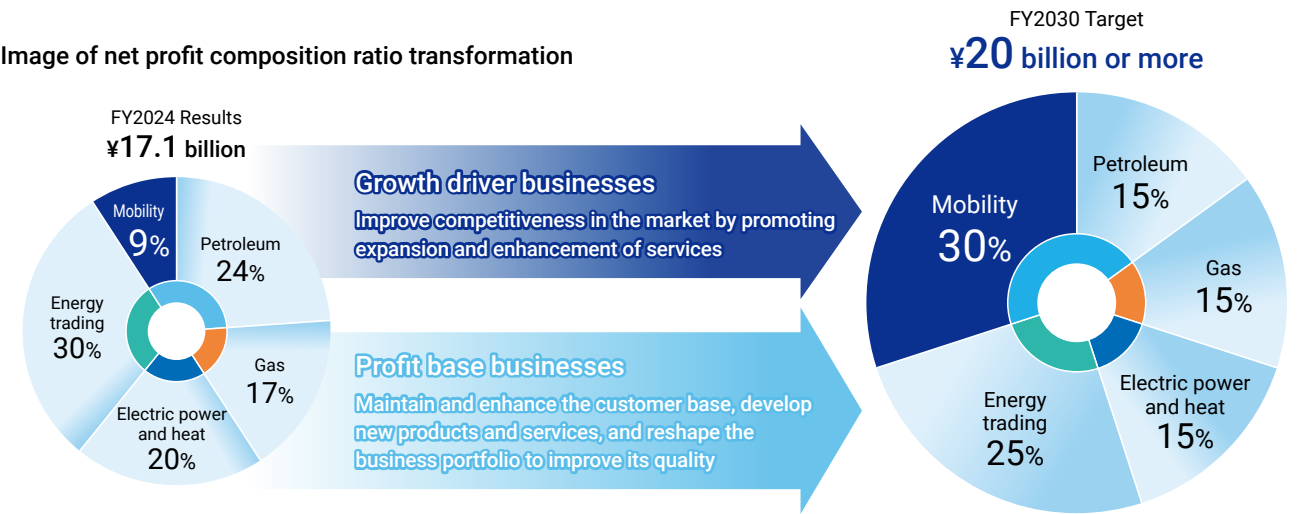
Portfolio Direction

In anticipation of changes in the business environment, including population decline, shifts in the energy demand structure, and progress in decarbonization, the Group will leverage the business foundations and on-site capabilities it has cultivated as an energy trading company to transform its earnings portfolio.

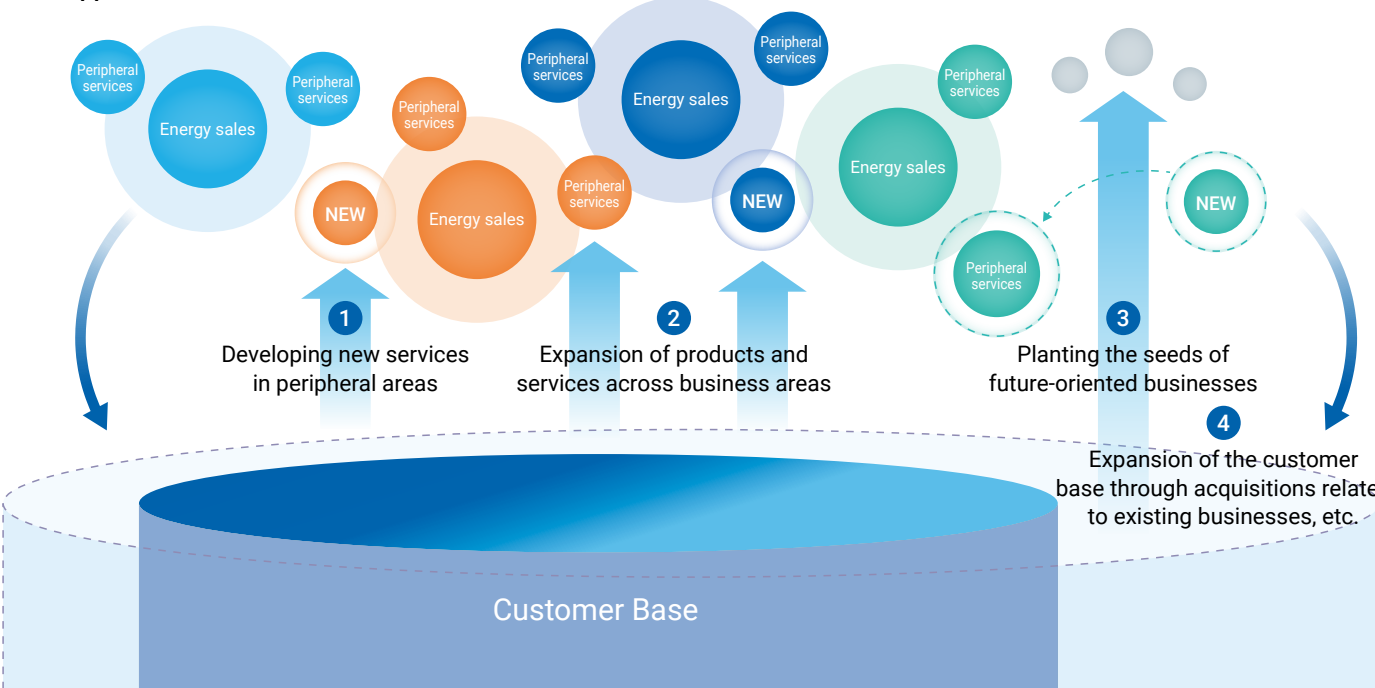
In the mobility sector, which we position as a growth driver, we will strengthen collaboration between our existing businesses and vehicle sales and maintenance to enhance the value provided throughout the entire vehicle lifecycle. In addition, we aim to expand revenue by enhancing peripheral services and creating new business opportunities through the use of digital technologies and DX. We will broaden our customer touchpoints and build long-term relationships by leveraging our electricity and LP gas businesses as a starting point to expand our lifestyle-related services in the household sector.

In our profit base businesses, such as petroleum products and gas, we will fulfill our social mission of ensuring a stable supply while advancing operational sophistication and strengthening logistics functions to achieve both the sustainability and enhanced competitiveness of regional infrastructure. We will also aim to create new revenue streams by investing the stable earnings generated from these businesses into peripheral growth areas, with the aim of evolving into a diverse business portfolio that is resilient to change and not solely dependent on the energy business, and achieving sustainable profit growth.

Image of net profit composition ratio transformation



Approach centered on customer bases

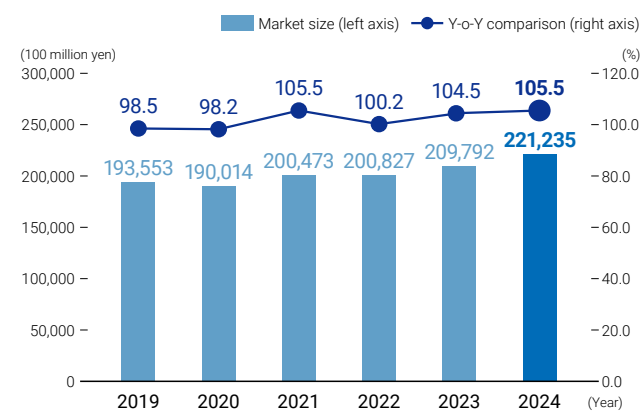


Growth Driver Business Strategy: Mobility

Overview of the Car Aftermarket

In recent years, the car aftermarket has continued to grow steadily while the number of vehicles owned in Japan has remained firm. In addition to the expanding export of high-quality used cars due to the weak yen, the car-share market is also expanding due to robust demand for corporate vehicles, rising new car prices, prolonged delivery times, and the increased burden of maintenance costs. Also, with the advancement of vehicle electrification and connectivity, expectations for peripheral services such as maintenance and servicing and data utilization are also rising. However, the industry still faces numerous challenges, including information asymmetry between businesses and users, shortages of mechanics, inefficiencies in parts distribution, and the need to adapt maintenance technologies to the increasing sophistication of vehicles. The Group will achieve sustainable growth in the mobility business by leveraging the customer base and on-site capabilities we have cultivated to date to resolve these challenges and deliver high value in the automotive aftermarket.

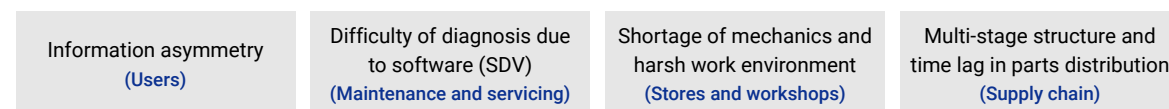
Market Size of the Car Aftermarket



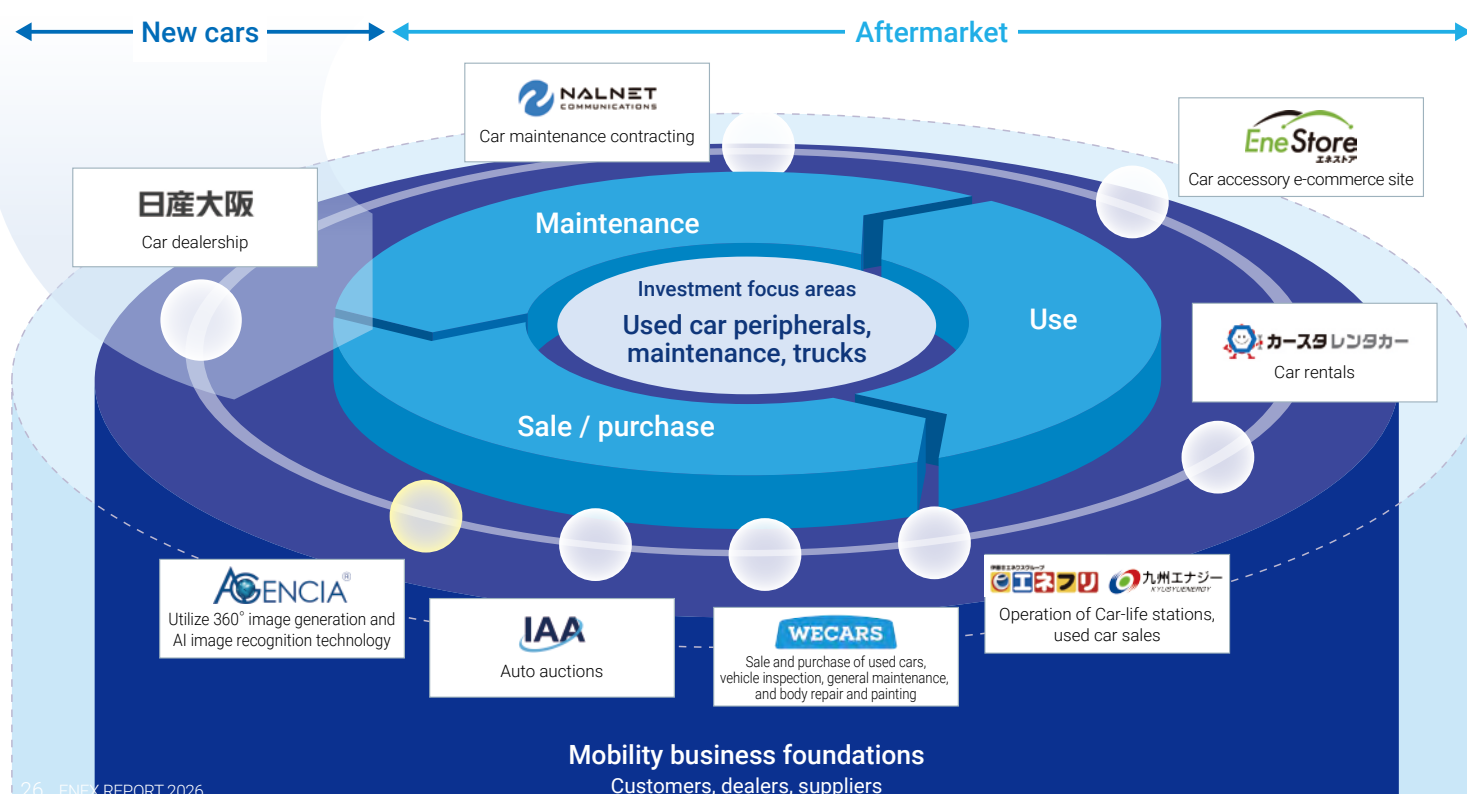
(Note) Market size is the sum of five businesses: (1) Used car business (used car retail, used car export, used car purchase, auto auctions), (2) Vehicle rental and leasing business (auto leasing, car rental, car sharing), (3) Auto parts and accessories business (car accessories, repair parts, recycled parts (used and rebuilt)), (4) Car maintenance business (car maintenance, car maintenance equipment), and (5) Other related service businesses (automobile insurance, roadside service)

Source: Yano Research Institute Ltd. "Car Aftermarket Survey (2025)" (published October 1, 2025)

Issues in the Car Aftermarket



We aim to create a virtuous cycle that enhances the asset value and utilization of vehicles



Progress in Investment Focus Areas

In the aftermarket sector, the Group has positioned "used car peripherals," "maintenance," and "commercial vehicles and trucks" as investment focus areas where we can leverage our cultivated know-how and customer base, and we are working to strengthen our business foundations. In particular, we are working to expand our businesses related to used cars, centered on WECARS Co., Ltd., and are promoting the creation of revenue opportunities by leveraging our nationwide customer touchpoints. In these investment focus areas, in addition to increased sophistication of operations through investment in DX and the use of AI, we will restructure our corporate sales network, expand service functions, and strengthen collaboration inside and outside the Group, aiming to improve overall competitiveness and achieve sustainable growth of the mobility business.

Key initiatives in investment focus areas

(1) Strengthen investment and capital participation

- Investment in WECARS Co., Ltd. and AGENCIA Inc.

(2) Create new businesses with partner companies

- WECARS Partners used-car business platform, development of simple appraisal tool for dealerships, etc.

(3) Strengthen Group-wide consolidated management

- Development of mobility personnel across the entire Group

Launch of WECARS Partners

The Group is strengthening its collaboration with WECARS Co., Ltd. and expanding the used-car business platform, WECARS Partners. Under this initiative, WECARS Co., Ltd. supplies its in-store vehicle inventory to the Group's dealerships at partner prices, establishing a system that enables each dealership to leverage Japan's largest used car distribution network while minimizing inventory risk and ensuring a stable supply of high-quality used cars to customers. This is not only expanding sales opportunities but also leading to capturing demand for post-delivery peripheral services such as maintenance, regular inspections, mandatory vehicle inspections, and insurance. Also, beyond the distribution and sales of used cars, we are working to create new business opportunities by combining the customer touchpoints, business foundations, maintenance networks, and DX utilization of each Group company. Moving forward, centered on our collaboration with WECARS Co., Ltd. and with a view to collaborating with various partner companies, we will advance the establishment of a mobility service platform that will provide integrated services from vehicle procurement and sales to after-sales service, with the aim of maximizing Group synergies and achieving sustainable growth.

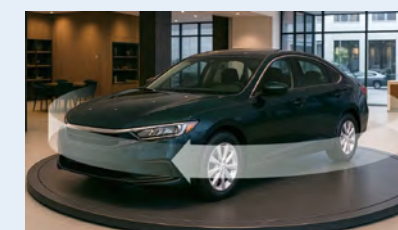


Use of AI and image recognition technology in vehicle appraisals: Investment in AGENCIA Inc.



In April 2026, we invested in AGENCIA Inc., a company with AI and image recognition technologies. AGENCIA Inc. has strengths in 360-degree image generation and AI-powered image recognition technology that can automatically detect scratches and dents on vehicle bodies and assess the condition of a car's interior from captured photographs. We aim to apply these technologies to used car appraisal operations in order to minimize evaluation discrepancies arising from differences in the experience and skill of appraisers, thereby improving the reliability and accuracy of appraisals. Streamlining appraisal operations will also contribute to addressing the labor shortages currently challenging the entire industry. Looking ahead, we will turn our attention to launching online appraisal and purchasing services that utilize images taken by the customer themselves, which will drive further improvements in the convenience of used car distribution and enhance customer experience.

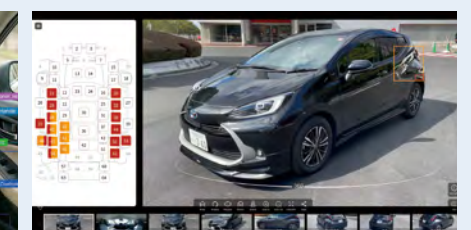
360° panoramic vehicle image



AI-based parts identification



Vehicle damage classification (defect detection)



DX Strategy

The Group has been advancing digital transformation to improve operational efficiency and strengthen our business foundations, and in January 2025, we commenced full-scale operation of a new ERP system that integrates company-wide systems, including those of Group companies. Furthermore, we are advancing the development of the foundations for digital utilization, such as through the introduction and application of the AI tool ENEX-GPT.

Our ENEX2030 Medium-Term Business Plan sets forth our vision "To Create Driving Force of Life," and with the aim of realizing this vision, we have formulated a concrete roadmap as our DX strategy to further evolve data analysis and utilization and apply them to business investments and the creation of new businesses. Given the highly uncertain current business environment, we intend to prioritize defensive DX in the short term, aiming to improve operational efficiency and standardize business processes to prepare for business risks, while looking ahead to 2030, we will shift our strategic focus toward aggressive DX aimed at business expansion and creation. In FY2026, which represents Step 1, we are advancing "standalone measures" by first embedding the use of AI and BI tools in each business area, while simultaneously working to improve the usability of our data platform and management methods. Going forward, we will strengthen collaboration between our various corporate and business divisions to improve operational efficiency across the entire organization and advance the transition to data-driven management, thereby supporting the transformation of our business portfolio.

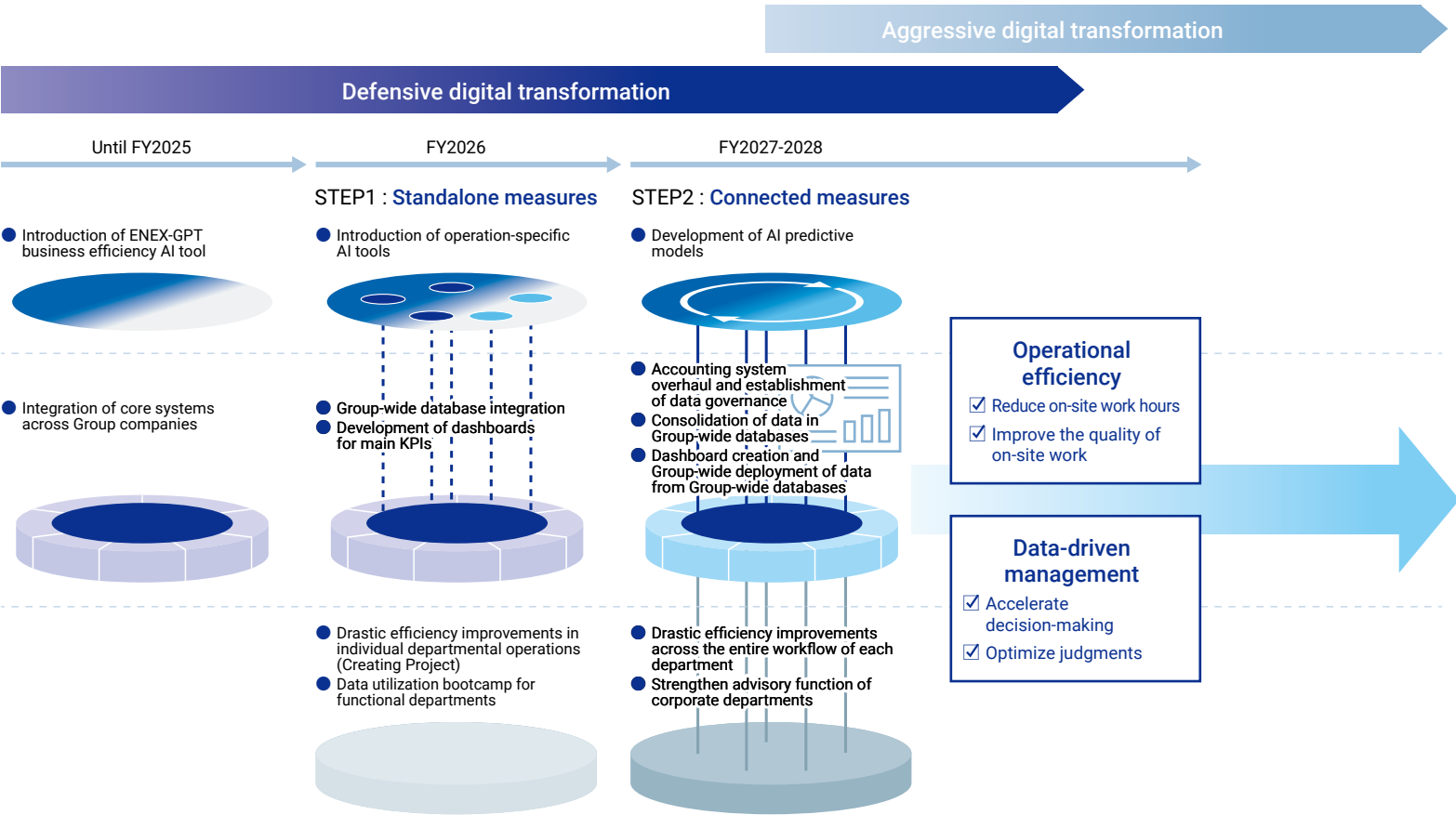
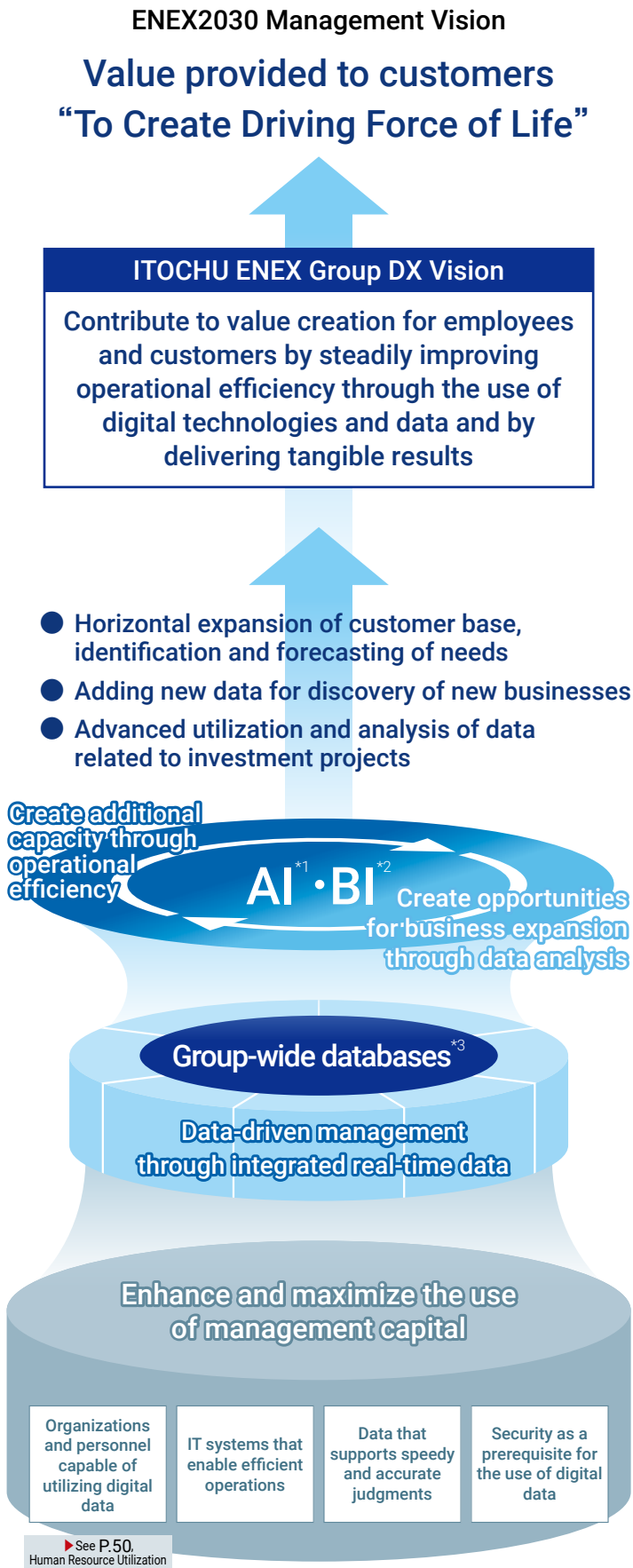
Recognition of issues toward 2030

Advanced decision-making through "on-site knowledge x data"
Abilities to build hypotheses and make instantaneous judgments (intuition) that have been cultivated by our employees constitute proprietary primary information unique to the Company, and in a highly uncertain business environment, it is becoming increasingly important to integrate these abilities with quantitative external data to make highly accurate decisions

Growing customer needs for digitalization
An increasing number of business customers are communicating with suppliers via digital channels. The quality of the digital customer experience and the availability of cross-channel information integration influence supplier selection decisions

Intensifying competitive environment due to digitalization
Energy companies are actively driving cost efficiency by utilizing AI and other digital technologies. Competition risk from the emergence of new platform providers in the wholesale sector (particularly in matching customers with manufacturers)

Growing employee expectations for companies to advance DX
Risk of intensified competition in personnel acquisition as the domestic workforce shrinks due to population decline. However, promoting DX to improve the quality and volume of operations will contribute to better recruitment and higher employee engagement



^{*1} AI (Artificial Intelligence): Computer technology that imitates human intelligence for reasoning and learning.
^{*2} BI (Business Intelligence): Technology and software to aggregate and analyze data accumulated in databases to improve management and business operations.
^{*3} DB: An abbreviation for database.

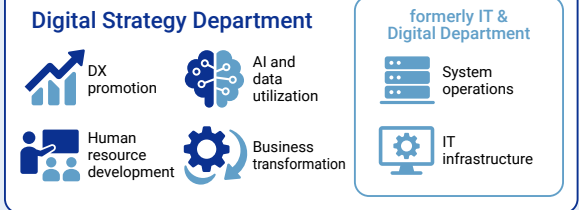
General Manager's Message



Supporting Group-wide transformation through digital technology and data

General Manager, Digital Strategy Department
Hiroyuki Kunisada

In April 2026, my department was renamed from the IT & Digital Department to the Digital Strategy Department. In addition to conventional system operations and the maintenance and management of IT infrastructure, we play a strategic role in driving digital transformation (DX), AI and data utilization, human resource development, and business transformation. We are collaborating with the various divisions and Group companies to create an environment where every employee can focus on higher value-added tasks through a "steady DX" approach, which involves resolving on-site issues one by one using digital technology and data. In FY2026, in addition to expanding the use of AI and BI tools, we will steadily advance the review of routine operations and the improvement of operational efficiency through the Creating Project. At the same time, we will aim to improve productivity and enhance corporate value through "steady and continuous development" of personnel who possess digital expertise and can execute transformation together with those on site.

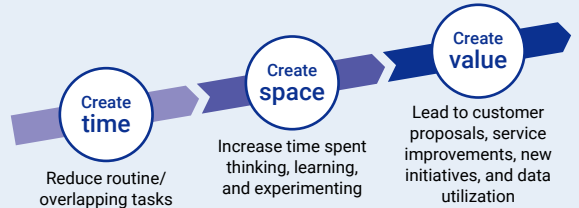


Creating Project

~ Create time, create space, create value ~

The "Creating Project" is a Group-wide initiative that leverages the power of digital technology, AI, and data to rethink tedious, repetitive, and routine daily tasks, thereby creating time for employees to focus on their core responsibilities. It promotes operational efficiency by utilizing Group-wide data infrastructure to automate tasks such as routine formal reporting, data aggregation and verification in Excel, and data transcription and processing for meeting materials, and to transition to real-time information sharing.

Starting with themes tailored to on-site issues and actual operating conditions, we aim to achieve continuous business transformation by providing comprehensive support from planning through implementation and adoption. Reallocating the time created through these initiatives to human resource development, customer proposals, and new value creation activities will lead to improved productivity for each employee and drive transformation across the entire organization.



Strategy by Business

Business and Strengths

CAR-LIFE DIVISION

- Stable customer base and sales network centered on Car-Life Stations nationwide
- Automotive business network centered on car dealers, used car sales and car maintenance business



Automotive energy sales business



Truck business



Consulting support for CS



Car dealership business



Car maintenance business



Used car sales business

Business Flow

Energy for Automobiles

Procurement

- Procurement from primary distributors

Wholesale

- Wholesale to sales bases across Japan

Retail

- Sales to general consumers at Car-Life Stations
- Car-Life Station operation support
- Operation of large Car-Life Stations for trucks

Mobility

Procurement

- Procurement of new cars from Nissan Motor Co., Ltd.
- Procurement of used cars through purchasing

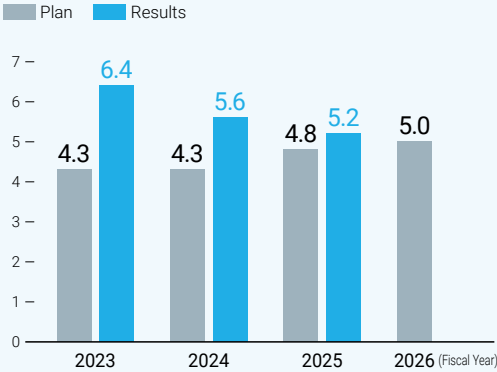
Retail

- Sales to general consumers
- Sales at auctions

Maintenance and servicing

- Maintenance at Car-Life Stations, WECARS, etc.
- Maintenance contracting

Net Profit (Billions of yen)



INDUSTRIAL BUSINESS DIVISION

- Comprehensive solutions consisting of diverse products such as asphalt, industrial gas, environmental products, automobile fuel cards for corporate customers, etc.
- Solutions and sales know-how in environment-related businesses such as AdBlue®, renewable diesel (RD), and GTL fuels



Petroleum product trading and terminal business



Industrial gas sales business



Marine fuel sales business



Overseas businesses



Asphalt sales business



Environmental product sales and service business

Industrial Energy

Procurement

- Procurement from primary distributors
- Import from overseas

Wholesale

- Storage at Group sites
- Rental of storage tanks for petroleum and chemical products

Retail

- Sale of marine fuel
- Sale of industrial gas
- Sale of next-generation fuels (GTL, RD, FINE DIESEL)

Industrial Materials

Procurement

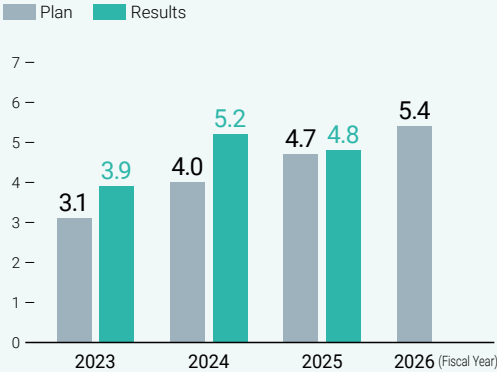
- Import of asphalt from overseas
- Import of raw materials for AdBlue® from overseas and manufacture at affiliate factories in Japan
- Procurement from other domestic companies

Wholesale

- Storage at Group sites

Retail

- Sales of asphalt, mainly to road construction companies
- Sale of AdBlue®



HOME-LIFE DIVISION

- A stable customer base spread across the country and a sales network established by the Group
- An integrated logistics system from upstream (import terminals) to downstream (ordinary households nationwide)



LP gas primary distribution business



LP gas sales business



City gas sales business



E-commerce household equipment sales business



Electric power retail business



Lifestyle-related services business

LP Gas

Procurement

- Procurement from primary distributors

Filling

- At filling stations, filling and delivery services are provided as appropriate according to the sales format, such as sales in cylinders and in bulk

Wholesale

- Wholesale to distributors across Japan

Retail

- Sales to households and for commercial and industrial use in every region of Japan by Group companies and distributors
- Supply to LP gas vehicles (taxis and buses) at auto gas stations

Lifestyle-related devices

Procurement

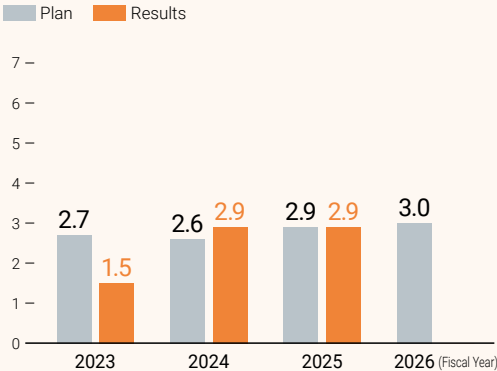
- Procurement from manufacturers

Wholesale

- Wholesale to distributors across Japan

Retail

- Sales to households and for commercial and industrial use in every region of Japan by Group companies and distributors



POWER & UTILITY DIVISION

- Integrated system covering everything from power generation (solar, hydro, coal-fired, and natural gas-fired) to supply and demand adjustment and power sales
- Networks and connections with regional businesses that have strong customer bases



Power generation business



Biomass power generation business



Overseas businesses



TERASEL Solar Services Business



Electric power retail business



District heating supply service business

Electric power

Power Source Development

- Development with a focus on renewable energy through investment funds and similar means

Production and Procurement

- Procurement of power through alliances with major electric power companies in addition to power generation from our own power sources

Supply and Demand Management

- Optimization of supply-demand balance and implementation of trade through utilizing market transactions and derivative transactions

Wholesale and Retail

- Electric power sales through alliance partners in different industries
- Bundled sales of electric power to the customer base of the Group
- Sales of electric power to corporate customer

District heating supply

Facility Development

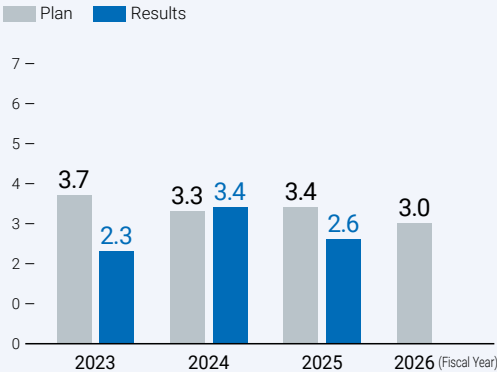
- Establishment of heating supply plants

Production

- Production of hot and cold water for air conditioning in heating supply plants

Supply

- Supply to multiple buildings in a district



CAR-LIFE DIVISION



Kunio Nishimura
Director and Managing Officer
Chief Operating Officer, Car-Life Division,
Officer in charge of WECARS Co., Ltd.

We will achieve business transformation (BX) through mutual growth of the petroleum and mobility businesses.

The environment surrounding the Car-Life Division is entering a period of significant transition. In Japan, demand for fuels such as gasoline and diesel is in a phase of structural decline against the backdrop of the progress of decarbonization, as well as the declining birthrate and aging population. Meanwhile, uncertainty surrounding our business is further increasing due to geopolitical risks, fluctuations in energy prices, and an intensifying competitive environment. On the other hand, demand for car-life services, such as vehicle sales and purchasing, maintenance, and warranties, remains solid, and new growth opportunities are expanding as advancements in digital technology drive the enhancement of customer touchpoints and the streamlining of vehicle information distribution.

In light of these changes in the business environment, our division aims to evolve beyond energy supply into a business that provides value to customers throughout their entire car-life cycle. Going forward, we will strengthen our revenue base and drive sustainable growth by further enhancing collaboration between our petroleum and mobility businesses and promoting the enhancement of our supply base and investment in growth areas, as well as enhancing customer value through the use of digital technology and advancing the optimal allocation and development of human resources.

Evolution into a business model that supports the entire Car-Life cycle

The Car-Life Division consists of two pillars, namely the petroleum product sales business and the mobility business, and is positioned as one of the core areas driving the transformation of the Group's business portfolio. The petroleum product sales business possesses customer touchpoints and a supply base established through our nationwide network of car-life stations, while the mobility business continues to grow through the expansion of our new and used car sales and maintenance networks, and has now expanded to a scale where it accounts for a portion of our earnings. Going forward, rather than expanding these two businesses individually, we aim to achieve mutual growth and expand revenue opportunities through the integration and cross-selling of "petroleum products x mobility." To achieve this, we will expand the value provided to our customer base

centered around our Car-Life Stations and aim to evolve into a business model that supports the entire car-life cycle, by combining and strengthening functions such as vehicle sales, inspections, and maintenance, while maintaining fuel supply as our core business.

In FY2026, we will continue to simultaneously drive the strengthening of the competitiveness of our existing businesses and investments in growth areas. We aim to transition to a sustainable earnings structure that is less susceptible to price fluctuations by maintaining and enhancing our supply base in the petroleum business, while expanding revenue opportunities in the mobility business by growing our used car-related business and maintenance network centered on WECARS Co., Ltd.

Business foundations important for realizing our strategy



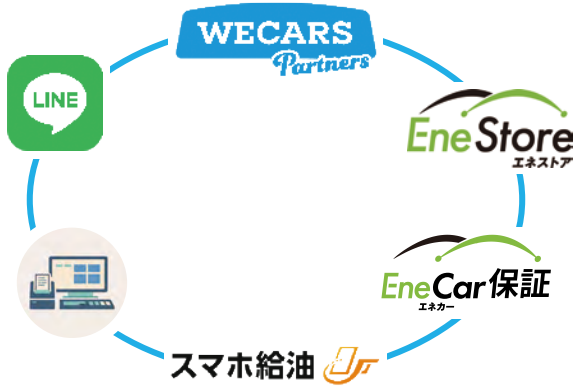
Focus Measures

From fuel supply bases to comprehensive energy bases

Our Division aims to leverage our nationwide CS network to drive the evolution from traditional "fuel supply bases" to "comprehensive energy bases" that support our customers' lifestyles. In FY2025, we enhanced our promotional functions utilizing LINE and upgraded the functions of our car accessories e-commerce site, EneStore, as well as advancing the establishment of WECARS Partners, a used car distribution scheme in collaboration with WECARS Co., Ltd. We also worked to expand non-fuel revenue through collaboration with vehicle inspection and maintenance services and the rollout of our used car warranty service, Enecar Warranty.

Going forward, we will enhance the value provided by our Car-Life Station network by offering services such as vehicle sales, vehicle inspection and maintenance, insurance, and electricity sales in an integrated manner, while maintaining fuel supply as our core business. By rolling out services that

integrate petroleum and mobility, we aim to realize sustainable, comprehensive energy bases that continue to be essential to local communities.



Human resource development to support on-site capabilities

To achieve sustainable growth, it is essential to develop human resources capable of creating new business opportunities and to strengthen our on-site capabilities. The Group is accumulating and sharing practical knowledge and expertise by rotating personnel across diverse business sites, including in both the petroleum and mobility businesses.

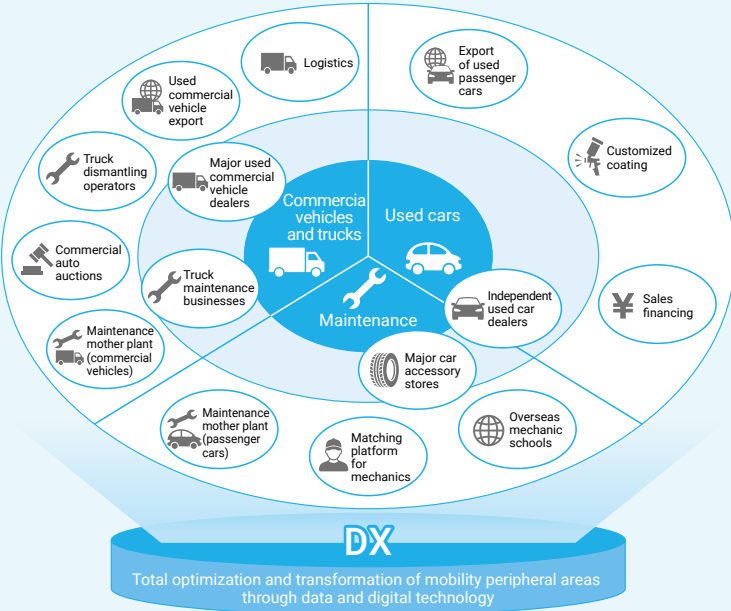
In addition to secondments and personnel exchanges with mobility-related companies such as Nissan Osaka Sales Co., Ltd. and WECARS Co., Ltd., we aim to develop human resources capable of creating value across business domains by circulating throughout the Group the customer service,

operational, and problem-solving skills cultivated at each business site.

We are also promoting human resource development and the strengthening of our business foundation in an integrated manner by utilizing the knowledge and awareness of issues gained on site for business development and investment strategy planning. Going forward, we aim to enhance our organizational capabilities to flexibly respond to market changes and customer needs by developing personnel with strong on-site capabilities and strengthening collaboration among Group companies.

Creating revenue opportunities by expanding focus areas

The Car-Life Division has positioned the mobility business as a growth area and we are working to expand our business foundation and create revenue opportunities. In the focus areas of used cars, maintenance, and commercial vehicles and trucks, we are promoting the enhancement of procurement, appraisal, distribution, and sales functions in the used car sector, primarily through WECARS Co., Ltd. In the maintenance sector, we are working to expand our maintenance network and strengthen peripheral services, and the acquisition of Ueda Motors Co., Ltd. is part of this effort. Also, in the commercial vehicle and truck sector, we are advancing into peripheral areas such as used truck sales, maintenance, and logistics-related services, and broadening our business foundation through acquisitions such as Yamaguchi Kankyu Logistics Co., Ltd. Going forward, we aim to build a system for the integrated provision of vehicle purchasing and sales, maintenance, leasing, and insurance to logistics operators, while organically connecting these functions through DX investments to achieve sustainable growth.



INDUSTRIAL BUSINESS DIVISION



Hirofumi Chimura
Managing Officer
Chief Operating Officer, Industrial Business Division,
Officer of Home-Life Division

Aiming to build a robust business portfolio with logistics and DX as growth drivers.

The environment surrounding the Industrial Business Division is entering a period of major transformation, characterized by changes in the energy demand structure, progress in decarbonization, and rising logistics and personnel costs. Against this backdrop, we are leveraging our logistics functions and business foundation cultivated through the stable supply of commodities that support social infrastructure, such as asphalt, marine fuel, and industrial gases, to build a business portfolio that is resilient to changes in the environment.

Under ENEX2030 '25-'26, we are driving the diversification and stabilization of revenue sources by improving the profitability of existing businesses, creating cross-business synergies, and taking on challenges in new business domains. We also aim to enhance the value provided to customers and create new growth opportunities by strengthening our land and marine logistics functions, improving operational efficiency through the use of DX, and increasing the sophistication of the value chain. Going forward, we will continue to fully leverage our core strengths of logistics assets and business networks to build a robust business portfolio capable of achieving sustainable growth and enhancing corporate value.

Forging new growth opportunities centered on logistics and DX

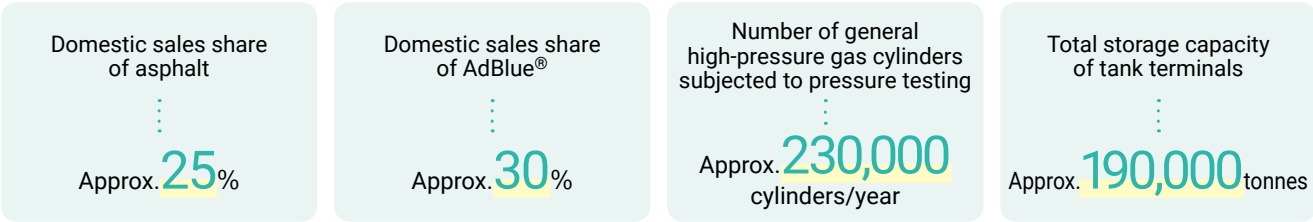
The division possesses logistics assets cultivated over many years, including nationwide logistics bases, distribution networks, and marine-related functions. These represent strengths unique to the division, built through business activities that support social infrastructure, and serve as a vital source of competitive advantage. We are leveraging this robust business foundation to strengthen the functions and expand the business domains in both land and marine logistics, thereby working to build a stable earnings base that is resilient against market fluctuations.

Furthermore, we position the integration of logistics and DX as a growth driver and are promoting the creation of new value. In addition to improving operational efficiency and optimizing logistics operations through the use of digital technologies, we are enhancing decision-making through

data utilization to improve productivity and maximize customer value. We also aim to provide new solutions that transcend the boundaries of products and industries by organically connecting logistics functions and customer touchpoints both within and outside the Group.

In addition, we are promoting the creation of synergies with existing businesses and the expansion of earnings opportunities through new partnerships and the rollout of new services centered on logistics. Going forward, we will continue to position logistics at the core of our growth strategy and aim to develop a robust business portfolio capable of flexibly responding to changes in the environment and to enhance corporate value through a dual approach of building a stable earnings base by strengthening the supply chain and creating new value through the use of DX.

Business foundations important for realizing our strategy



Focus Measures

Strengthening the business foundation through in-house delivery of marine fuel

To strengthen our logistics function in the marine fuel business, we acquired shares in Kanmon Kaiun Co., Ltd., converted it into a subsidiary, and changed its name to Enex Marine Connect Co., Ltd. Through this, we have advanced the in-house delivery of marine fuels. We will strengthen our stable supply system and improve logistics efficiency, while also leveraging our logistics functions as a source of competitive advantage. This initiative is one of the measures to realize "business opportunities for growth to be gained through logistics and DX" as set forth in the ENEX2030 '25-'26 Medium-Term Business Plan, which aims to enhance our business competitiveness centered on logistics and achieve further growth in the marine fuel sales business. We will continue to create new revenue opportunities and increase corporate value through the enhancement of our logistics functions.



Marine fuel transportation business



Ship agency business



Ocean-going vessel supervisory business



Tobata Oil Terminal

Expansion of asphalt distribution bases

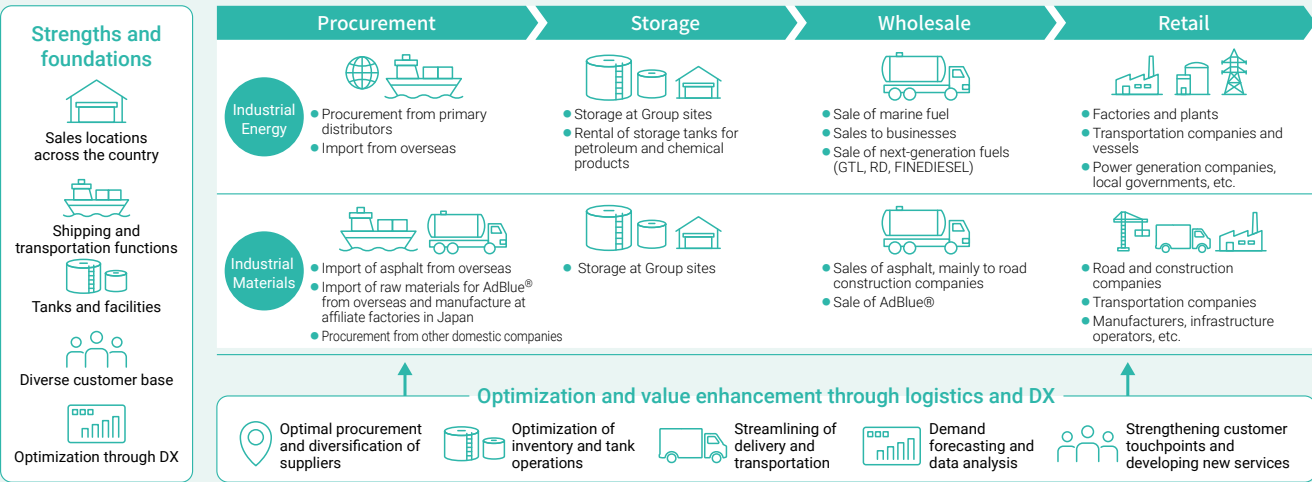
As one of Japan's leading suppliers responsible for ensuring the stable supply of asphalt to support road infrastructure, we leverage a nationwide network of 10 bases and hold a domestic market share of approximately 25%. Positioning our logistics functions as a source of competitive advantage, we are currently expanding our receiving and storage capacity by installing additional tanks at the Sodegaura Asphalt Base, thereby further strengthening our supply capabilities. We will continue to strengthen the competitiveness of our entire supply chain through strategic logistics investments, and aim to expand our market share and achieve sustainable enhancement of corporate value.



Sodegaura Asphalt Base

Supply chain evolution through logistics and DX

We are working to create new growth opportunities by enhancing the supply chain that connects procurement to sales through the integration of maritime and land logistics with DX.



HOME-LIFE DIVISION



Kyosuke Wakamatsu
ITOCHU ENEX HOMELIFE CO., LTD.
Representative Director and President

Continuing to strengthen our customer base and Group network through both offensive and defensive strategies.

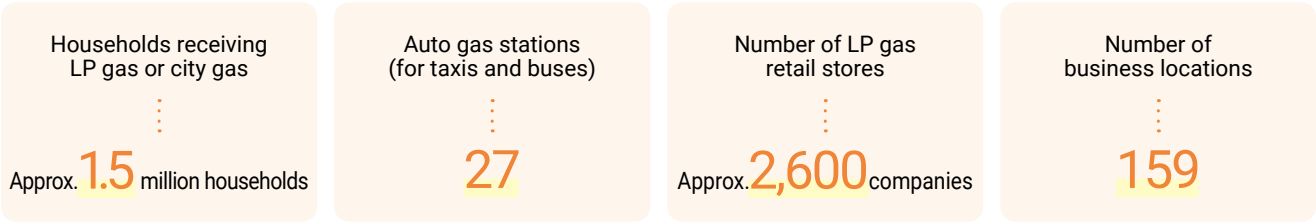
The Home-Life Division is one of ITOCHU ENEX’s original businesses, along with the Petroleum Division, and is centered around the direct sale (B-to-C) and wholesale (B-to-B) of LP gas. The customer base we have built up over the years, including those supplied through distributors, has grown to around 1.5 million (as of March 31, 2026). However, the environment surrounding the division is reaching a turning point due to Japan’s declining population, declining birthrate, and aging population, as well as the diversification of household energy choices. In addition, in recent years, LP gas operators are being required to change as new regulations regarding appropriate transactions and transparency in rates have been introduced under the Liquefied Petroleum Gas Act. In order to respond quickly to this situation and to enhance our business competitiveness, four Group companies mainly engaged in the LP gas business were integrated in October 2024 to commence a new beginning as ITOCHU ENEX HOMELIFE CO., LTD. (“IEH”). Two years have passed since our transition to the new structure, and we will continue to strengthen our customer base and Group network with an awareness of both offensive and defensive strategies.

Creating and expanding customer touchpoints through DX and promoting strategic investments for M&A and business restructuring

As part of the division’s strategy, on the aggressive front, we have placed the creation and expansion of customer touchpoints through DX as a focus measure. Through the promotion of the e-commerce site "e-Koto Mall" (described below) and web marketing, we aim to build touchpoints with a wide range of customers beyond our existing supply network, strengthen non-face-to-face sales, and establish new sales channels. We will also enhance the substantive benefits and added value for our customers through measures such as strengthening electricity sales and expanding our points service, thereby reinforcing the reasons they choose us. On the defensive front, we will reaffirm safety and legal compliance as our top management priorities, ensuring that the principle of "the business will not exist without safety" is

firmly put into practice. We will establish education as "safety infrastructure" and standardize safety quality through e-learning and the use of unified manuals, while promoting the use of tablets and RPA in inspection operations to enhance the authenticity of records and our legal compliance capabilities. Through these initiatives, we aim to enhance customer trust and stabilize our business foundation. In addition to the above, we will also focus on expanding our customer base through M&A, making strategic investments for business restructuring, and strengthening synergies with alliance partners. We will position DX utilization, safety, and proposal capabilities as the sources of our competitiveness, and aim to become "a company consistently chosen" by customers, employees, and business partners.

Business foundations important for realizing our strategy



Focus Measures

Building and operation of an e-commerce site for household equipment

IEH concluded a capital and business alliance agreement with Koukandekirukun Inc. and in July 2025 launched Replaform, a platform that serves as a foundation for house builders and management companies to build and operate e-commerce sites for household equipment. The platform enables companies to build their own e-commerce site and complete the process of product search, quotation creation, and sales settlement online in a one-stop shop. We also opened our own branded e-commerce site, e-Koto Mall, as the first store, and are acquiring new customer segments online through equipment sales and installation services. We have received positive feedback for simplifying the process from obtaining

quotes to ordering products, which is often perceived as time-consuming, and are ensuring convenience and peace of mind for our customers by steadily expanding our product lineup and offering a free 10-year warranty on both products and installation services.



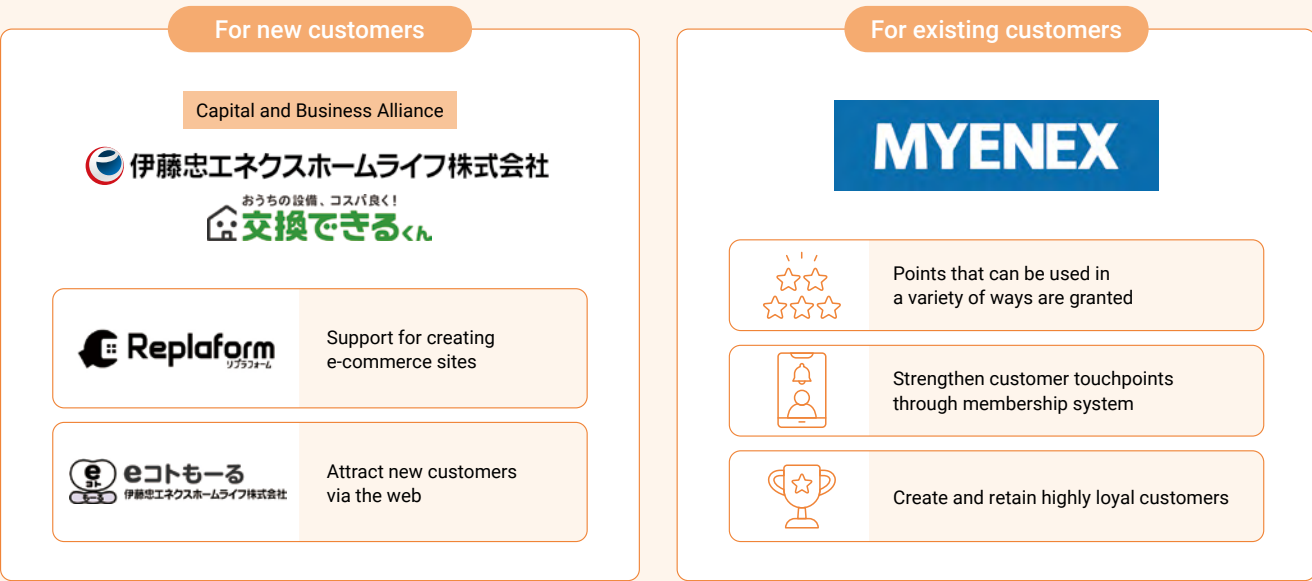
Improving customer experience and addressing new needs

In April 2025 we revamped our web membership service, MYENEX, with the aim of improving the customer experience for both new and existing customers. Through this initiative, customers can earn e-Koto Points based on their LP gas and other utility fees, and exchange accumulated points for gift cards or other reward points. Also, monthly subscription services have become widely adopted in recent years. IEH also aims to meet diversifying customer needs by establishing a framework that facilitates customer adoption

through the provision of products via leasing. This will enable us to build continuous relationships with customers, thereby further strengthening our customer base.



Overview of the service and membership platform



POWER & UTILITY DIVISION

Ascertaining changes in the business environment and taking on the challenge of expanding our customer base and creating added value.

The Power & Utility Division is aiming for sustainable growth by supporting social infrastructure through the stable supply of electricity and heat, while also helping customers achieve both decarbonization and economic efficiency, based on the basic policy of "power to connect customers, environmental business for the future."

The environment surrounding the division is becoming increasingly uncertain amid rising geopolitical risks, changes in the supply-demand structure, and technological innovation. In this business environment, we are working to solve a wide range of our customers' issues by leveraging our integrated business foundation, from power generation to supply-demand adjustment and sales, and our strength in combining a wide variety of energy products and services to provide them in optimal forms. Furthermore, we will continue to refine the supply and demand adjustment capabilities we have cultivated, along with our knowledge and know-how regarding the operation and maintenance of electric power and heat-related businesses, to promote the provision of even higher value-added energy services.

Masahiro Umemoto

Executive Officer
Chief Operating Officer,
Power & Utility Division

Evolving our business strengths to drive next-stage growth

With a view towards 2030, our division has set three strategic pillars of "expansion of the customer base," "sophistication of supply and demand functions and optimization of procurement," and "provision and rollout of new services in areas peripheral to electric power and heat."

In expanding our customer base, we will strengthen our sales activities across business divisions by leveraging the Group's wide range of corporate and individual customer touchpoints, and we will also actively utilize M&A and partnerships with other companies to cultivate regions, industries, and customer segments that we have not sufficiently reached in the past, thereby accelerating the acquisition of new customers. Regarding the sophistication of supply and demand functions and the optimization of procurement, we will leverage our own power sources and

alliances with major power companies to improve the accuracy of supply and demand forecasting and operations, and to optimize power procurement. We will also promote investment in grid-scale batteries and other adjustment power sources, thereby strengthening our ability to respond to fluctuations in supply and demand, while capturing their value as adjustment capacity to generate new revenue opportunities. In addition, we will combine the technical capabilities, knowledge, and know-how cultivated through the operation of electric power and heat facilities with digital technologies and the Group's diverse range of products and functions to promote the commercialization (external rollout) of new services. This will enable us to comprehensively support our customers in enhancing and streamlining their energy management, and to develop our next revenue pillar.

Business foundations important for realizing our strategy

Retail electricity sales volume
(including volume distributed through intermediaries)

2,847 GWh

Power generation facility capacity

202 MW

Heating supply districts

19 districts

Group electric power contracts

Approx. 320,000

Focus Measures

Strengthening power supply capacity and diversifying revenue sources

Joetsu Energy Service Co., Ltd., which handles the Group's power generation business, has added two new LNG-fueled gas engine power generation units, which entered operation in December 2025. As a result, the power generation capacity of the facilities has doubled from 15.6 MW to 31.2 MW, enabling a stable power supply and optimized power procurement for the Group. Also, by leveraging the high operational flexibility of gas engines, we will provide balancing capacity to the supply adjustment market, thereby securing new revenue streams.



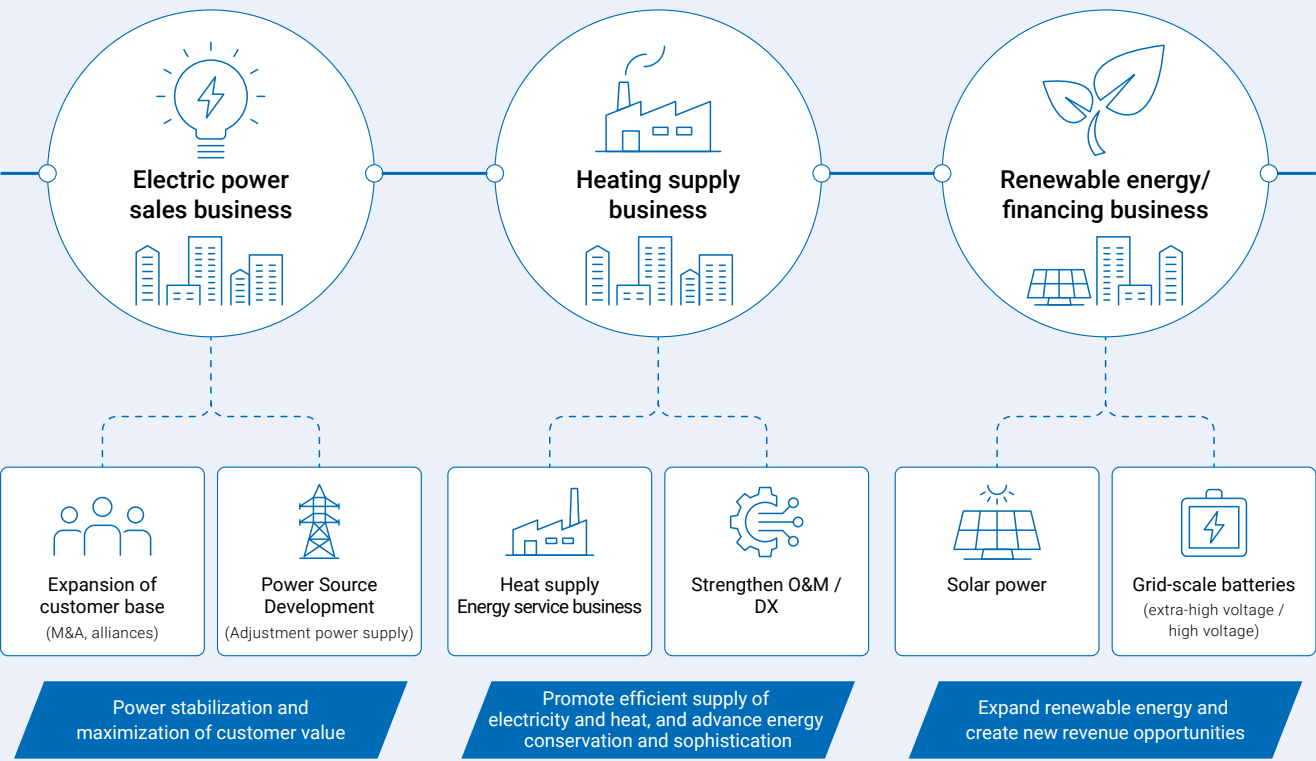
Gas engine power generation facilities

Expanding the business portfolio (participation in grid-scale battery business)

We have decided to invest and participate in a planned grid-scale battery project in Hiji Town, Hayami District, Oita Prefecture, alongside three other Japanese companies. This project involves the development and operation of an extra-high voltage grid-scale battery facility (rated output: 51 MW, rated capacity: 204 MWh) and will contribute to securing the adjustment capacity that is becoming increasingly important as the adoption of renewable energy expands. Grid-scale

batteries are expected to serve as crucial infrastructure that supports the stable operation of power systems by adjusting for fluctuations in power supply and demand through charging and discharging. Through our participation in this project, we aim to expand our business domain in the power & utility sector and strengthen our revenue base by leveraging the knowledge of the power business and expertise in supply and demand operations we have cultivated.

Sector-specific investment policy for 2030



Sustainability Initiatives

Under the Corporate Philosophy, “The best partner for life and society with Energy, with the Car, with the Home,” the ITOCHU ENEX Group has delivered a stable supply of energy and services to the benefit of all for more than half a century. To address the rapid transition toward a decarbonized society, the Group swiftly began taking action in environmental, next-generation energy, and other businesses, contributing to the development of a sustainable society. Based on our Corporate Philosophy, we will continue to expand the provision of businesses and services that contribute to the development of a rich life for people and the creation of a sustainable society in order to sustainably improve our corporate value.

Sustainability Policy

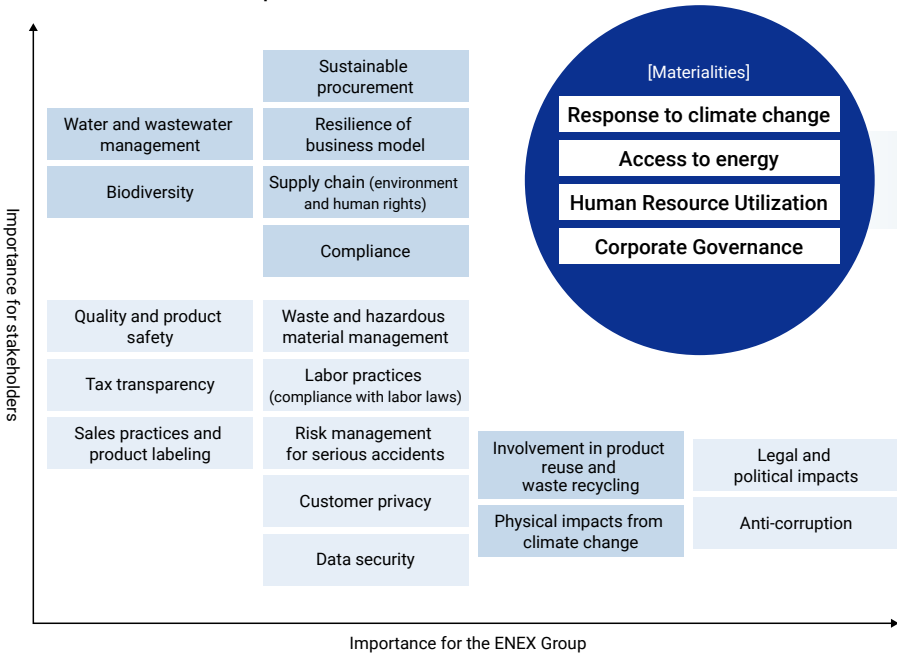
The ITOCHU ENEX Group has a mission of delivering **energy and services** as **"The Best Partner for Life and Society"** and will aim to improve our corporate value while contributing to **the development of a rich life for people and a sustainable society**.

- 1 Contributing to a carbon neutral society through our business
- 2 Contributing to rich communities through a stable energy supply
- 3 Establishing a governance system stakeholders can rely on

Priority sustainability issues (materialities)

Based on our Sustainability Policy, we identify priority sustainability issues (materialities) and, through initiatives to address these issues, we will contribute to the creation of a sustainable society and strive to further enhance our corporate value.

Material Issues for the Group



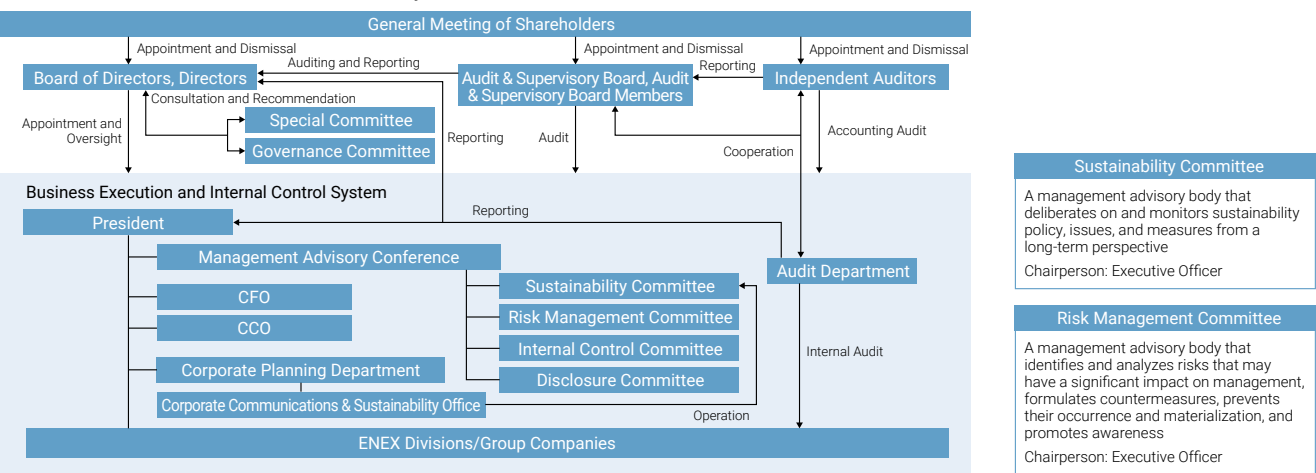
Please refer to our website for more information on sustainability.
<https://www.itocenex.com/en/csr/policy/policy/index.html#anc02>

Sustainability Governance

The Group places responding to sustainability issues as one of its most important management issues, and the Sustainability Committee, a management advisory body within the Group, drives Group-wide sustainability strategies by deliberating and monitoring policies for responding to risks and opportunities related to environmental issues, as well as policies, issues, and measures concerning sustainability. The Committee has a structure to rapidly implement measures while leveraging specialized knowledge, with the Chief Operating Officer,

Corporate Administration Division and general managers of function departments appointed as Committee members, and general managers of sales divisions called to attend as necessary. The Management Advisory Conference discusses Group-wide policies and initiatives, while the Board of Directors receives reports on the status of responses to the materialities, continuously oversees the effectiveness and appropriateness of these initiatives, and approves basic policies and management strategies.

Governance structure related to sustainability



Materialities	Major opportunities	Major risks	Relevant SDGs	Areas of initiatives
Response to climate change Contribution to the realization of a carbon-neutral society	<ul style="list-style-type: none">Expansion of the alternative fuel market and increase of sales opportunities accompanying the rising demand for alternative fuelsCreation of opportunities to construct infrastructure for hydrogen and other new energy sourcesRising demand for renewable energy and creation of new business opportunitiesExpansion of markets where businesses have the potential to solve social issues, etc	<ul style="list-style-type: none">Weakening of the existing energy businessesReduction of demand for fossil fuels due to the regulation of businesses' greenhouse gas emissions, etc		<ul style="list-style-type: none">Alternative fuelRenewable energyElectric Vehicles (EVs)Energy solutions for storage batteries / household products ▶ For details, see P.42-47
Access to energy Offering energy to everyone	<ul style="list-style-type: none">Expansion of business supported by the trust of the local community and the entire supply chainProvision of an environment that enables choices from a variety of energy sources, including alternative energy sourcesEntry into regions where access to energy is underdevelopedRetention and acquisition of customers by strengthening the disaster-resilient supply structureEarning the trust of customers and the creation of new businesses through the stable supply of environmentally-friendly resources and materials	<ul style="list-style-type: none">Loss of customer base due to deteriorated relationships with local communitiesInstability of business due to insufficient energy procurement, etc		<ul style="list-style-type: none">Relationships with local communitiesAccess to energyStable supply of energy-related servicesCar-life stations ▶ For details, see P.48-49
Human Resource Utilization Human resource strategies to generate diverse value	<ul style="list-style-type: none">Increase labor productivity, improve health and motivation, acquire talented human resources, and strengthen our ability to respond to changes and business opportunities by developing a rewarding work environment	<ul style="list-style-type: none">Lower labor productivity, flight of talented human resources, loss of business opportunities, higher health-related costs, and other risks resulting from a failure to appropriately respond		<ul style="list-style-type: none">Diversity, equity and inclusionHealth and safetyHuman resource developmentSocial contribution activities ▶ For details, see P.50-53
Corporate Governance Clear, effective and fair decision-making	<ul style="list-style-type: none">Improve the transparency of decision-making, respond appropriately to changes, and establish a foundation for stable growth by establishing a strong governance structure	<ul style="list-style-type: none">Risks of business discontinuity, unexpected losses, and other risks associated with the dysfunction of Corporate Governance and internal controls		<ul style="list-style-type: none">Corporate GovernanceStrengthening the functionality of the Board of DirectorsIncreasing stakeholder engagementOperating committees appropriatelyEnhancing Group governanceEnhancing risk management ▶ For details, see P.58-67

Please refer to our website for more information on sustainability at the ITOCHU ENEX Group
<https://www.itocenex.com/en/csr/policy/policy/index.html>

Response to Climate Change

— Contribution to the realization of a carbon-neutral society —

Our Approach

The Group recognizes responding to climate change as one of its priority management issues. As a corporate group responsible for ensuring stable energy supply, we are committed to realizing a decarbonized society by expanding our low-carbon product categories and services. We are driving the expansion of our renewable energy, solar power generation for private consumption, and EV-related businesses in response to changes in the business environment and diversifying customer needs. In addition to meeting the demand for fuels such as GTL, LNG, and LP gas, we are strengthening our operations in next-generation energy fields, including hydrogen, renewable diesel, and biomass fuels. We aim to achieve a low-carbon society and sustainable growth for society as a whole by contributing to the reduction of CO2 emissions through new environmentally friendly businesses and related operations, and by creating added value that goes beyond conventional energy supply.

The Group is also working to assess and reduce the GHG emissions associated with its business activities, and disclose its actual emissions, reduction measures, and progress. The Group aims to reduce its GHG

emissions by 50% by 2030 (compared to FY2018 levels) and achieve carbon neutrality by 2050. Going forward, we will continue to enhance the effectiveness of our decarbonization initiatives while taking into consideration the characteristics of our businesses, and promote emission reductions through continuous progress management.

In addition, we have expressed our support for the TCFD*1 recommendations to address climate change as stated in our Environmental Policy. Based on the approach of the TCFD recommendations, we identify risks and opportunities that climate change may have on our business activities, analyze scenarios and disclose the results. In addition, we will review our disclosures based on the TCFD recommendations as appropriate (most recent revision in June 2026) and will continue to make appropriate disclosures in the future.



*1 TCFD refers to the "Task Force on Climate-related Financial Disclosures," which was established by the Financial Stability Board (FSB) in response to a request from the G20 to study how to disclose climate-related information and how financial institutions should respond.

Governance and Risk Management

The Group discusses climate change issues, including policies for responding to climate change-related risks and opportunities and greenhouse gas reduction targets and initiatives, at the Sustainability Committee, which deliberates on all aspects of sustainability, including issues related to climate change.

▶ For details, see P. 41, Sustainability Governance

In order to respond to the various risks surrounding the Group, the Group manages risks comprehensively and individually by developing management systems and methods. In addition, the Risk Management Committee has been established as an advisory body to management and aims to reduce risks by conducting risk management in the form of identifying and analyzing risks that could have a material impact on management, implementing countermeasures, preventing the occurrence and materialization of risks and promoting risk awareness, while continuing strengthening management.

Strategy

The Group considers the various risks and opportunities associated with climate change as one of the important perspectives in formulating its business strategy. Regarding the impact of climate change, we will reflect our consideration of the medium-long-term perspective when formulating our business plans.

In conducting our scenario analysis, we referred to publications by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) and

extracted and analyzed items that would have a significant impact on the Company from multiple scenarios, including the 1.5°C/ below 2°C. The risks and opportunities in the scenario analysis results take into account the "transition" aspect caused by social changes due to policies and technologies, as well as the "physical" aspect caused by natural disasters and rising temperatures.

Company's Vision of Society Under the 1.5°C/Less Than 2°C Scenario

Transition	Physical
<ul style="list-style-type: none">· The business portfolio will change as demand for petroleum products declines and the coal-fired power generation business converts to other fuels.· CO2 reduction requirements will be strengthened and the burden related to carbon taxes will increase.· Investment and business maintenance costs for equipment that is high-efficiency, energy-saving, etc. will increase.· The Company will be required to actively engage in the business of environmental products such as heating supply, hydrogen, EVs, self-consumption photovoltaic power (PV), ammonia, and other next-generation fuels that have an effect on reducing CO2 emissions.· During the transition period when fuels such as petroleum products are replaced by next-generation fuels with net-zero CO2 emissions, demand will temporarily increase for fuels which have relatively low CO2 emissions when burned, such as GTL, LNG, and LP gas.	<ul style="list-style-type: none">· The frequency of power outages will increase as severe weather events become more extreme, and supply instability will occur due to damage to supply facilities and other equipment.· Volatility in the demand for fuels that are used for heating equipment in winter, such as kerosene, will change due to the constant rise in temperature.· Opportunities to utilize LP gas core filling stations and disaster response stations, which can provide a stable supply of LP gas even in times of disaster, will increase.· The demand for storage batteries and power sources for adjustment will increase due to the tightening of electricity demand.

Classification of response policies
●····Reducing the environmental impact on society through business activities
●····Reducing our own GHG emissions

Transition Risk and Analysis of its Opportunities (1.5°C / Below 2°C Scenario)

		Risk	Opportunities	Term	Impact*2	Response Policy
Policy	Regulation of CO2 emissions	<ul style="list-style-type: none">· Decrease in demand for petroleum products· Levying of carbon tax· Decrease in retail network· Increase in fuel procurement costs· Regulatory changes, resource constraints, etc.· Cost increases due to fuel conversion and equipment upgrades	<ul style="list-style-type: none">· Increase in demand for environmental products such as next-generation and alternative fuels and renewable energy· Increase in revenue due to capturing dealers in the aftermarket· Increase in opportunities to invest in decarbonization technologies	Medium-long	High	Mitigation measures <ul style="list-style-type: none">● Expand sales of next-generation and alternative fuels● Improvement of supply and logistics networks for diversification of products handled● Strengthening our renewable energy business● Strengthening of storage battery-related business● Fuel conversion, etc. at coal-fired power plants● Expansion of the energy service business
	Changes to the energy mix	<ul style="list-style-type: none">· Insufficient procured power supply· Increase in procurement costs· Increase in PV output suppression	<ul style="list-style-type: none">· Temporary increase in demand for industrial LP gas and LNG· Expansion of the adjustment power source-related business· Expansion of the renewable energy business· Increase in business opportunities due to regional decentralization of power sources	Medium-long	Medium	
Market	Changes to energy demand	<ul style="list-style-type: none">· Increase in electricity procurement prices· Increase in market procurement prices	<ul style="list-style-type: none">· Increase in the number of customer homes due to industry restructuring· Increase in electricity demand· Expansion of EV-related business	Medium-long	Medium	Mitigation measures <ul style="list-style-type: none">● Maintaining and expanding the customer base● Capital investment for fuel conversion of existing infrastructure● Strengthening of infrastructure consolidation and electric power sales business● Businesses that use reusable batteries● Strengthening of EV-related and dealer business
	Changes in customer behavior	<ul style="list-style-type: none">· Increase in stockpiling facility maintenance costs· Increase in development costs, etc. for new electric power options· Brand image deterioration	<ul style="list-style-type: none">· Increase in demand for facilities with high environmental performance and high-efficiency equipment· Increased opportunities for the energy service business to make proposals· Increase in demand for PV for private consumption	Medium-long	Medium	
	Advances in next-generation technologies	<ul style="list-style-type: none">· Decrease in demand in the petroleum product-related maintenance domain· Decrease in retail network· Responding to a diverse energy supply· Increase in regulatory risks	<ul style="list-style-type: none">· Expansion of the hydrogen-related business· Expansion of sales of ammonia fuel for ships· Increase in environmental value of biomass power plants· Decrease in cost of biomass power generation	Medium-long	Medium	Adaptation measures <ul style="list-style-type: none">● Capital investment for fuel conversion of existing infrastructure● Infrastructure consolidation● Dialogue and coexistence with local communities

*2 Impact
Minor: Less than ¥100 million Small: ¥100 million ~ less than ¥1 billion
Medium: ¥1 billion ~ less than ¥10 billion Large: ¥10 billion ~ less than ¥20 billion
Severe: ¥20 billion or more

Please refer to Disclosures Based on the TCFD Recommendations for details on the 4°C scenario, etc.
<https://www.itcenex.com/en/csr/environment/climatechange/index.html#anc03>



Reducing the environmental impact on society through business activities

Direction of Main Action Plans and Progress

Area	Theme	Direction of Initiatives	Progress
Alternative fuel	Promote the advanced utilization and widespread adoption of next-generation fuels (Renewable Diesel (RD), GTL)	<ul style="list-style-type: none">Promote the widespread adoption of RD and GTL, which contribute to reducing GHG emissions.Establish continuous and stable commercial flows.	RD <ul style="list-style-type: none">Enhanced the delivery network, leading to expanded demand and increased sales volume in the Tokyo, Nagoya, and Osaka areas (160% year on year).Implemented the RD40 brand strategy. Launched the new "FINE DIESEL" brand in March 2026.Conducted demonstration tests on commercial trains in cold regions. GTL <ul style="list-style-type: none">Achieved a delivery volume of 120% year on year, primarily at construction and civil engineering sites.Established a new supply hub in the Tohoku area, in addition to existing delivery areas.
	Build a hydrogen value chain	<ul style="list-style-type: none">February 2021: Signed a Memorandum of Understanding on Strategic Collaboration for Building a Hydrogen Value Chain with Air Liquide Japan G.K. and ITOCHU Corporation.From FY2025 onwards: Operation and maintenance of hydrogen refueling stations for commercial trucks.	<ul style="list-style-type: none">Participated in Japan's first "Strategic Collaboration for Building a Hydrogen Value Chain" for FC trucks in Motomiya City, Fukushima Prefecture. Opened in May 2024 and is currently operated 24 hours a day, 365 days a year by Enexfleet Co., Ltd.The cumulative number of vehicles filled exceeded 7,800 (approx. 38,000 kg) by the end of March 2026.
Renewable energy	Promote renewable energy businesses, including solar power generation	<ul style="list-style-type: none">Realize a stable supply of sustainable energy through the development and operation of diverse renewable energy power generation facilities.Expand the use of renewable energy through support for the introduction of solar power systems for private consumption.Promote the adoption of renewable energy through proposals for agrivoltaic power generation projects (solar sharing).	<ul style="list-style-type: none">Developed capacity of renewable energy power plants: 278.0 MW*1 (as of March 31, 2026) *1 Includes 2.1 MW at agrivoltaic power plantsInstallation of solar power for private consumption: 25 sites / 11.8 MW
	Stable operation of biomass power generation business	<ul style="list-style-type: none">Ensure a stable supply of electricity while promoting the development of a power source that contributes to the realization of a low-carbon society.	<ul style="list-style-type: none">Oji Green Energy Tokushima Co., Ltd. operates a biomass power plant fueled by forest resources and agricultural residues in Anan City, Tokushima Prefecture.
Electric vehicles	Expand sales of environmentally friendly vehicles	<ul style="list-style-type: none">Realize an environmentally friendly mobility society by expanding the lineup of low-environmental-impact vehicles, such as electric vehicles, and promoting related businesses.	<ul style="list-style-type: none">Achieved cumulative sales of 15,434 EVs at Nissan Osaka Sales Co., Ltd.Number of EV chargers installed at directly managed CS (Car-life Stations) and dealerships: Over 80 (as of March 31, 2026)
Other environmental businesses	Contribute to energy conservation through the expansion of the district heating supply business	<ul style="list-style-type: none">Collaborate with customers and local communities to contribute to the efficient use of energy integrated with urban development, from the initial stages of development through to subsequent management, toward the realization of a decarbonized society.	<ul style="list-style-type: none">Tokyo Toshi Service Co., Ltd. continues to provide district heating supply and energy management services.District heating supply areas in the Kanto region: 19 areas
Reduce our own environmental impact	Promote green energy adoption in offices and business premises, and reduce electricity, fuel, copy paper, and water usage, as well as waste volume	<ul style="list-style-type: none">Promote energy conservation at offices and business premises, with a target of energy consumption equivalent to 99% of the previous year's results. Target: General electricity, business fuels (LP gas, kerosene), vehicle fuels (reduce gasoline, diesel, and auto-gas usage; conversion to GTL, HVO, electricity, e-Fuels, switching to EVs), copy paper, water, and waste	Results of FY2025 energy conservation activities <ul style="list-style-type: none">General electricity: 97% (target achieved); reduced through power-saving efforts and the conversion of office lighting to LEDs.Business fuels: 97% (target achieved), vehicle fuels: 94% (target achieved); achieved through the efficient use of office air conditioning and the implementation of eco-driving.Copy paper: 86% (target achieved); achieved by promoting paperless operations.
	Reduce CO2 emissions during transportation and improve operational efficiency through digital transformation (DX)	<ul style="list-style-type: none">Contribute to CO2 emission reductions through automated meter reading, enabled by the promotion of LPWA implementation, and through improved delivery efficiency.Achieve paperless inspection sheets and improve efficiency through the use of mobile devices.	<ul style="list-style-type: none">Cumulative number of LPWA installations: Over 557,000 units (as of the end of March 2026)Promoted the transition to mobile safety inspections nationwide, and advanced paperless operations by digitizing statutory inspection forms for LP gas sales, gas retail, bulk gas, etc., and by utilizing digital pressure measuring equipment.
Environmental management	Forest and marine environment, and biodiversity conservation activities	<ul style="list-style-type: none">Promote environmental and biodiversity conservation activities.	<ul style="list-style-type: none">Donated to the "Creating a Town Where Red-Crowned Cranes Can Also Live" project in Naganuma Town, Hokkaido.Activities of the Biodiversity Minato Network in Minato City, Tokyo Implemented Group-wide initiatives to raise awareness, such as encouraging employee participation in local biodiversity conservation activities and conducting outreach efforts. Since FY2021, we have also continuously exhibited at the Biodiversity Minato Panel Exhibition to raise awareness of biodiversity conservation in the local community.

Initiatives to Reduce Environmental Impact

Aiming for a circular economy and a decarbonized society through FINE DIESEL



Environmental Products Sales
Section, Industrial Business
Development Department,
Industrial Business Division

Hayato Kida

We supply "FINE DIESEL", which contains 40% renewable diesel (RD), as one proposal to our customers to save CO2 and energy, as part of our development and sale of next-generation energy. RD is an alternative fuel that offers CO2 emission reduction benefits compared to diesel fuel under the Act on Promotion of Global Warming Countermeasures, and is primarily used as a fuel for trucks and buses. While using RD in vehicles driven on public roads previously required an application in advance and the carrying of a transfer certificate, FINE DIESEL is classified as "diesel fuel" under the Local Tax Act, enabling its use on public roads without any special procedures. This eliminates restrictions on movement between construction sites and limitations on refueling locations, which is expected to significantly expand its scope of use. By enhancing the distribution network for RD and FINE DIESEL, demand has grown in the Tokyo, Nagoya, and Osaka areas, with sales volume for FY2025

increasing to 160% year on year.
We will aim to realize a circular economy and a decarbonized society by expanding the distribution of FINE DIESEL under the policy of "contributing to a carbon neutral society through our business," which is one of our sustainability policies.



RD is manufactured by Neste, which boasts one of the world's leading RD production capacities, imported and procured by ITOCHU Corporation, and supplied and sold by ITOCHU ENEX.

Promoting renewable energy and pursuing economic benefit through agrivoltaic power generation



Power Project Financial Section,
Green Transformation Department,
Power & Utility Division

Yuka Sakamoto

We promote the coexistence of agriculture and renewable energy through proposals for agrivoltaic power generation projects (solar sharing). This initiative involves erecting support structures on farmland and installing solar panels on top, enabling agricultural and power generation activities to be performed simultaneously. We own multiple agrivoltaic power plants across Japan, with a total panel capacity of approximately 2.1 MW, and cumulative power generation to date has reached 6,858 MWh, achieving a reduction of approximately 2,940 tons in CO2 emissions.

A farmer in Saitama Prefecture who adopted this system in FY2024 commented, "In recent years, the sunlight has often been too strong, so the moderate shading provided by installing solar panels has helped prevent sunburn and heat damage to crops. It also has the effect of partially mitigating damage from sudden heavy rains and intense direct sunlight, contributing to a more stable environment for farmlands.*2

It is significant not only in enabling farming alongside power generation, but also in adapting to climate change. "

We will continue to contribute to improving agricultural sustainability and achieving carbon neutrality through agrivoltaic power generation.

*2 Refers to farmland in general, including rice paddies and other fields (regular fields, orchards, pastures, etc.).



Wheat growing under solar panels

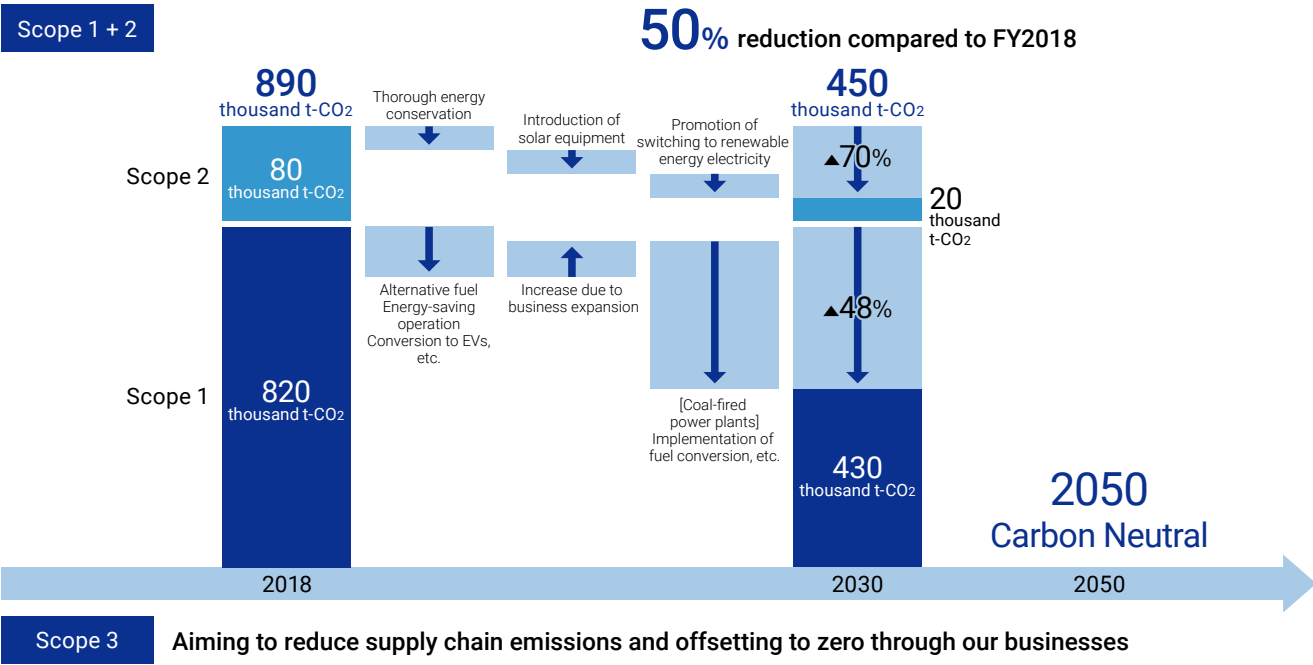
Response to Climate Change

Reducing our own GHG emissions

The Group has positioned addressing climate change as a priority issue and is promoting information disclosure based on the TCFD recommendations. Our medium- to long-term GHG emissions target is to reduce Scope 1 and 2 emissions by 50% by 2030 compared to FY2018 levels, and to achieve carbon neutrality by 2050. As part of our energy conservation

initiatives, we are working to reduce our environmental impact by switching the boiler fuel used at the Sodegaura Asphalt Terminal from heavy oil to GTL, a lower-impact alternative, and by installing solar power generation equipment at Car-life Stations directly managed by Group companies.

Indicators and Targets



Environmental Management (ISO 14001)

We have been certified under the international standard ISO 14001 since 2000, and have established a functional environmental management system under a group-wide, cross-sectional environmental management framework, and are engaged in highly effective business activities to reduce our environmental impact through appropriate use of the PDCA cycle. In addition to external audits for ISO 14001 certification, we conduct internal audits and environmental activity self-audits on an annual basis to verify the effectiveness of the environmental improvement activities at each of our business premises. Through these activities, we continuously monitor energy consumption and other metrics at our business premises and Group companies, promoting energy conservation and the reduction of GHG emissions.



Changes and progress in GHG emissions

Changes and progress in Scope 1 and 2 emissions by energy type

(Unit: thousand t-CO₂e)

	Energy Type	FY 2018 (Reference year)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Scope 1	Kerosene	1	1	1	0	1	1	1	1
	Diesel oil	2	2	2	2	2	2	2	4
	Gasoline	3	3	4	4	4	4	4	4
	Heavy oil	30	31	26	24	28	32	32	29
	Coal	760	716	742	664	432	411	435	446
	GTL	—	—	0	1	1	—	—	—
	LP Gas	2	2	2	2	2	6	5	5
	City gas	20	17	57	29	35	18	21	22
Scope 1 Total		818	771	833	728	505	474	499	510
Scope 2	Heat	0	—	0	0	0	0	0	0
	Electricity	78	77	65	67	63	60	65	67
	Non-fossil certificate	—	—	—	△ 0	△ 0	△ 0	△ 0	△ 0
	Use of in-house power generation	△ 3	△ 3	△ 2	△ 2	△ 1	△ 1	△ 1	△ 1
Scope 2 Total		76	75	63	65	62	59	64	66
Scope 1 and 2 Total		894	846	896	793	566	533	563	576
FY2030 Emissions Target									447
Achievement Rate for FY2030 Target									71%

(Notes) 1 In calculating GHG emissions, our Group refers to ITOCHU ENEX CO., LTD. and consolidated subsidiaries (for Scope 1 and 2, companies with 10 or fewer employees are excluded).
2 GHG emissions are calculated using the GHG Protocol developed by WRI (World Resources Institute) and WBCSD (World Business Council for Sustainable Development).
3 The emission factors used are based on the Act on Promotion of Global Warming Countermeasures. CO₂ emissions from electricity are calculated using the adjusted emission factors of electricity providers based on the aforementioned Act.
4 GHG emissions are calculated using only energy-related CO₂ emissions.
5 Fractions less than 1,000 t-CO₂e are rounded.
6 Deloitte Tohmatsu Sustainability Co., Ltd., an independent third party, undertook an assurance engagement for data indicated with in the Japanese-language version of ENEX REPORT 2026.
7 Deloitte Tohmatsu Sustainability Co., Ltd., an independent third party, undertook an assurance engagement for the data in previous years' Japanese-language version of the Integrated Reports etc. concerning FY2018 (the reference year), FY2022 ~ FY2024.

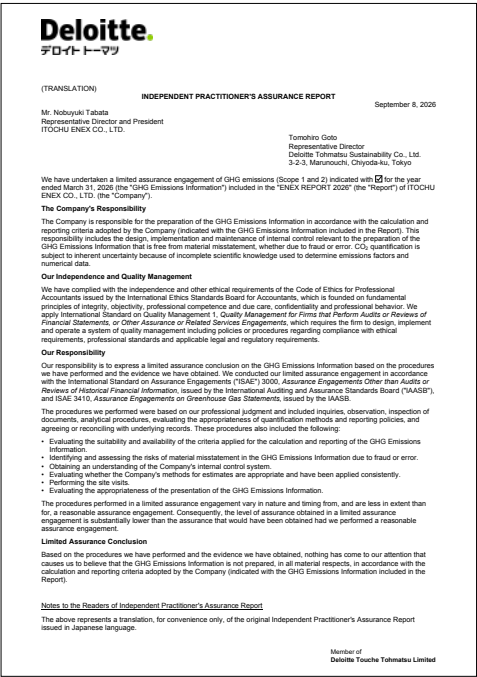
Changes in Scope 3 emissions by category

(Unit: thousand t-CO₂e)

	Category	FY 2018 (Reference year)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Scope 3	Category 1 CO ₂ emitted during the mining, importing, and refining stages of fuels sold by the Group	4,252	3,976	3,400	3,282	3,487	3,273	3,237	3,161
	Category 3 CO ₂ emitted during the fuel procurement process for our power plants	128	113	95	76	53	27	32	59
	Category 4 CO ₂ emitted when driving our chartered trucks	107	103	99	98	103	100	97	88
	Category 6 and 7 CO ₂ emitted during business trips and commuting by employees	2	2	2	2	2	2	2	2
	Category 11 CO ₂ emitted during the use stage of sold gasoline, etc.	18,834	18,033	17,383	17,195	17,961	17,616	17,074	15,458
Scope 3 Total		23,324	22,227	20,979	20,653	21,607	21,018	20,442	18,768

(Note) The scope of Scope 3 calculations is limited to categories that have a large impact on our businesses.

Independent Practitioner's Assurance Report



Note: The Independent Practitioner's Assurance Report is also posted on our website.

Independent Practitioner's Assurance Report
<https://www.itocenex.com/en/csr/environment/activities/index.html#anc02>



Access to Energy

— Offering energy to everyone —

Our Approach

The Group has established a sustainable energy supply system, both in normal times and in emergencies, through the strong relationships of trust with customers that we have built up by our efforts to provide a stable supply of energy nationwide.

We have a network in place to ensure a stable supply of energy even in times of disaster, including LP gas core filling stations, and we also have personnel who can respond quickly as a group, from "disaster prevention" to "restoration."

As "The Best Partner for Life and Society," we aim to realize a society in which all people have stable access to energy.

Building our disaster response network

Based on our Corporate Philosophy of "The Best Partner for Life and Society," we have made the stable supply of energy our top mission. We maintain infrastructure capabilities nationwide to safely and securely deliver the energy our customers need without interruption to the greatest extent possible. We are also promoting the development of hubs that can contribute to local governments and communities in order to strengthen regional disaster prevention.

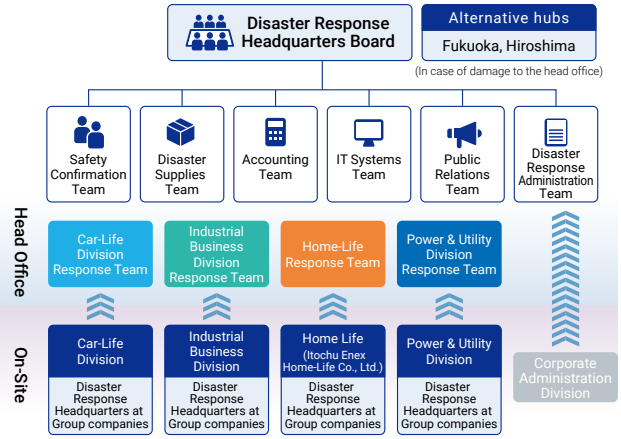


Safety operations during normal times and BCP during an emergency

The Group operates under the principle that "safety takes precedence over all operations; there is no business without safety," and is committed to thorough safety activities during normal times to ensure the stable and safe supply of energy to our customers. Each of our business divisions and Group companies has designated a safety officer and systematically implements measures such as ensuring strict compliance with laws and regulations, managing equipment, preventing accidents, and conducting independent safety audits. In addition to statutory standards, we have established our own safety standards and strive to maintain and improve safety levels through regular audits and inspections. In the Home-Life Division, we utilize an LPWA-based centralized LP gas monitoring system to prevent accidents by monitoring customers' gas facilities 24 hours a day. Furthermore, we utilize this system for automated meter reading and predicting cylinder replacement timing, thereby achieving both safety and operational efficiency. In the Car-Life Division, we continuously conduct safety audits and facility inspections, while promoting safety awareness and accident prevention activities through manuals, newsletters, and training sessions for dealers.

Also, the Group has established a Business Continuity Plan (BCP) in preparation for crisis events such as large-scale earthquakes, power outages, fires, and infectious diseases. Under our BCP, our basic policy is to prioritize human life and ensure the safety of our employees and their families, while continuing to supply energy and provide services to the greatest extent possible as a company that supports social infrastructure. We will also engage in recovery and reconstruction support in collaboration with local communities,

and strive for continuous improvement. In the event of a disaster, we establish a disaster response headquarters to promptly confirm the safety of personnel, gather damage information, assess the status of equipment and systems, procure supplies, and handle public relations. We have also established a structure that allows us to transfer functions to alternative hubs as circumstances require. Furthermore, for high-priority products and services, we have pre-determined recovery and alternative strategies to ensure the early resumption of supply. To ensure the effectiveness of these initiatives, we have not merely formulated a BCP, but continuously review it through regular education, training, inspections, and evaluations. By strengthening both our safety activities during normal times and our business continuity structure during emergencies, we will continue to support the security and safety of our customers and society.



Column Insights and lessons learned for the future from the Noto Peninsula Earthquake

The 2024 Noto Peninsula Earthquake served as a powerful reminder of our mission as an energy supplier that supports the daily lives of local communities. The communication disruptions, severed roads, power outages, and water shortages that simultaneously occurred immediately after the earthquake made it extremely difficult to assess the status of our employees and retailers and to establish a fuel supply system. However, our regular disaster response training and emergency stockpiles supported our initial response, reaffirming the critical importance of preparedness during normal times. Furthermore, we were acutely reminded that ensuring a stable energy supply to disaster-stricken areas cannot be achieved by our company alone. Through collaboration with numerous stakeholders, including oil wholesalers, logistics operators, industry peers, and government agencies, we successfully refueled emergency vehicles and delivered fuel via tanker trucks. This experience reaffirmed that the relationships of trust cultivated during normal times demonstrate immense strength in times of emergency.

At the same time, challenges remained in areas such as securing personnel, transporting supplies, and supporting the

business continuity of affected retailers. To maintain our supply system when employees themselves are affected by a disaster, it is essential not only to establish a human resources support system but also to build a framework capable of responding flexibly while accurately identifying the needs of the affected area. We will apply the lessons learned from this experience to future disaster responses to strengthen collaboration with stakeholders and enhance our business continuity framework, in order to fulfill our responsibility to supply the energy that supports local communities even during disasters.



Human Resource Utilization

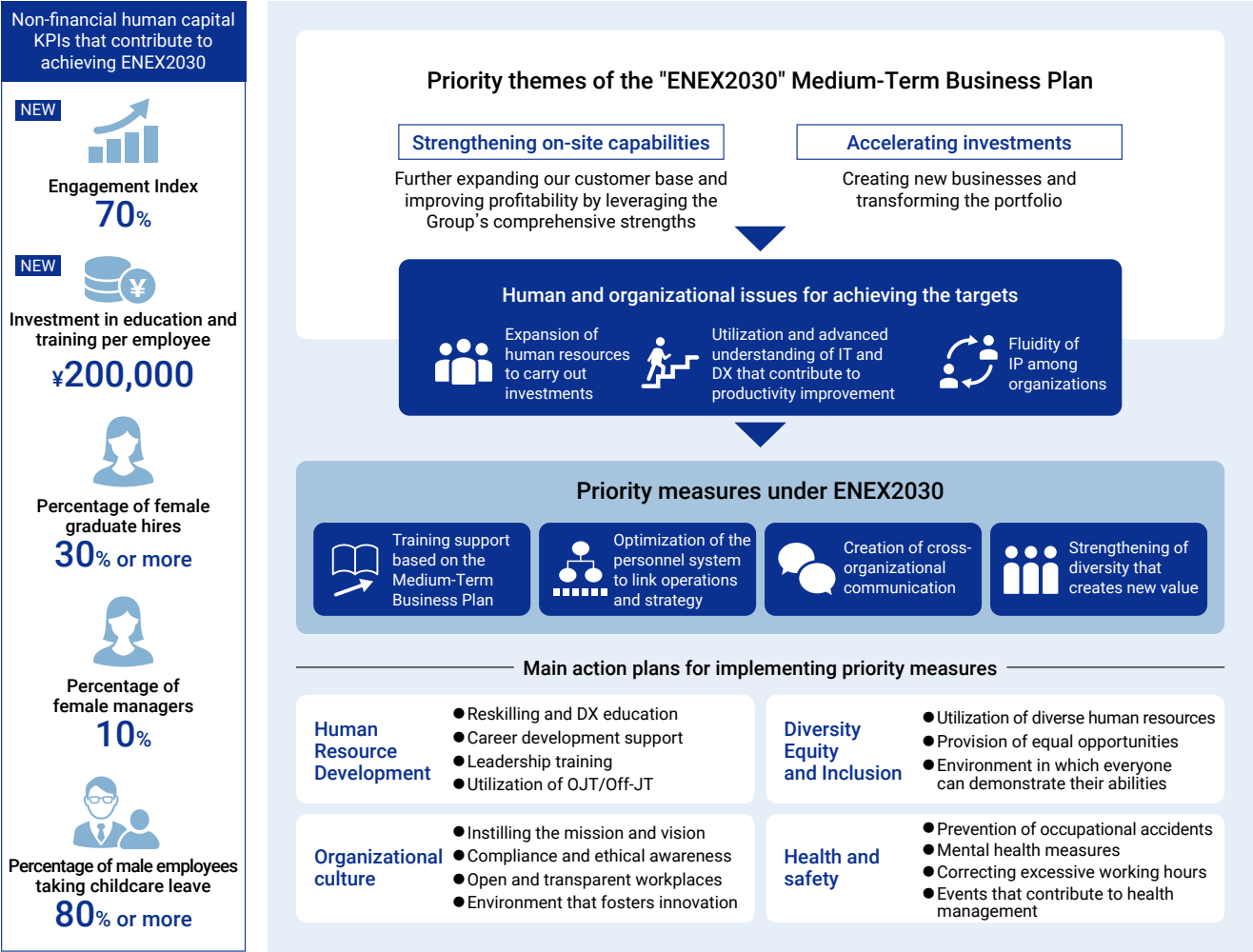
— Human resource strategies to generate diverse value —

Our Approach

Since its founding in 1961, the Group has always considered its people to be its greatest asset. Human resources are at the center of the Group's value creation and are the driving force of sustainable growth and medium- to long-term enhancement of corporate value. In line with our Corporate Philosophy of "The Best Partner for Life and Society," since 2009 we have been seeking human resources who think independently and creatively, act boldly, and achieve as partners to society. Against the backdrop of changes in the social environment, such as the accelerated shift to carbon neutrality, and the diversification of customer needs, the Group is promoting initiatives to expand our customer base, improve profitability, and create new businesses under our Medium-Term Business Plan "ENEX2030," with

"strengthening on-site capabilities" and "accelerating investment" as the direction we are aiming for; for this, it is even more important to strengthen our human resources and organizations to adapt to this period of change. As a priority measure under "ENEX2030" in the utilization of human resources, we will activate new value creation by supporting training based on this business plan, optimizing the personnel system that links operations and strategies, and promoting cross-organizational communication. We aim to continuously enhance our corporate value by creating an organization in which all employees can play an active role and feel fulfilled in their work, while respecting the diverse values and autonomous careers of each employee.

Links between human resource utilization action plans and human resource strategies

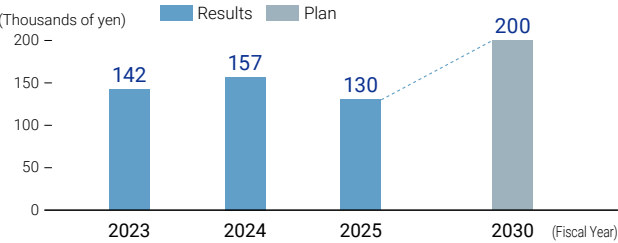


(1) Training Support Based on "ENEX2030"

The Group positions the development of "multi-talented human resources," who can autonomously demonstrate their capabilities in diverse business environments, as one of its priority management issues. In addition to the OJT that has traditionally been conducted, we are progressing the development of an environment in which all employees can acquire a wide range of knowledge and practical skills, through initiatives such as the holding of study sessions featuring our business staff as the lecturers, with a focus on improving literacy concerning management operations such as IT, finance, and legal affairs. We aim to strengthen our human resources base through these initiatives, enabling personnel to excel beyond the boundaries of job categories and divisions. In FY2026, we added the "Engagement Index" and "Investment in education and training per employee" as new non-financial KPIs. We aim to advance our human capital management through these indicators by visualizing employee motivation and

connection to the organization, as well as the level of investment in human resources development. By further strengthening our education and training initiatives, we will promote the development of human resources who will drive productivity improvements and investments, thereby leading to the achievement of "strengthening on-site capabilities" and "implementation of new and strategic investments" under "ENEX2030 '25-'26."

Investment in education and training per employee



Investment in education and training per employee

From the perspective of strengthening investment in human capital, we have set "investment in education and training per employee" as a new non-financial KPI. We will continuously enhance educational opportunities and expand our investment in learning in order to respond to diverse business environments, strengthen on-site capabilities, and develop human resources capable of driving new and strategic business investments. We have set a target of ¥200,000 per employee for FY2030, aiming

for the medium- to long-term enhancement of corporate value through the growth of each individual employee.



Finance training at Group companies

To achieve the "implementation of new and strategic investments" set forth in "ENEX2030 '25-'26", we have continuously conducted training to help employees develop an understanding of fundamental financial frameworks and analytical methods, as well as the analytical skills necessary for management decisions. In FY2025, we expanded the scope of this training to Group companies, in order to promote the instilling of a common mindset and decision-making criteria across the entire Group. We will further strengthen our investment execution structure by developing

human resources across the entire Group to support new and strategic business investments.

Training at Tokyo Toshi Service Co., Ltd.

At a finance training session held at Tokyo Toshi Service Co., Ltd., members of our Investment Strategy Department served as instructors for selected employees, aiming to help the Group company acquire systematic financial knowledge.



Other Training and Participation in Programs

Program Name	Purpose	FY2025 Results
Hierarchy-specific Training	Develop human resources capable of assuming the roles required at each level, for employees from their first year of employment to management positions	159
Career design seminars	Support autonomous career development for employees in their 50s	24
Graduate School Program for Working Professionals	Develop human resources capable of contributing to the growth of the Company and other employees by utilizing specialized knowledge and skills acquired at graduate schools for working professionals	3
Challenge support system	Provide subsidies to employees who attempt to acquire difficult qualifications, regardless of whether they pass or fail, to create opportunities for self-development	6
Online video learning system	Provide video learning services operated by external organizations to support independent learning by employees	90

Human Resource Utilization

(2) Optimization of the Personnel System to Link Operations and Strategy

From FY2026, we have established an "Engagement Index" as a non-financial indicator in "ENEX2030" and are working to enhance the motivation of each employee and strengthen our organizational capabilities.

In our personnel evaluation systems, such as MBO (Management by Objectives), role evaluation, and competency evaluation, which promote employee skill development and career formation, we emphasize goal setting and feedback with superiors, and by clarifying roles and growth challenges, we enhance employees' understanding and acceptance of their duties and deepen their understanding of the Company's direction.

Furthermore, since FY2014, we have operated a company-wide awards program aimed at boosting employee morale and driving the Medium-Term Business Plan, and in FY2023 we revamped the selection process and evaluation criteria. We have established a system that emphasizes contributions to the company-wide initiatives outlined in "ENEX2030 '25-'26" and provides all employees with equal opportunities to take on challenges.

These personnel systems will create the foundation for stronger human resources, a stronger organization, and a more rewarding company, and promote the growth of both employees and the company.

Instilling the personnel system

The revised personnel system is communicated not only through revised regulations but also through various handbooks. We are striving to instill the system by updating and communicating it in a timely manner.



ITOCHU ENEX Group Awards Program

Since FY2014, we have held an annual company-wide awards program to raise the morale of Group employees and promote our Medium-Term Business Plan.



(3) Creation of Cross-organizational Communication

The Group aims to enhance its comprehensive strength by deepening collaboration among Group companies and divisions, and by promoting the sharing of knowledge and mutual understanding. As part of this effort, we are developing human resources equipped with broad perspectives and practical capabilities by enabling them to experience multiple businesses and organizations through inter-divisional rotations and secondments to Group companies and investees.

In addition, the cross-functional training program introduced in FY2021 was expanded to Group companies in FY2024, which promotes dialogue and collaboration across divisions and product categories. In FY2025, we conducted DX and strategic investment training for next-generation management candidates from 12 Group companies in order to develop human resources who will drive the "strengthening on-site capabilities" and "implementation of new and strategic investments" that will contribute to "ENEX2030 '25-'26."

Through these measures, we aim to instill our policies throughout the Group and drive the creation of new synergies by encouraging collaboration among Group companies while sharing a common direction.

FY2025 cross-functional training



(4) Strengthening of Diversity that Creates New Value

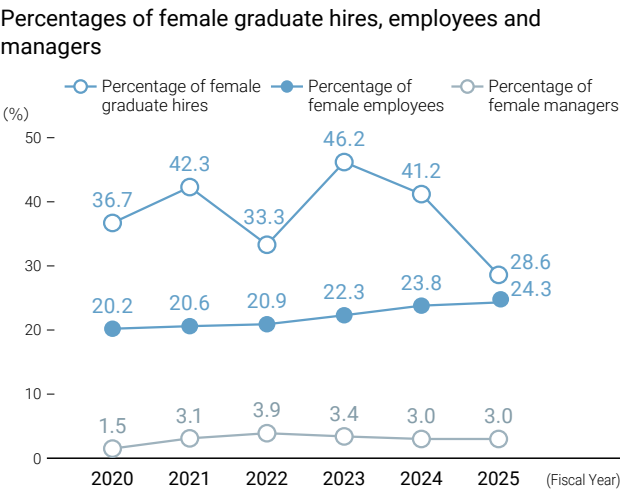
The Group views diversity as a crucial foundation that supports the creation of new value and sustainable growth. We respect differences in age, nationality, gender, disability status, values, and work styles, and are working to create an environment where diverse human resources can respect one another and

demonstrate their abilities and individuality to the maximum extent. We believe that the combination of such diverse perspectives and experiences will lead to the flexibility to respond to the rapidly changing business environment and the creation of new ideas, thereby driving the enhancement of corporate value.

Recruitment, promotion, and diversification of work styles

The Group is working to create workplaces where diverse human resources can feel secure and thrive over the long term, in order to support the strengthening of on-site capabilities and the implementation of new and strategic investments in a rapidly changing business environment. Since 2013, we have consistently worked to expand the recruitment of female employees, and are also developing female management candidates to achieve a 10% ratio of female managers by FY2030. Going forward, we will build an

organization in which personnel with diverse experiences and values can demonstrate their abilities, through initiatives such as mid-career hiring focused on young people, the development of systems for veterans and seniors to continue playing active roles, and the consideration of a re-entry system for retirees. We are also working to develop an environment that supports diverse work styles through the enhancement of systems related to childbirth, childcare, and nursing care, the promotion of childcare leave for male employees, and the provision of information via various handbooks. Through these initiatives, we will encourage each employee to maximize their potential, thereby strengthening our foundation for sustainable growth.



Childcare and Nursing Care Workshops, Creation of Handbooks

Study sessions summarizing the latest legal amendments to the Act on Childcare Leave and Caregiver Leave are held as appropriate. In addition, we have prepared a "Handbook on Support for Balancing Work and Family Life," which is available on our internal portal.

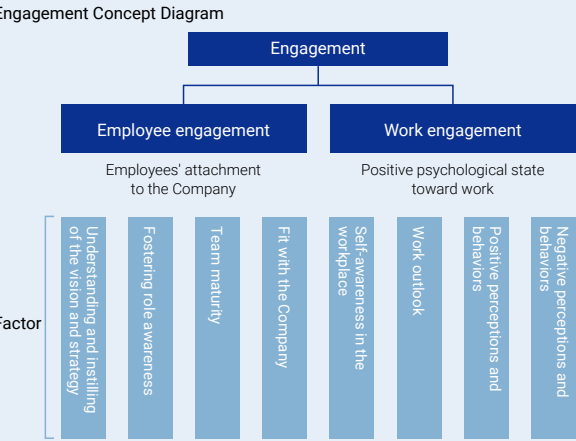


Column

Engagement

To continuously improve our ongoing initiatives for human resource development and the enhancement of job satisfaction, while strengthening employees' alignment with management, the Group has set an "Engagement Index" and "Investment in education and training per employee" as non-financial indicators in "ENEX2030." The "Engagement Index" is calculated based on factors such as understanding of the Company's vision and strategy, cultivation of role awareness, team maturity, and workplace fit. Going forward, we will continuously monitor these indicators and leverage the results to enhance our personnel systems, training programs, and dialogue, thereby strengthening human capital and supporting sustainable growth.

Engagement Concept Diagram



SPECIAL FEATURE: Outside Directors’ Conversation

Driving Transformation Both "Offensively" and "Defensively"

Outside Directors Takuya Morikawa and Shozo Tokuda engaged in a frank discussion about the transformation ITOCHU ENEX is advancing under the ENEX2030 Medium-Term Business Plan.

Takuya Morikawa

Outside Director

Apr. 1982 Joined KOKUYO Co., Ltd.
Jun. 2005 Director, KOKUYO Co., Ltd.; Representative Director, President and CEO, KOKUYO S&T Co., Ltd.
Apr. 2015 Director, Group Senior Executive Officer, General Manager of Overseas Business Division, KOKUYO Co., Ltd.
Jan. 2019 Director, Vice President, in Charge of Special Missions, KOKUYO Co., Ltd.
Jun. 2020 Outside Director, ASANUMA CORPORATION (current)
Apr. 2021 Advisor, KOKUYO Co., Ltd.
Apr. 2021 Representative Director, President and CEO, Wakiprintpia Co., Ltd.
May 2021 Corporate Advisor, NETSQUARE Co., Ltd.
Jun. 2022 Outside Director of the Company (current)
Aug. 2023 Representative Director and Vice President, NETSQUARE Co., Ltd.
Mar. 2024 Representative Director and President, NETSQUARE Co., Ltd.
Nov. 2024 Director and Executive Officer, SHOWA NOTE Co., Ltd. (current)

Shozo Tokuda

Outside Director

Nov. 1981 Joined Asahi & Co. (currently KPMG AZSA LLC)
Aug. 1985 Registered as a Certified Public Accountant
Jul. 2002 Partner, Asahi & Co.
Apr. 2004 Head of Intellectual Property Management, KPMG AZSA & Co.
Jun. 2006 Head of Division 3, Tokyo Office, and Board Member, KPMG AZSA & Co.
Jul. 2009 Head of Knowledge Management, KPMG AZSA & Co.
Jun. 2010 Executive Board Member, KPMG AZSA & Co.
Jul. 2015 Senior Partner, KPMG AZSA LLC
Jun. 2017 Outside Corporate Auditor of Mitsui Chemicals, Inc.
Jun. 2017 Outside Audit & Supervisory Board Member of the Company
Jun. 2025 Outside Director of the Company (current)

ITOCHU ENEX is Strengthening its "Hunter Approach"

Tokuda: I have been observing the Company ever since I was appointed as an Outside Audit & Supervisory Board Member in 2017. I feel that the core management principle of cherishing and steadily expanding the customer base we have built over many years, along with the corporate philosophy of being "The Best Partner for Life and Society," has been consistently passed down through successive generations of top management.

Morikawa: It is crucial to update our mission, vision, and values in response to changing times, and the Company's policies and the message it communicates also change depending on the top management. However, as you pointed out, the culture articulated in our vision and corporate philosophy remains a constant undercurrent, and I believe this is exactly how we should operate as a company that continuously supports social infrastructure, primarily in the energy sector.

Tokuda: On the other hand, simply maintaining our current customer base is unrealistic given the declining population, which is why successive presidents have consistently recognized and addressed the issue of creating the next pillars of growth during the period in which the current base can be maintained, and breaking away from our dependence on energy distribution businesses.

Morikawa: That is exactly the sentiment behind President Tabata's use of the term "hunter approach." In particular, a proactive approach to offering new products to existing customers, existing products to new customers, and new products to new customers is essential for sustainable growth. I completely agree that a positive stance towards opening up new frontiers is indispensable for achieving this.

Tokuda: By nature, hunter tribes live day-to-day, which makes their existence inherently precarious. President Tabata is by no means rejecting the "agrarian approach" of protecting our existing customer base. However, it is a fact that, because the revenue base of our existing businesses is so robust that profits steadily accumulate simply by maintaining it, we somewhat lack a corporate culture that encourages taking on new challenges. In fact, recognition of this issue has been passed down from one president to the next. I believe that President Tabata's use of the strong term "hunter tribe" reflects his desire to share a sense of crisis with employees, in that settling for a continuation of the status quo will result in becoming the proverbial frog in boiling water, and his conviction that strongly encouraging them to take on challenges is essential to achieving our goals for 2030.

Morikawa: I have extensive experience at operating companies, where I have taken on many challenges and also experienced failures in the pursuit of growth. I firmly believe that failing before others do and learning from those failures is what leads to the next success. A significant decline in performance naturally creates an atmosphere conducive to

taking on challenges, but at ENEX, which is consistently generating profits, there is a tendency to rely on precedent and be bound by preconceived notions. I believe it is highly significant that President Tabata is consciously encouraging new challenges and cultivating a corporate culture that tolerates failure.

Tokuda: Having been involved with ITOCHU ENEX for many years, I felt a clear shift in the mode of management with the formulation of ENEX2030 in 2023. Our core energy business is subject to factors beyond our control, such as international affairs and energy policies, so our management style has inevitably been one of steadily building up the business while adapting to changes, which is the background to the previous practice of setting medium-term management[A1.1] plans in two-year increments. However, as it became clear that maintaining this style would limit our future growth, we set a long-term goal for 2030 for the first time and outlined a direction to build a new revenue base on top of our existing businesses through ¥210 billion in strategic investments.

Morikawa: I agree. While a two-year planning cycle is reasonable in an industry where it is difficult to predict the future, I believe it is noteworthy that we have adopted a backcasting approach for the first time and set ambitious goals, as it demonstrates a strong commitment to management transformation. While we have indicated our intention to strengthen the mobility sector, we have not clarified specific investment areas for 2030 other than that. I understand this is because, as you mentioned, given the characteristics of our industry and business model, it would be too risky to try and predict the future with certainty and make large-scale investments. Therefore, the approach is to consider various possibilities and place multiple bets in areas of strength.

Tokuda: We were able to chart this long-term course thanks to the strong ability of our existing businesses to generate cash. I believe the "hunter approach" is only possible because of the foundation provided by the "agrarian approach." The key is how to strike the right balance between the two. We are moving forward toward 2030, having steadily accumulated profits in the two-year periods of the 1st Stage and 2nd Stage, while our vision for the business foundation we aim to build in growth areas is becoming clearer year by year, starting with our investment in WECARS Co., Ltd. Whether we can reach our goal in the remaining four years will depend on the challenges we take on from now.

Issues in Breaking Down Organizational Silos and Strengthening Customer Focus

Morikawa: I understand that the investment budget is not a quota that must be filled, but I consider it an issue that we have fallen behind in the plan, and to be honest, I feel we have not yet fully broken free from a defensive posture. This is also an important responsibility for us outside directors, and I intend to support the Company's efforts. The decline in the

sales volume of existing energy products is an unavoidable threat. While expansion into renewable energy is certainly necessary, our strength lies in our existing customer touchpoints. What matters is not their "quantity," but the "quality" of how we leverage them. We must determine, from the customer's perspective, how to transform our approximately one million customer touchpoints into business opportunities. For example, the mobility business offers broad scope for solving customer issues by leveraging our customer touchpoints. This includes not only providing means of transportation, but also supplying energy for mobility and supporting vehicle use and upkeep through maintenance and insurance services. Strengthening collaboration among with different business entities and actively considering a shift from a flow-based to a stock-based revenue model will also lead to new investment opportunities. I am sure the executive team is already considering this, but I would also like us to engage in deeper discussions on this topic.

Tokuda: While the idea of unifying our customer base and leveraging touchpoints has long been discussed, it has remained a persistent challenge due to historically strong siloing of departments. However, I believe we have taken a step forward with the recent replacement of our ERP system. I believe that sharing data will facilitate the exploration of new business opportunities and stimulate personnel transfers across business divisions.

Morikawa: From a human resources development perspective, developing talent vertically, that is, cultivating deep expertise in a specific business area, is a rational approach to strengthening our businesses. However, since

the characteristics and culture of each business division are entirely different, I believe we will need to proceed cautiously, one step at a time. However, in the current market, where needs are already being largely met, I believe it is extremely important to explore latent needs from the customer's perspective in order to create new businesses. Since a company's organizational structure is irrelevant to customers, I want to strongly encourage the transfer of personnel across businesses to enable the Company to view the market from multiple angles and from the demand side. The required talent profile, training methods, and optimal personnel allocation are important themes that we must consider simultaneously if we are to strengthen our "hunter approach."

Deepening Discussions on Strategy

Tokuda: In my assessment, the Board of Directors is steadily improving through the PDCA cycle of effectiveness evaluations. The need to further invigorate discussions was previously raised as an issue, but we now engage in active discussions that include the outside directors, and we have advanced to the stage of further deepening the substance of these discussions.

Morikawa: I agree. As diversity among the Directors and Audit & Supervisory Board Members has increased, opinions are now being expressed from a variety of perspectives. At the same time, I believe that we outside directors must become more deeply involved in strategic discussions in order for the Board of Directors to fulfill its decision-making role regarding portfolio strategy and resource allocation, as required by the revised Corporate Governance Code, rather than acting

Steadily transform growth investments into corporate value by not fearing risk but controlling it at an appropriate level



merely as an approval body.

Tokuda: While investments exceeding a certain scale are naturally placed on the agenda at Board of Directors meetings, it is true that, until now, outside directors have not been able to sufficiently participate in discussions regarding the overall investment policy within the medium-term management plans. However, this was identified as an issue in the latest effectiveness evaluation, and we are moving toward further deepening our discussions. To this end, we outside directors must deepen our understanding of the businesses more than ever before. Although we are provided with opportunities such as the advance briefings provided to outside officers, explanations provided by department heads, and visits to various business sites, I hope to see these initiatives further enhanced. Naturally, we should also proactively seek out information ourselves.

Morikawa: When I was on the executive side at my previous company, we often held off-site meetings with outside directors, but it was difficult to engage in productive discussions due to information asymmetry. However, I believe it is necessary to clearly establish major discussion points that serve as the starting point for our thought process, such as what kind of future we want to realize, what kind of business entity we aspire to be, and what scenarios we should pursue to get there.

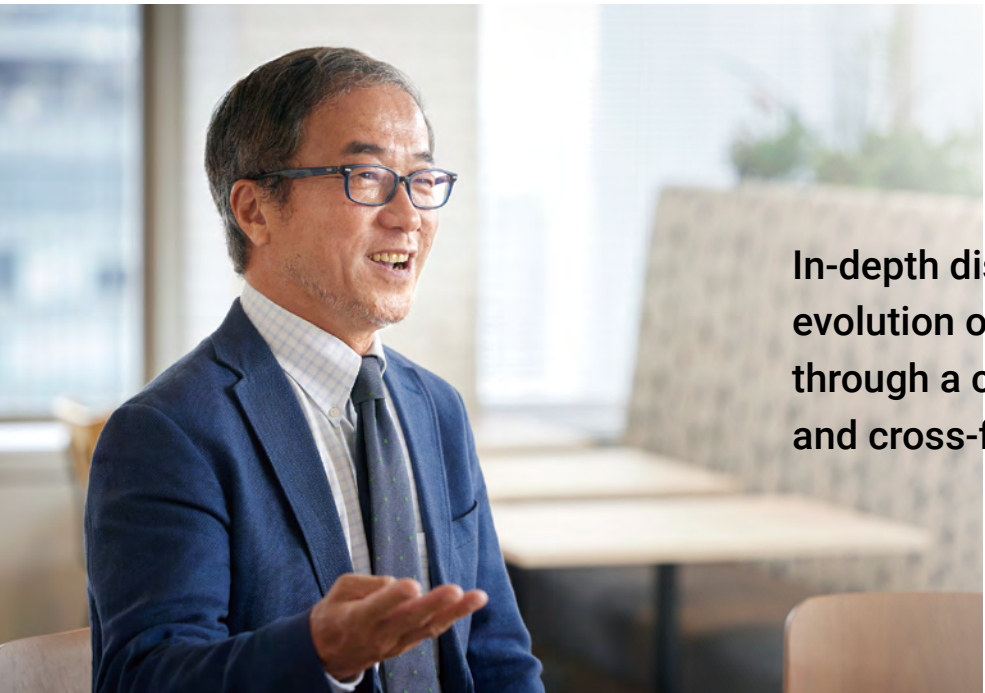
Tokuda: As an outside director, it is also an important responsibility to closely monitor the relationship with the parent company. Historically, we have had limited transactions with our parent company, so conflicts of interest have rarely occurred. However, as we are currently pursuing joint ventures in the mobility sector, primarily through WECARS Co., Ltd., I intend to monitor this closely. Provided there are no conflicts of interest, I want us to leverage our parent company as a strength and actively utilize it.

Fully Supporting the Challenge "To Create Driving Force of Life"

Morikawa: In ENEX2030, we are pursuing a broader societal mission to contribute to the sustainable development of people, communities, and industries through energy, while delivering both social and economic value, under the theme of "To Create Driving Force of Life." While building on our foundation as an energy trading company, I expect us to establish a position as an enterprise that solves customers' issues and supports better lives for people in 2030 and beyond, and to evolve our business model. Through my past experience, it has become ingrained in me that the essence of competition lies not merely in beating competitors, but in continuously providing high added value to customers, which cannot be achieved without a customer-centric perspective. I believe my role is to support ITOCHU ENEX in its approach to identifying business opportunities from such a market-based perspective.

Tokuda: Through the process of auditing numerous listed companies since starting my career at an audit firm, I have learned various patterns regarding when and how setbacks and miscalculations occur. We must avoid major missteps as we advance growth investments under ENEX2030, and I believe it is my crucial responsibility to leverage my experience to proactively detect risks and exercise effective "defensive" governance. However, this does not mean my role is to apply the brakes. Rather, it is "defense" in the sense of promoting risk-taking by leveraging the ¥210 billion for investments, and controlling risks at an appropriate level to steadily translate this into corporate value. I intend to continue supporting ITOCHU ENEX as it takes on the challenge of transformation under the philosophy "To Create Driving Force of Life," and to fulfill my responsibilities as an outside director.

In-depth discussions to support the evolution of our business models through a customer-centric approach and cross-functional collaboration



Corporate Governance

— Transparent, Effective, and Fair Decision-Making —

As a company with a Board of Directors and an Audit & Supervisory Board, the Company ensures the fulfillment of the auditing function and transparency in decision-making through fully functioning management oversight by the Audit & Supervisory Board Members. In accordance with the Corporate Philosophy, the Employee Code of Conduct, and the Declaration of the Group Code of Conduct, the Company is continuously strengthening corporate governance based upon persistently pursuing compliance, focusing on Shareholders returns, and ensuring managerial transparency and speed.

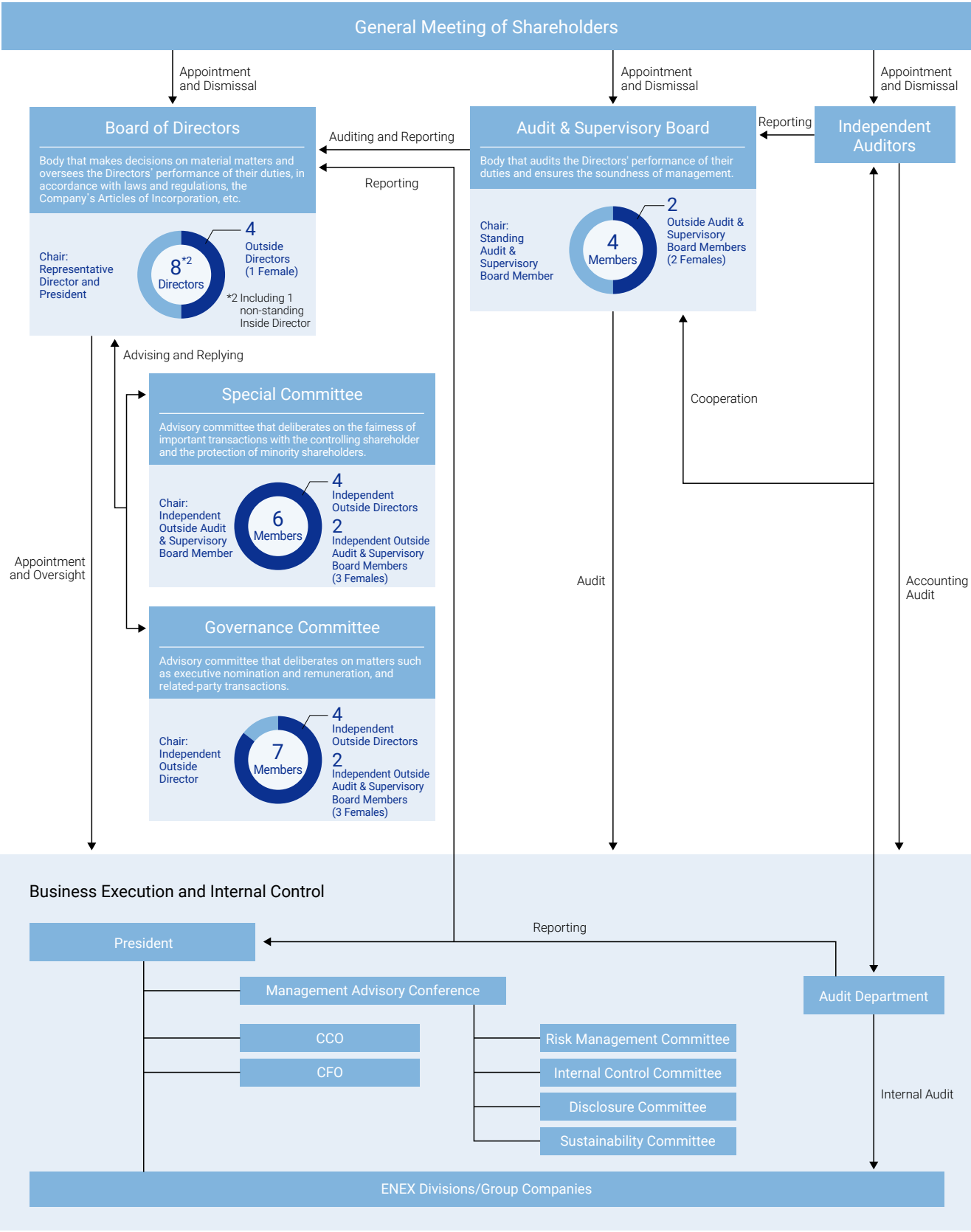
In accordance with laws and regulations, the Company’s Articles of Incorporation, and internal rules, the Board of Directors is responsible for making decisions on material matters and overseeing the Directors’ performance of their duties, and the Directors perform their duties in accordance with their assigned roles. Also, to strengthen the Board of Directors’ decision-making and oversight functions and increase the efficiency of business execution, the Company has adopted an executive officer system, in which executive officers perform their assigned duties based on delegation from the Board of Directors and the Representative Director. Furthermore, the Company is proceeding with the development

of an effective governance system, taking into account the Corporate Governance Code and feedback from the market. In addition, the Board of Directors consists of at least half Outside Directors, and female Directors are also appointed from the perspective of diversity, with the objective of further improving the effectiveness of management supervision and transparency of decision-making by the Board of Directors. Also, in order to ensure fairness in important transactions with its controlling shareholder, the Company has established a Special Committee composed of independent persons, including independent Outside Directors, and a Governance Committee with a majority of its members being independent Outside Directors, thereby enhancing the deliberation and approval process at the Board of Directors meetings. Through this corporate governance system based on a Board of Directors in which half of the members are Outside Directors, as well as various highly independent committees and an Audit & Supervisory Board, the Company has established a mechanism that appropriately separates and mutually complements oversight and business execution functions, and we believe this system aligns with our fundamental approach to Corporate Governance.

Strengthening the Governance System

	Strengthening Points	Ratio of Outside Directors
FY2015-2016	• Established a Governance Committee (a voluntary advisory body to deliberate and review nominations, remuneration, and other corporate governance matters) (two Inside Directors, one Outside Director, one Outside Audit & Supervisory Board Member)	<div><div></div></div> 25.0%
FY2017-2018	• Independent and outside officers became the majority in the Governance Committee (one Inside Director, two Outside Directors, two Outside Audit & Supervisory Board Members)	<div><div></div></div> 25.0%
FY2019-2020	• First female Outside Director appointed • Ratio of Outside Directors on the Board of Directors increased to at least 1/3 • Publication of skills matrix of outside officers (Integrated Report)	<div><div></div></div> 37.5%
FY2021-2022	• First female Outside Audit & Supervisory Board Member • Established a Special Committee (a voluntary advisory body to deliberate and examine transactions involving a conflict of interest between the controlling shareholder and minority shareholders)	<div><div></div></div> 37.5%
FY2023-2024	• Some items in the skills matrix amended to enable monitoring of the progress of the Medium-Term Business Plan • Clarified the requirements for fulfilment of skills	<div><div></div></div> 42.9%
FY2025-2026	• Ratio of Outside Directors on the Board of Directors increased to at least one half (4 Inside Directors and 4 Outside Directors) • Number of Standing Audit & Supervisory Board Members increased to two in order to stabilize the structure of the Audit & Supervisory Board (two Standing Members and two Outside Members) • Outside Audit & Supervisory Board Members added to the Governance Committee Six independent officers in total (four Outside Directors and two Outside Audit & Supervisory Board Members), plus one Inside Director	<div><div></div></div> 50.0%

Corporate Governance System*1 (As of June 17, 2026) *1 Business execution, internal control, managerial monitoring, and risk management system, etc.



Corporate Governance

Management Team

Directors

Representative Director and President

Nobuyuki Tabata

Reappointed



Nobuyuki Tabata has worked at ITOCHU Corporation primarily in the chemicals field for many years, and has cultivated extensive management skills and broad insights into global business management through his experience, including as President of ITOCHU Corporation's subsidiary company in the U.S., followed by roles as Chief Operating Officer of the Chemicals Division, Executive Officer, and Senior Executive Director of ITOCHU Corporation. Mr. Tabata has been leading the Company's management as Representative Director and President since June 2025, and since assuming office, he has been working to address the severe changes in the business environment surrounding the Company.

- Shares of the Company owned : 81,855
- Significant concurrent positions outside the Company : None

Director and Managing Officer

Kunio Nishimura

Reappointed



Chief Operating Officer, Car-Life Division, Officer in charge of WECARS Co., Ltd.

Kunio Nishimura has worked mainly in petroleum-related businesses since joining the Company, and has previously held the post of Representative Director of a Group company, General Manager of the Company's Human Resources & General Affairs Department and Corporate Planning Department, and CAO of WECARS Co., Ltd. Mr. Nishimura currently serves as Chief Operating Officer of the Car-Life Division at ITOCHU ENEX CO., LTD., utilizing his extensive business experience across the Company and Group companies and broad expertise in business management.

- Shares of the Company owned : 14,991
- Significant concurrent positions outside the Company : Director, Nissan Osaka Sales Co., Ltd.

Director and Executive Officer

Satoshi Watanabe

Reappointed



Chief Financial Officer, Chief Compliance Officer, and Chief Operating Officer, Corporate Administration Division

Having worked for ITOCHU Corporation for many years, mainly in finance and management strategy, Satoshi Watanabe currently serves as Chief Operating Officer of the Corporate Administration Division in the Company, possessing a wealth of business experience and broad expertise in management.

- Shares of the Company owned : 12,766
- Significant concurrent positions outside the Company : None

Director

Tetsuya Yamada

Reappointed



Tetsuya Yamada has primarily been engaged in the energy-related development business at ITOCHU Corporation for many years, and is now serving as Chief Operating Officer of the Energy & Power Solutions Division of ITOCHU Corporation. Mr. Yamada has extensive business experience and a wide range of knowledge on global business operations.

- Shares of the Company owned : —
- Significant concurrent positions outside the Company : Senior Operating Officer, Chief Operating Officer of the Energy & Power Solutions Division, ITOCHU Corporation Director, Sakhalin Oil and Gas Development Co., Ltd.

Director

Takuya Morikawa

Reappointed

Outside

Independent



Takuya Morikawa has long been engaged in a wide range of business activities in the stationery and office equipment industry, including business strategy, overseas business, and the launch of new businesses, and has gained business experience and a wealth of knowledge on business management through these activities. Mr. Morikawa provides advice for the management of the Company as well as proper oversight of the execution of the Company's businesses.

- Shares of the Company owned : 3,129
- Significant concurrent positions outside the Company : Outside Director, Asanuma Corporation Director and Executive Officer, SHOWA NOTE CO., LTD.

Director

Chie Sato

Reappointed

Outside

Independent



Chie Sato has extensive knowledge of corporate management, both as an author of numerous books related to graduate business schools in the U.S. and as a management strategy consultant at a major consulting firm. Ms. Sato provides advice regarding the Company's management and performs appropriate oversight of business execution.

- Shares of the Company owned : 1,252
- Significant concurrent positions outside the Company : Member of the Professional Graduate Business School Certified Evaluation and Accreditation Committee, The Japan University Accreditation Association Outside Director, HAPPINET CORPORATION

Director

Shozo Tokuda

Reappointed

Outside

Independent



In addition to expertise as a certified public accountant and his extensive experience in accounting audits, Shozo Tokuda has profound knowledge gained through his experience as an outside Audit & Supervisory Board Member of the Company and a large manufacturer, as well as a partner of a major audit firm. Mr. Tokuda provides advice regarding the Company's management and appropriate oversight of business execution from an objective and expert perspective.

- Shares of the Company owned : —
- Significant concurrent positions outside the Company : None

Director

Taketoshi Hosoya

New appointment

Outside

Independent



Taketoshi Hosoya has long engaged in a wide range of business activities in the retail and distribution industries, including planning and promotion of business strategy, business investment, and M&A. Having gained business experience and a wealth of knowledge on business management through these activities, Mr. Hosoya was appointed as a Director of the Company in June 2026.

- Shares of the Company owned : —
- Significant concurrent positions outside the Company : Outside Director, Watt Mann Co., Ltd.

(Notes) 1. Shares of the Company's common stock owned as of May 15, 2026
2. Independent indicates an officer registered with the Tokyo Stock Exchange as an independent officer
3. Titles used during the person's tenure are shown

Audit & Supervisory Board Members

Standing Audit & Supervisory Board Member

Ryohei Suda



Ryohei Suda has worked for ITOCHU Corporation for many years, mainly in energy-related businesses, serving in roles that include CEO of the Middle East Bloc, Deputy Chief Operating Officer of the Energy Division, and General Manager of the Research & Business Development Division. Mr. Suda has global business experience and extensive knowledge related to business management that he has cultivated through his various roles. He was appointed as an Audit & Supervisory Board Member of the Company in June 2024 and provides advice to the Company's management as well as proper auditing of the execution of the Company's businesses.

- Shares of the Company owned : 25,167
- Significant concurrent positions outside the Company : None

Standing Audit & Supervisory Board Member

Yasuhiro Imazawa



Yasuhiro Imazawa has worked for ITOCHU Corporation for many years, mainly in finance, accounting, risk management, and audit areas, and since being appointed a Director of the Company, he has served as Chief Financial Officer and Chief Operating Officer of the Corporate Administration Division I. Possessing a wealth of business experience and broad expertise in management, Mr. Imazawa was appointed as an Audit & Supervisory Board Member in June 2025 and provides advice to the Company's management as well as proper auditing of the execution of the Company's businesses.

- Shares of the Company owned : 25,167
- Significant concurrent positions outside the Company : None

Audit & Supervisory Board Members

Masako Iwamoto

Outside

Independent



Masako Iwamoto has specialized knowledge and extensive experience in corporate legal affairs as an attorney, and has also acquired deep insight during her tenure as an outside officer at other companies. Appointed as an Audit & Supervisory Board Member of the Company in June 2021, Ms. Iwamoto provides advice for the management of the Company as well as proper auditing of the execution of the Company's businesses from an objective and expert perspective.

- Shares of the Company owned : —
- Significant concurrent positions outside the Company : Representative Attorney, Iwamoto Law Office Outside Audit & Supervisory Board Member,HOKUTO, Inc.

Audit & Supervisory Board Members

Sonoko Kajiyama

Outside

Independent



Sonoko Kajiyama has an objective and expert perspective based on her expertise as a certified public accountant and her extensive experience as an auditor, as well as profound knowledge gained at major audit firms and the internal audit departments of global companies. Appointed as an Audit & Supervisory Board Member of the Company in June 2024, Ms. Kajiyama provides advice regarding the Company's management and appropriate auditing of business execution.

- Shares of the Company owned : —
- Significant concurrent positions outside the Company : Outside Audit & Supervisory Board Member, McDonald's Holdings Company (Japan), Ltd. Audit & Supervisory Board Member, McDonald's Company (Japan), Ltd. Outside Director (Audit and Supervisory Committee Member), Yokogawa Bridge Holdings Corp. Outside Director, Sony Financial Group Inc.

Skills Matrix of Directors and Audit & Supervisory Board Members

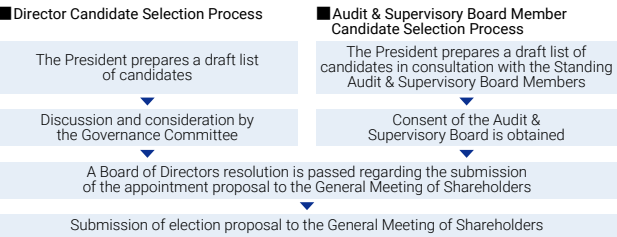
		Directors				Outside Directors				Audit & Supervisory Board Members		Outside Audit & Supervisory Board Members	
		Representative Director and President Nobuyuki Tabata	Director and Managing Officer Kunio Nishimura	Director and Executive Officer Satoshi Watanabe	Director Tetsuya Yamada	Director Takuya Morikawa	Director Chie Sato	Director Shozo Tokuda	Director Taketoshi Hosoya	Standing Audit & Supervisory Board Member Ryohei Suda	Standing Audit & Supervisory Board Member Yasuhiro Imazawa	Audit & Supervisory Board Members Masako Iwamoto	Audit & Supervisory Board Members Sonoko Kajiyama
Business management		◎	○	○	○	○	○	○	○	○	○	○	○
Corporate	Finance, accounting, risk management			○				○			○		○
	Legal, internal control, compliance							○				○	
Sales	Sales, marketing		○			○			○				
Key areas for realization of the Medium-Term Business Plan	SDGs, sustainability			○						○	○		
	Human resources, labor relations, human resource development		○				○					○	
	Business investment				○	○			○	○			
Other	International mindset				○		○						○

* The approach to the skills and areas of expertise is as follows. These are the skills and areas of expertise that we particularly expect from each of the Directors and Audit & Supervisory Board Members, but do not represent all of the skills and expertise that they each possess.
• The Representative Director of the Company (including former Representative Directors): Assigned ◎ for "Business management" only as having been responsible for overall business management
• Directors and Audit & Supervisory Board Members: Assigned ○ for those areas in which they are expected to provide useful advice and supervision to the implementing departments based on their unique knowledge and experience

Policies and Procedures in the Nomination of Director and Audit & Supervisory Board Member Candidates

1. Policies and Procedures in the Nomination of Director Candidates

To allow its Board of Directors to perform appropriate oversight of management and make decisions on important business execution, the Company, in principle, designates candidates for (Executive) Directors from among those who serve as President, CFO, CCO, and heads of each business division. The Company also designates several candidates for Outside Directors to make the ratio of Outside Directors one third or more with the goal of strengthening the Board of Directors' oversight of management. The Company appoints those expected to contribute to its management using their extensive knowledge cultivated through experience in their respective fields as Outside Directors. With regard to the policy mentioned above, the President drafts a proposal on the Director candidates, and following deliberation and consideration by the Governance Committee, the Board of Directors makes a decision regarding submission of an



appointment proposal to a General Meeting of Shareholders. In the event that a director does not have the required qualifications and ability to perform duties as a director, following deliberation and consideration by the Governance Committee, the Board of Directors makes a decision regarding submission of a dismissal proposal to a General Meeting of Shareholders.

2. Policy and Procedures for Nomination of Audit & Supervisory Board Member Candidates

In order to ensure that the Company's management is appropriately audited, the Company nominates Audit & Supervisory Board Member candidates who have both extensive experience as well as knowledge of the Company's management and a high degree of expertise in various fields, including accounting, finance, legal affairs, and risk management. Regarding Outside Audit & Supervisory Board Members, persons who are highly specialized and have extensive experience in their respective fields, and who can be expected to appropriately audit the Company's management from an objective standpoint are nominated. Based on the above policy, the President drafts a proposal on the Audit & Supervisory Board Member candidates after discussing with the Standing Audit & Supervisory Board Members, and the Board of Directors makes a decision regarding submission of an appointment proposal to a General Meeting of Shareholders upon the approval of the Audit & Supervisory Board.

Message from New Outside Director

Supporting the Enhancement of Corporate Value through External Insight into "Structure, Operation, and Implementation"



Director
Taketoshi Hosoya
New appointment Outside Independent

Career Biography	
Apr. 1988	Joined ITOCHU Corporation
Mar. 1997	Resigned from ITOCHU Corporation
Apr. 2009	Representative Director, Vice President and COO, Kakuyasu Co., Ltd. (currently, HitoMile Co., Ltd.)
Jun. 2016	Representative Director and President, Sky Group Holdings Co.,Ltd.
Jun. 2021	Representative Director, President and CEO, JOYFUL HONDA CO., LTD.
Jun. 2026	Outside Director of the Company (current)
Jun. 2026	Outside Director, Watt Mann Co., Ltd. (current)

One month after I was nominated as a candidate for Outside Director of the Company, a military conflict broke out between the United States and Iran. 2026 has become a year deeply etched in our memories, as the vast majority of the public has renewed their awareness of the urgency and importance of energy procurement and security.

I have worked in management positions for nearly 20 years, primarily at various operating companies in the distribution and retail sectors. Looking back, some of those companies "brought a breath of fresh air to an industry full of history and tradition." However, whether such efforts have ultimately led to structural changes in the individual industries must be left to the judgment of future generations. The truth I have learned from my hands-on management experience is that organizations that fail to continuously take on challenges will inevitably become obsolete and decline. This practical philosophy has become the backbone and very essence of who I am.

Having assumed the position of Outside Director, I will work toward the enhancement of corporate value based on three management decision-making principles. First, I will gain a thorough understanding of the business structure. I will once again delve into the fundamental assumptions upon which the Company's businesses are structured. Next, I will closely examine the unique operating mechanisms of individual companies and each ITOCHU ENEX Group company. I will monitor, from an independent external perspective, how the processes from frontline operations to management decision-making are designed and operated. Finally, I will support the establishment of implementation principles. While confirming and verifying whether the designed platform functions effectively and is soundly established, I will renew my commitment to fulfilling my responsibility of overseeing and advising management, and supporting them so that these efforts lead to concrete results.

I sincerely hope that the Company's stakeholders will look forward to the challenges we take on and the achievements we realize as all executives and employees of ITOCHU ENEX pool their strengths and advance toward a new future.

Evaluation of the Performance and Effectiveness of the Board of Directors

Status of Efforts by the Board of Directors

The Company's Board of Directors is composed of eight Directors, half of whom are Inside Directors and half are Independent Outside Directors, which ensures diverse expertise and objective perspectives, enabling the Board of Directors to make decisions on important matters and supervise business execution. In FY2025, the Board of Directors held a total of 13 meetings to discuss the progress of the Medium-Term Business Plan, important investment projects, internal control and corporate governance, sustainability measures, and other matters from both quantitative and qualitative perspectives.

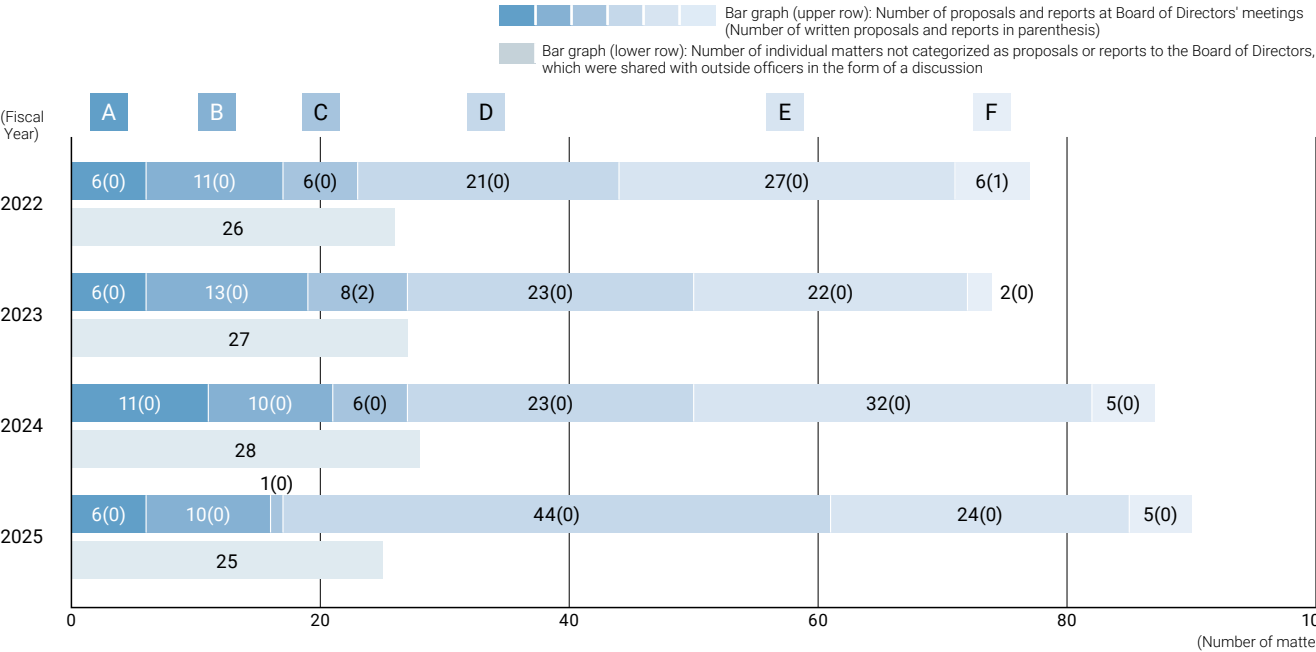
Also, the Board of Directors aimed to improve the

transparency and objectivity of the decision-making process by taking into account the results of deliberations by the Governance Committee and Special Committee, which are voluntary advisory committees to the Board of Directors. In addition, the Board of Directors continuously monitors important management issues through collaboration with the Management Advisory Conference and committees such as the Risk Management Committee, Internal Control Committee, Disclosure Committee, and Sustainability Committee, and strives to deepen discussions aimed at enhancing corporate value over the medium to long term.

Main Proposals and Agenda Items

	A Management strategy and management policy	B Accounts and finance	C Progress reports and initiatives policy on new and ongoing investment projects	D Governance, risk management, and compliance	E Executive personnel and remuneration	F Other individual matters
A	<ul style="list-style-type: none">Management policy and the Medium-Term Business PlanOrganizational structureCross shareholdings policyRevision of personnel systemSustainability initiatives reporting and policies			<ul style="list-style-type: none">Corporate governance reportInternal controlInternal audit report and planCorporate auditors' audit report and planEvaluation of the effectiveness of the Board of DirectorsRisk Management Committee activity reportCompliance report		
B	<ul style="list-style-type: none">Approval of financial statements and business plansShareholder returnsFunds management and borrowing plansAnnual Securities Report and financial statements				<ul style="list-style-type: none">Executive personnelExecutive remunerationAppointment of committee chairs	
C	<ul style="list-style-type: none">New investment projectsProgress reports and initiatives policy on investment projects				<ul style="list-style-type: none">Important changes in management rulesGeneral meeting of shareholders	

Number of Proposals and Agenda Items, and Number of Matters Explained to Outside Officers



Evaluation of the Effectiveness of the Board of Directors

The Company asked all Directors and Audit & Supervisory Board Members to give their opinions based on their own evaluation of the effectiveness of the Board of Directors as a whole in FY2025, including the composition, operation status, and support structure of the Board. The Board of Directors

then analyzed and evaluated its effectiveness, drawing upon those opinions as well as assessments and analyses by third-party evaluation organizations, and deliberation and examination by the Governance Committee.

Evaluation method	Questionnaire
Evaluators	All members of the Board of Directors and Audit & Supervisory Board as of the end of March 2026
Outline of Implementation	Questions and free-form comments in a questionnaire format (anonymous to ensure transparency) related to “Board of Directors’ composition and operations (6 items),” “Board of Directors’ discussions (4 items),” “Monitoring functions (5 items),” and “Other (7 items)” were administered.
Evaluation Results	Each item suggests a generally high standard, meaning that the operations of the Board of Directors of the Company as a whole are judged to be appropriate with its effectiveness ensured
Issues	Approach to deliberations that contribute to the enhancement of medium- to long-term corporate value, etc.

With the aim of further improving the effectiveness of the Board of Directors, the Company has been continuously working to enhance the sophistication of the Board of Directors’ operations and discussions, based on the issues identified in an evaluation conducted by a third-party body in FY2024. In particular, in FY2025, the Company worked to foster an environment that elicits diverse opinions by reviewing the running of meetings by the Chairperson and the functions of the secretariat, and enhanced strategic discussions through the formulation of the Medium-Term Business Plan and deliberations on investment and business restructuring projects. Furthermore, the Company regularly

reviews compliance and internal controls, and is working to strengthen the oversight function across the entire Group. As a result of these initiatives, the FY2025 effectiveness evaluation confirmed steady progress in the functions of the Board of Directors, including more active discussions and enhanced psychological safety. Going forward, the Company will continue to strengthen its effective governance system by further deepening discussions and enhancing the oversight function from the perspective of enhancing corporate value over the medium to long term, encompassing management strategy, human capital, and sustainability.

	Issues in FY2024	Implemented initiatives	FY2025 third-party evaluation	Ongoing issues for FY2026
Board of Directors operations and stimulation of discussions	Further enhancement of the free and open exchange of opinions and the expansion of speaking opportunities were recognized as issues	The Company reviewed the running of meeting by the Chairperson and the secretariat’s operations, and progressed the development of an environment that elicits diverse opinions	More active discussions and enhanced psychological safety were confirmed, indicating a steady improvement in the discussion environment	Further enhancement of the quality and strategic depth of discussions will be sought by refining the setting of discussion points, etc.
Management strategy and business portfolio	Further enhancement of discussions regarding strategy, capital efficiency, and the business portfolio was required	Expansion of the opportunities for discussion was sought through the formulation of the Medium-Term Business Plan and deliberations on investment and restructuring projects	While opportunities for discussion expanded and strategic reviews progressed, it was recognized that there was room to further deepen these discussions	Deepen integrated discussions on strategy, investment, and human capital from the perspective of corporate value creation
Internal control and risk management	Strengthening the oversight function regarding the operational status of Group internal control and risk management was required	Strengthened monitoring through continuous reporting on compliance and internal control reviews	The oversight system has progressed through expanded opportunities for discussion, and has entered a stage of further enhancing its effectiveness	Promote the advancement of the oversight function to verify effectiveness and enhance capabilities to respond to material risks
Human capital and diversity	A need was recognized to further enhance discussions on policies for ensuring diversity and human resource development	Secured opportunities for discussion on human capital through the selection of management personnel and deliberation on personnel proposals	While progress was made in discussions on human resources, it was recognized that there was room to strengthen alignment with strategy	Discuss human capital strategies in a manner that is integrated with medium- to long-term management, linking them to the enhancement of corporate value

Activities of the Audit & Supervisory Board

Role of the Audit & Supervisory Board

As a company with an Audit & Supervisory Board, the Company has adopted a system in which the Board of Directors is responsible for making decisions on basic management policies and important matters, as well as supervising business execution, while the Audit & Supervisory Board and its members audit the business execution by Directors from an independent standpoint.

In addition to ensuring the soundness and transparency of management, the Audit & Supervisory Board strives to enhance the effectiveness of Group governance by confirming the status of initiatives to strengthen such governance and expressing opinions as necessary.

Audit System and On-Site Audits

Audit & Supervisory Board Members conduct their auditing by attending meetings of the Board of Directors, the Management

Advisory Conference, various committees, and project deliberation councils as members or observers, conducting interviews with Directors, Executive Officers, and business divisions, and reviewing approval documents, in accordance with the auditing standards, auditing policies, and division of duties established by the Audit & Supervisory Board.

The Standing Audit & Supervisory Board Members actively conduct on-site audits of major business locations and Group companies, striving to grasp the actual conditions using a risk-based approach.

Outside Audit & Supervisory Board Members conduct audits from an objective standpoint, based on their extensive experience and high level of expertise.

Furthermore, they work closely with the independent auditors, the Audit Department, and Legal & Compliance Department, and utilize the support of staff assisting the Audit & Supervisory Board Members to enhance the effectiveness of audits.

FY2025 Activities

FY2025 Priority Audit Items

- Appropriateness of the Board of Directors’ decision-making process and rationality of the decisions made, etc.
- Status of business execution by the Directors, etc.
- Operation and utilization status after the introduction of the next-generation core system
- Status of initiatives to strengthen Group consolidated management

Main subjects of the auditing

The Company and Group Companies



Supporting the Balance Between Offense and Defense

Outside Audit & Supervisory Board Member
Masako Iwamoto

The Company has positioned FY2025-2026 as the 2nd Stage of the ENEX2030 Medium-Term Business Plan, and is working to promote DX utilization and investment execution strategies. The Audit & Supervisory Board has been closely monitoring the utilization of the new ERP system, which was launched as the foundation for DX, through ongoing discussions with the IT Planning Department (currently, the Digital Strategy Department). It is essential for each department to proactively drive its utilization on the front lines in order to leverage this system and enhance earning power, and we will continue to verify its adoption and outcomes. As a lawyer, I tend

to focus on risks when it comes to executing investments, but I feel it is important to keep in mind that an excessive emphasis on risk could hinder forward-looking investment decisions.

On the other hand, legal compliance is a fundamental prerequisite for management. Taking seriously the fact that, since the previous fiscal year, a subsidiary has been investigated by the Japan Fair Trade Commission and indicted by the Public Prosecutors Office, the Audit & Supervisory Board Members must exercise their monitoring functions with a stronger sense of crisis than ever before to ensure thorough compliance and strengthen internal controls across the entire Group.

As an Outside Audit & Supervisory Board Member, I intend to firmly maintain my independence and objectivity and contribute to the sustainable growth and sound enhancement of the Company’s corporate value, never hesitating to make recommendations that may sometimes be difficult for management to hear.

Internal Control

The Company has constructed, operates, and continuously improves its internal control system to ensure that its operations are conducted properly and in compliance with laws, regulations, and the Articles of Incorporation. Our Group’s internal control system is outlined in the Basic Policy

on Internal Control System, which was revised on May 18, 2023.

 Please see the Company’s website for the Basic Policy on Internal Control System.

<https://www.itcenex.com/en/corporate/governance/control/index.html>



Directors' Remuneration

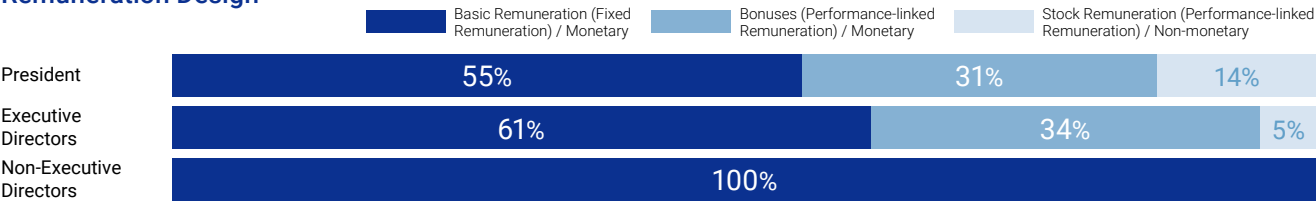
Basic Policy

Remuneration for Directors of the Company is designed to attract talented human resources with the ability to implement the Company's Corporate Philosophy and to motivate them to contribute to the sustained improvement of its corporate value. It is the Company's basic policy to determine remuneration paid to each Director at an appropriate level based on his/her position and duties.

Remuneration System for Directors

Remuneration for Executive Directors comprises fixed basic remuneration (monthly remuneration) and performance-linked remuneration that fluctuates according to performance. Remuneration for Non-Executive Directors comprises only fixed basic remuneration (monthly remuneration) given their roles and independence.

Remuneration Design



Composition of Director Remuneration (for Executive Directors)

Types of Remuneration	Details of Remuneration
Base Remuneration	The Company determines the monthly amount according to the position and responsibilities of each Director, taking into account the standards of other companies based on the research of specialized external institutions.
Bonuses	<ul style="list-style-type: none">The Company pays performance-linked bonuses to Executive Directors at certain times of each year based on performance indicators (quantitative) and the level of goal achievement (qualitative) in the year and medium- to long-term.The performance indicator that is the basis for bonuses is the level of achievement of the target for net profit attributable to ITOCHU ENEX's shareholders (consolidated), and the quantitative evaluation is determined by multiplying the base compensation by a certain coefficient linked to the achievement status of company-wide performance, departmental performance, divisional performance, and the Medium-Term Business Plan, depending on the officer's role. <p><small>*The comprehensive qualitative assessment is performed by the Representative Director and President, taking into account the level of the goal achievement of each Executive Director (progress in addressing issues in the areas of their responsibility, development of management executives, thoroughness of legal compliance, etc.). Qualitative evaluation is not applied to the Representative Director.</small></p>
Stock Remuneration	<ul style="list-style-type: none">As medium- to long-term performance-linked remuneration, Executive Directors are provided with points according to net profit attributable to ITOCHU ENEX's shareholders (consolidated) under the Medium-Term Business Plan, the titles of the Directors, and the number of months in their term of office. At the time of their retirement, they are granted a number of the Company's common shares commensurate with the total number of points granted.The number of shares to be granted is the product of multiplying the number of points granted by 1.0.Stock remuneration is adopted to motivate Directors to contribute to the improvement of the Company's medium- to long-term performance and the increase of its corporate value.

(Note) Of the above remuneration, for the bonuses and stock remuneration, which are linked to the Company's business performance, net profit attributable to ITOCHU ENEX's shareholders (consolidated) has been adopted as the indicator for evaluating the overall business performance of the Company. It was adopted to ensure the simplicity of the indicator, consistency with the numerical targets related to the Company's business management (or with the quantitative targets set in the medium-term business plan, which apply to the performance-linked stock remuneration), and in light of the trends of other companies. Net profit attributable to ITOCHU ENEX's shareholders (consolidated) in FY2025 was 16,058 million yen.

Total Amount of Director and Audit & Supervisory Board Member Remuneration, etc., Amount by Type of Remuneration, and Number of Eligible Officers

Officer Category	Total Amount of Remuneration, etc. (million yen)	Total Amount by Type of Remuneration (million yen)			Number of Eligible Officers (persons)
		Base Remuneration	Bonuses	Stock Remuneration	
Directors (Outside Directors)	290 (45)	189 (45)	75 (—)	26 (—)	12 (4)
Audit & Supervisory Board Members (Outside Audit & Supervisory Board Members)	77 (27)	77 (27)	— (—)	— (—)	5 (3)
Total (Outside Directors and Outside Audit & Supervisory Board Member)	367 (72)	266 (72)	75 (—)	26 (—)	17 (7)

(Notes) 1. At the 57th General Meeting of Shareholders held on June 21, 2017, the Company resolved to introduce a performance-linked stock remuneration plan for Directors (hereinafter referred to as the "Plan"). The total amount of stock remuneration in the table represents the amount of expenses recorded for stock grant points granted during FY2025 in relation to the Plan.
2. The remuneration of Audit & Supervisory Board Members is determined through consultation among the Audit & Supervisory Board Members. Only basic remuneration is paid; bonuses and stock remuneration are not provided.

Policy, Etc. for Determining the Remuneration of Individuals

To flexibly determine the amount of remuneration for individuals, Nobuyuki Tabata, the Representative Director and President of the Company, is delegated to determine specifics based on standards established in advance. Changes to the composition of remuneration, basic remuneration, and bonuses require approval by the Board of Directors after consultation with the Governance Committee. Changes in the stock remuneration require approval at a Board of Directors' meeting or a General Meeting of Shareholders, after consultation with the Governance Committee. The Company has established a system in which the Governance

Committee receives one or more reports a year on the overall distribution of remuneration for individual Directors, ensures that such activities are conducted appropriately in line with this policy, and guarantees their objectivity, fairness, and transparency. The Board of Directors receives the results of deliberations and examinations, and reports on the appropriate remuneration of individual Directors in line with this policy from the Governance Committee, and the Company believes that the activities of the Board of Directors are also in line with this policy.

Cross shareholdings

Policy on cross-shareholdings

The Company has a policy of holding shares of any customer or business partner solely on the condition that holding such shares is deemed to have commercial potential in the future and is strategic. The policy is limited to holdings in which the chances of achieving an investment return are high and the holdings contribute to increasing the Company's corporate value.

With regard to such shares we already hold, the Board of Directors examines the reasonability of the holding of individual shares every year and the continuation or reduction of cross-shareholdings will be properly determined from the perspective of the chances of achieving the expected investment purpose or whether or not they are creating economic added-value that may lead to enhancing the Company's corporate value.

At the Board of Directors meeting held on May 15, 2026, a detailed examination was conducted for each of the cross shareholdings held by the Company (six stocks in total) to determine whether the purpose of holding the shares is appropriate and whether the benefits and risks associated

with holding the shares are commensurate with the Company's cost of capital. As a result, it was confirmed that while some of the cross shareholdings currently held by the Company are appropriate, there are also stocks for which the company will consider reducing its holdings after assessing the rationale for future ownership. (Standard for exercising voting rights as to cross shareholdings) In exercising voting rights concerning the cross shareholdings, in principle the Company does not abstain from voting or provide a blank proxy. Moreover, the Company makes decisions for or against each proposal after examining them individually, rather than solely relying on uniform standards such as short-term operating results and stock prices. This is done from the perspective of whether the proposal will contribute to the medium- to long-term enhancement of the corporate value of the Company and its investee companies, taking into account non-financial information such as the management policies and strategies of the investee companies.

Relationship with our Parent Company

Other Special Circumstances Which May Have Material Impact on Corporate Governance (Relationship with Parent Company)

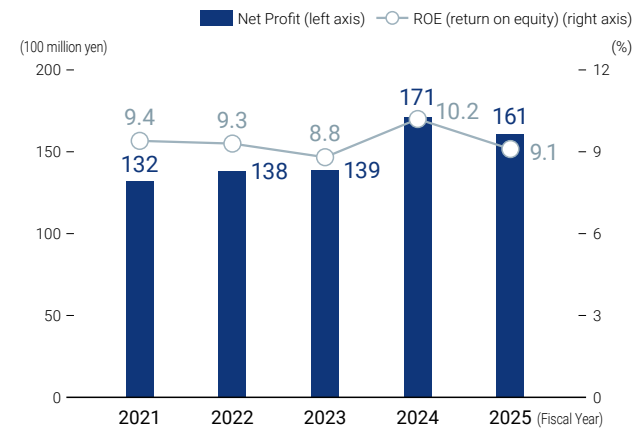
Our parent company, ITOCHU Corporation, holds 55.71% of our voting rights (as of March 31, 2026), making us a consolidated subsidiary. The Company is the core company of the domestic sales of petroleum products in the ITOCHU Group and the import/export business originating from Japan. As a critical business partner, the Company promotes the exchange of information on the trade in petroleum products, market conditions for domestic and foreign crude oil and petroleum products, as well as business initiatives related to personnel exchanges, electric power and environmental businesses, overseas projects, etc. The Company's dependence on the parent company for business transactions is fairly low, and most transactions are with

general companies and consumers. We recognize that there are no business restrictions imposed by our parent company, and are in a situation where we can make independent management decisions while ensuring independence and autonomy. Although there are some seconded employees between the Company and ITOCHU Corporation and its corporate Group, four outside directors have been designated as independent officers (as of June 17, 2026), and more diverse opinions can be reflected in deliberations at the Board of Directors meetings. As a result, independence is ensured and independent management decisions are not hindered.

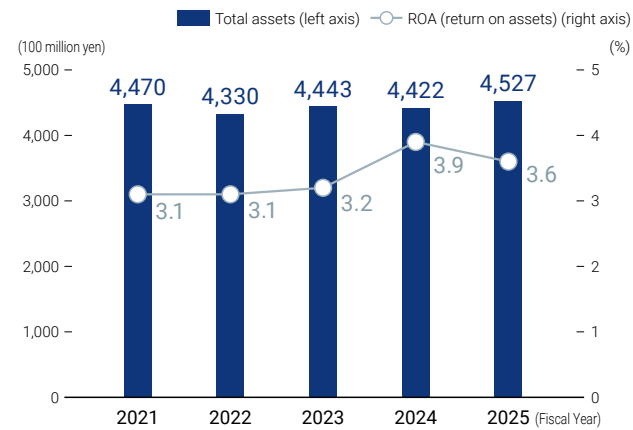
Financial & Non-financial Highlights

Financial

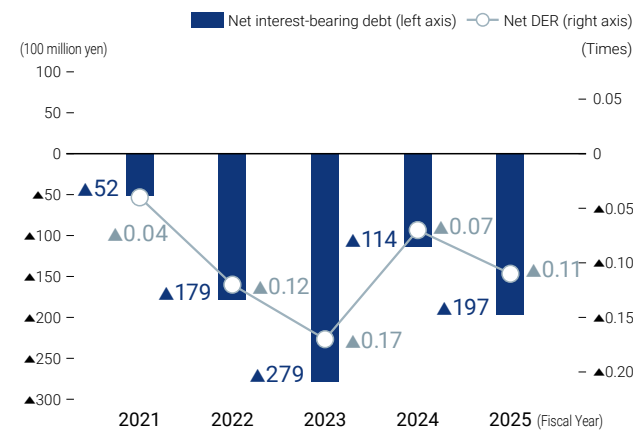
Net profit / ROE (return on equity)



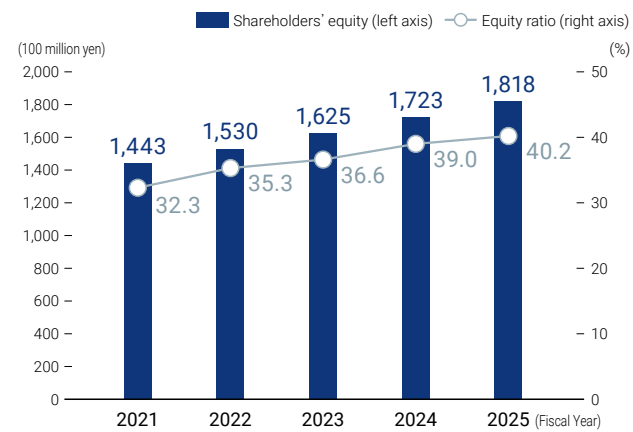
Total assets / ROA (return on assets)



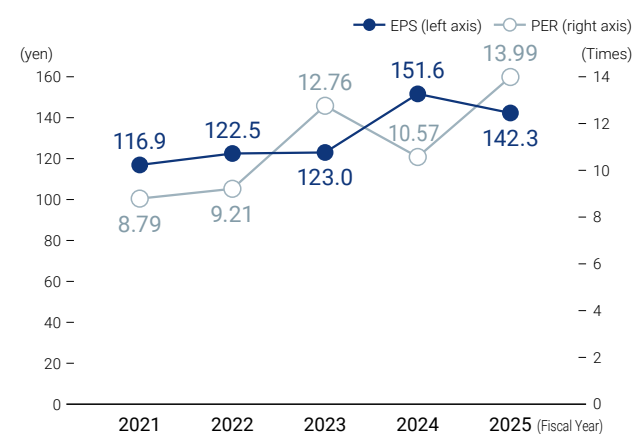
Net interest-bearing debt / Net DER



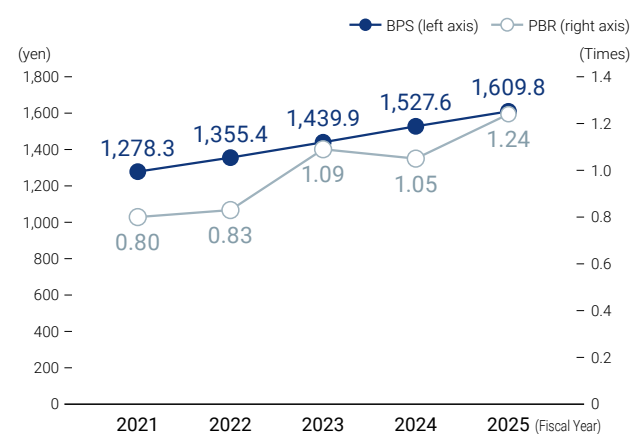
Shareholders' equity / Equity ratio



EPS*1 / PER*2



BPS*3 / PBR*4



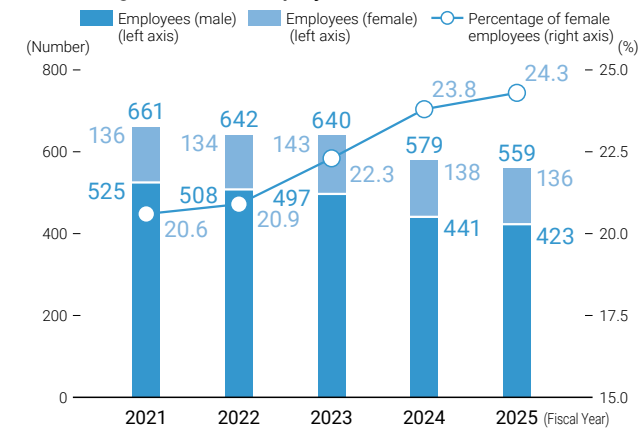
*1 EPS (earnings per share) = Net profit / Number of shares outstanding (excluding treasury stock)
 *2 PER (price-earnings ratio) = Share price (closing price at the end of the period) / EPS (earnings per share)

*3 BPS (book value per share) = Shareholders' equity / Number of shares outstanding (excluding treasury stock)
 *4 PBR (price-book value ratio) = Share price (closing price at the end of the period) / BPS (book value per share)

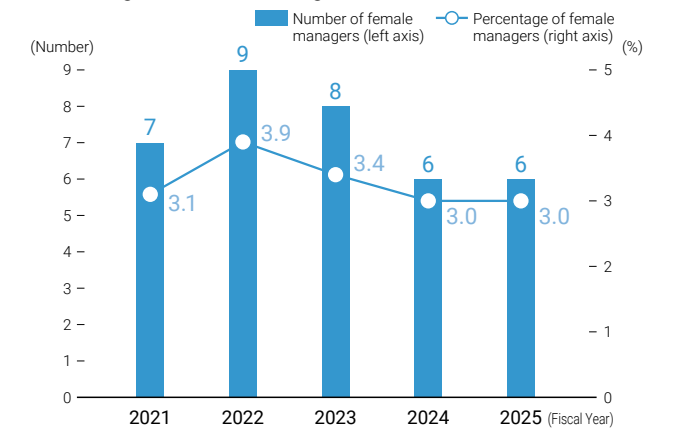
Non-financial

(Note) The values in non-financial data are on a non-consolidated basis

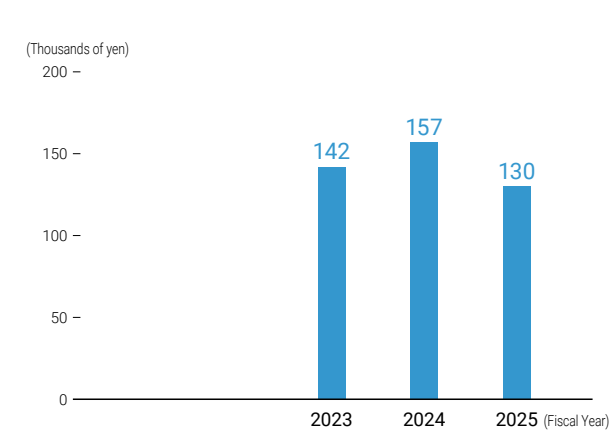
Number of employees (by gender) / Percentage of female employees



Number of female managers / Percentage of female managers

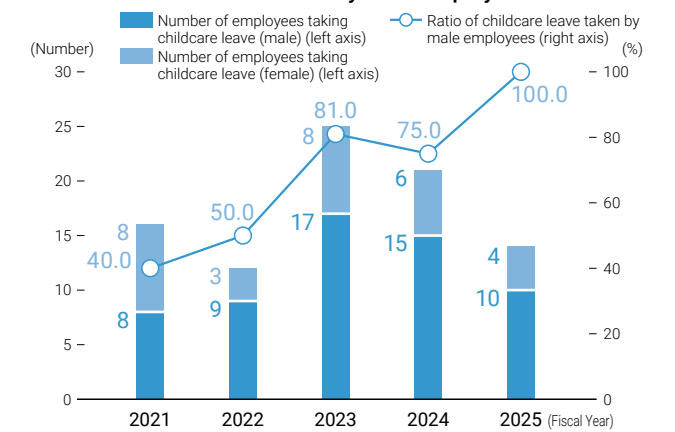


Investment in education and training per employee*5

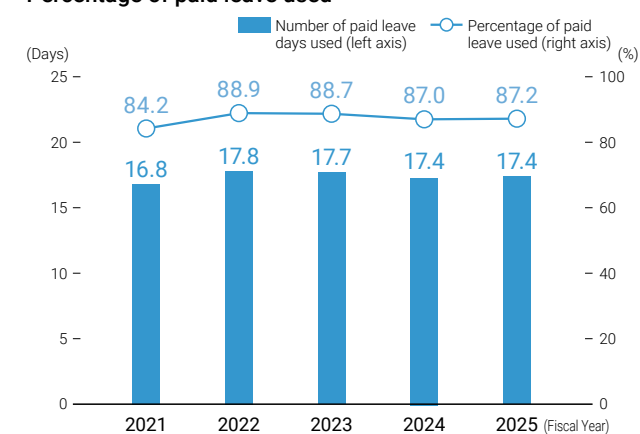


*5 Set as a non-financial KPI from FY2026

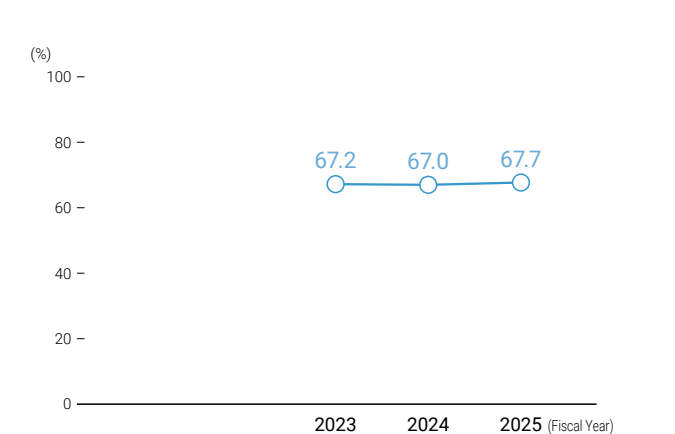
Number of users of childcare leave system (by gender) / Ratio of childcare leave taken by male employees



Number of paid leave days used / Percentage of paid leave used



Engagement Index*6



*6 Set as a non-financial KPI from FY2026

Financial Summary for 11 Years

	IFRS										
	FY2016/3	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Operating Results by FY (millions of yen)											
Revenue	723,645	695,060	744,767	1,007,086	897,427	739,067	936,306	1,012,018	963,302	924,481	851,235
Gross profit	89,562	93,604	88,822	84,210	86,418	86,889	83,591	89,556	88,612	94,423	90,971
Selling, general and administrative expenses	73,226	74,697	70,931	67,318	68,858	67,115	68,065	68,889	70,227	70,647	69,351
Profit from operating activities	16,384	19,678	17,153	17,851	19,257	19,346	20,929	21,368	23,587	26,896	24,146
Net profit attributable to ITOCHU ENEX's shareholders	7,469	10,405	11,025	11,559	12,056	12,168	13,194	13,832	13,887	17,102	16,058
Per share (yen)											
Net profit attributable to ITOCHU ENEX's shareholders	66.10	92.09	97.63	102.40	106.81	107.79	116.89	122.54	123.03	151.63	142.28
Shareholders' equity	889.70	960.37	1,028.57	1,083.37	1,136.89	1,206.88	1,278.32	1,355.37	1,439.91	1,527.64	1,609.83
Cash dividends	24	32	40	42	44	50*1	48	50	54	62	66
Financial position at the end of FY (millions of yen)											
Total assets	304,053	344,603	382,621	374,373	387,657	408,327	447,017	433,024	444,304	442,150	452,690
Interest-bearing debt	37,665	41,020	42,705	34,110	25,180	17,459	32,929	14,127	2,174	2,481	2,226
Net interest-bearing debt	16,841	18,293	20,132	15,385	5,937	▲17,382	▲5,216	▲17,886	▲27,929	▲11,449	▲19,698
Shareholders' equity	100,526	108,511	116,104	122,290	128,333	136,233	144,297	152,961	162,543	172,285	181,772
Cash flows at the end of FY (millions of yen)											
Cash flows from operating activities	30,322	17,831	24,239	25,403	28,106	40,214	39,955	34,799	34,538	31,709	45,071
Cash flows from investing activities	▲16,673	▲14,712	▲18,458	▲13,410	▲1,411	▲125	▲19,113	▲3,190	▲6,603	▲28,334	▲14,922
Cash flows from financing activities	▲9,059	▲1,195	▲5,850	▲15,857	▲26,196	▲24,528	▲17,625	▲37,747	▲29,916	▲19,431	▲22,188
Free cash flows	13,649	3,119	5,781	11,993	26,695	40,089	20,842	31,609	27,935	3,375	30,149
Cash and cash equivalents at the end of the period	20,824	22,727	22,573	18,725	19,243	34,841	38,145	32,013	30,103	13,931	21,924
Main indicators											
ROA (%)	2.4	3.2	3.0	3.1	3.2	3.1	3.1	3.1	3.2	3.9	3.6
ROE (%)	7.5	10.0	9.8	9.7	9.6	9.2	9.4	9.3	8.8	10.2	9.1
Equity ratio (%)	33.1	31.5	30.3	32.7	33.1	33.4	32.3	35.3	36.6	39.0	40.2
Net interest-bearing debt – shareholders' equity ratio (NET DER) (times)	0.17	0.17	0.17	0.13	0.05	▲0.13	▲0.04	▲0.12	▲0.17	▲0.07	▲0.11
Dividend payout ratio (%)	36.3	34.8	41.0	41.0	41.2	46.4	41.1	40.8	43.9	40.9	46.4

*1 Includes a commemorative dividend of ¥6 per share.

(Notes) 1. Revenue excludes national and local consumption taxes.
2. The amounts are rounded off to the nearest million.
3. Intermediary volumes have been included in the electricity sales volumes since the fiscal year ended March 2021.

Yearly sales volumes of main products

	FY2016/3	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Gasoline (thousand kl)	3,722	3,587	3,328	3,201	2,767	2,386	2,510	2,469	2,477	2,431	2,347
Kerosene (thousand kl)	1,471	1,448	1,590	1,565	1,229	1,145	1,054	915	858	842	854
Diesel oil (thousand kl)	3,321	3,271	3,401	3,499	3,288	3,164	3,282	3,217	3,154	3,173	3,068
LP gas (thousand tons)	601	597	618	573	543	500	485	475	445	438	427
Electricity (GWh)	873	2,431	2,671	2,874	2,605	2,393	2,692	2,245	2,266	2,327	2,847

Company Information

Company Overview and Stock Information (as of March 31, 2026)

Company Information

Company name	ITOCHU ENEX CO., LTD.
Head office address	3-2-5, Kasumigaseki, Chiyoda-ku, Tokyo 100-6028, Japan
Established	January 28, 1961
Paid-in capital	¥19,877.67 million
Main sites	Hokkaido, Tohoku, East Japan, Chubu, Kansai, Chugoku & Shikoku, Kyushu
Subsidiaries	36

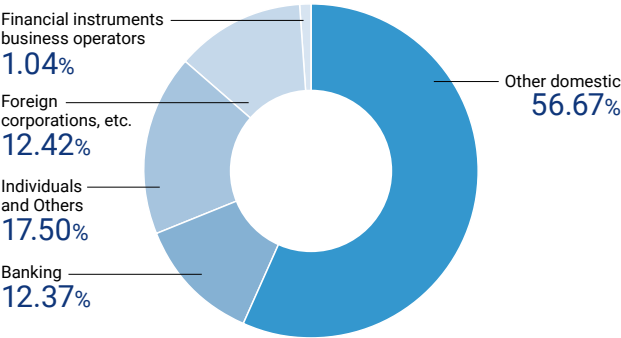
Shares and Shareholders

Authorized shares	387,250 thousand
Shares issued and outstanding	116,881 thousand
Shareholders	21,376
Shares per trading unit	100

Shareholders' Meeting, etc.

General Meeting of Shareholders	Annually in June
Record dates	General Meeting of Shareholders Annually March 31 Final Dividend Annually March 31 Interim Dividend Annually September 30
Shareholder registry administrator	Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank, Ltd.

Shareholding Ratio by Owner



(Note) 3,897,000 treasury shares are included under Individuals and Others. 105,806 fractional shares have been excluded.

Affiliates (equity method applied)	25
Number of employees	Non-consolidated 559 (including 151 seconded to subsidiaries) Consolidated 5,193
Stock exchange listing	Prime Market, Tokyo Stock Exchange (stock name: ITOCHU ENEX)
Securities code	8133
Main financial institutions	Sumitomo Mitsui Trust Bank, Ltd.; Sumitomo Mitsui Banking Corp.; Resona Bank, Ltd.; Mizuho Bank, Ltd.; MUFG Bank, Ltd.

Principal Shareholders

Name	Shares (thousand)	Stake (%)
ITOCHU Corporation	62,941	55.71%
The Master Trust Bank of Japan, Ltd. (trust account)	6,862	6.07%
Custody Bank of Japan, Ltd. (trust account)	4,429	3.92%
ITOCHU ENEX Business Partner Shareholding Association[A]	2,829	2.50%
NORTHERN TRUST CO. (AVFC) RE FIDELITY FUNDS	2,019	1.79%
Nippon Life Insurance Company	1,542	1.37%
ITOCHU ENEX Employee Shareholding Association	1,409	1.25%
STATE STREET BANK AND TRUST COMPANY 505001	828	0.73%
STATE STREET BANK AND TRUST COMPANY 505223	827	0.73%
JP MORGAN CHASE BANK 385781	641	0.57%

(Rounded off to the nearest thousand shares and two decimal places)
(Note) In addition to the above, the Company holds 3,897,000 treasury shares.

External Evaluations and Inclusion in Indices

Nikkei Joint Index

JPX-Nikkei Index 400



This is an index comprising companies selected for their efficient use of capital and investor-conscious management. The Company has been selected as a constituent stock of the JPX Nikkei Index 400 for four consecutive years. (As of August 7, 2026)

Rating

JCR (Japan Credit Rating Agency, Ltd.) Rating

In 2022 our JCR long-term issuer rating was upgraded from "A+ (stable)" to "AA- (stable)", and our domestic CP rating was upgraded from "J-1" to "J-1+", and these ratings were maintained in 2026.

As of September 16, 2026

Issue	Rating	Outlook
Long-term issuer rating	AA-	Stable
Issue	Maximum	Rating
Commercial paper	¥30 billion	J-1+

Details regarding ESG indices used by the GPIF

Selected for the MSCI Japan ESG Select Leaders Index



The MSCI Japan ESG Select Leaders Index is a leading ESG index constructed by selecting companies with excellent ESG evaluations from among the constituents of the parent index (MSCI Japan IMI Index), with a target of 50% of the stocks for each GICS® industry classification under the parent index, and has been adopted by the Government Pension Investment Fund, one of the world's largest institutional investors.

(Note) ITOCHU ENEX Co., Ltd.'s use of data from MSCI ESG Research LLC or affiliated companies (MSCI), and the use of the MSCI logo, trademarks, service marks, and index names do not constitute support, endorsement, or sales promotion of ITOCHU ENEX Co., Ltd. by MSCI. MSCI's services and data are assets of MSCI and its information providers. They present current conditions and do not represent guarantees. The MSCI name and logo are trademarks of MSCI

Selected for the FTSE JPX BLOSSOM JAPAN SECTOR RELATIVE INDEX



The FTSE JPX Blossom Japan Sector Relative Index is an ESG (Environment, Society, Governance) index prepared by FTSE Russell. It consists of Japanese companies implementing excellent ESG initiatives and has also been selected as an index adopted by the Government Pension Investment Fund (GPIF).

(Note) FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) certifies that, as the result of a third-party investigation, the Company has met the requirements for inclusion in the FTSE JPX Blossom Japan Sector Relative Index, and has become a constituent of the index. The FTSE JPX Blossom Japan Sector Relative Index is broadly used in the creation and evaluation of sustainable investment funds and other financial products.

Other Major Evaluations

KIH Outstanding Organization 2026



KENKO Investment for Health (KIH) is a system that recognizes corporations which practice particularly excellent health management based on initiatives that are in line with local health issues and health promotion efforts promoted by the Nippon Kenko Kaigi. (Ministry of Economy, Trade and Industry)

Eruboshi Certification (Stage 2)*1



This certifies companies that have outstanding implementation of initiatives to promote women's participation in the workforce. (Ministry of Health, Labour and Welfare)
*1 Certified in FY2025

Kurumin Certification*2



This certifies companies that have enhanced support systems for balancing work and childcare (childbirth and childcare), based on the Act on Advancement of Measures to Support Raising the Next-Generation of Children. (Ministry of Health, Labour and Welfare)
*2 Certified for the 8th time

IR Activities

When disclosing information to and engaging in dialogue with stakeholders, our Group strictly complies with relevant laws, regulations, and rules. It also emphasizes two-way communication through dialogue, while striving to explain the status of its businesses, management policies, and other information in a timely, fair, accurate, and clear manner and on an ongoing basis. In addition, feedback from stakeholders, including requests and opinions, is provided to management.

General Meeting of Shareholders

We hold a general meeting of shareholders every June. The video of the meeting is made available to shareholders only, but the video of our business report is published on our website.



	FY2023 Results	FY2024 Results	FY2025 Results
Dates	June 19, 2024	June 18, 2025	June 17, 2026
Attendance	24	22	15

Presentations for investors

We hold presentations and meetings aimed at individual and institutional investors. The presentations cover a wide range of topics about the Group, from our business and performance trends to our capital policy. (Speaker: CFO)

	FY2023 Results	FY2024 Results	FY2025 Results
Meetings with investors, etc.*3	43	56	56
Financial results presentations for institutional investors, etc.	Held twice	Held once	Held four times
Small Meetings for Sell-side Investors	Not held	Held once	Not held
Presentations for individual investors	Held twice	Held once	Held once

*3 Investor meeting participants: CFO, Finance and Investor Relations Section

Financial results presentation materials, etc.

https://www.itcenex.com/en/ir/doc/financial_statements/2026/index.html



Factbook

<https://www.itcenex.com/en/ir/doc/factbook/index.html>



IR Basic Policy

<https://www.itcenex.com/en/ir/policy/basicpolicy/index.html>



Nikko Investor Relations' All Japanese Listed Companies' Website Ranking

The All Japanese Listed Companies' Website Ranking, provided by Nikko Investor Relations Co., Ltd., ranks the websites of all listed Japanese companies based on objective evaluation items. Our website has received the highest rating, AAA, for seven consecutive years since 2019.



Gomez IR Site Ranking 2025

Broad Band Security, Inc. provides GOMEZ IR Site Ranking for the corporate websites of listed Japanese companies, based on evaluation items such as usability and proactiveness and foresight in disclosure. We have received the Silver Award for two consecutive years since FY2024.

