



ENEX REPORT 2025

ITOCHU ENEX Group Integrated Report



Published September 2025

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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	Covered April 2024 - March 2025 (Note: Includes certain activities that fall outside this period)
Organizations	Covered ITOCHU ENEX CO., LTD. and ITOCHU ENEX Group companies
Publication Date	September 2025

Editorial Policy for ENEX REPORT 2025

ENEX REPORT 2025 is an integrated report covering financial and non-financial information, including sustainability activities, prepared with reference to various guidelines. Its purpose is to communicate the Group's business activities and strategies implemented in pursuit of sustained growth. In FY2025, as we enter the second stage ("Implementing Investment Strategies Phase") of our Medium-Term Business Plan ENEX 2030, we focused on more clearly communicating how we will carry out our investment strategy to reshape our business portfolio—a topic of strong interest to investors. While we are still in the process of building this system and transforming our corporate culture, we aim to provide a clearer picture of the future vision ITOCHU ENEX is striving towards. In doing so, we hope to enhance the quality of our dialogue with investors and use that to drive further improvement. We would appreciate your honest and candid feedback.

Investor Relations & Sustainability Office

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

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



About Cover Design

This design is a symbolic expression of the organic creation and growth of new businesses from the solid business foundations built around the ITOCHU ENEX Group customer base. It visualizes how the creation of new businesses—those that add value to existing operations and generate synergy across different domains—can help evolve the Group's overall business portfolio.

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 established at the time of founding. 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.

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



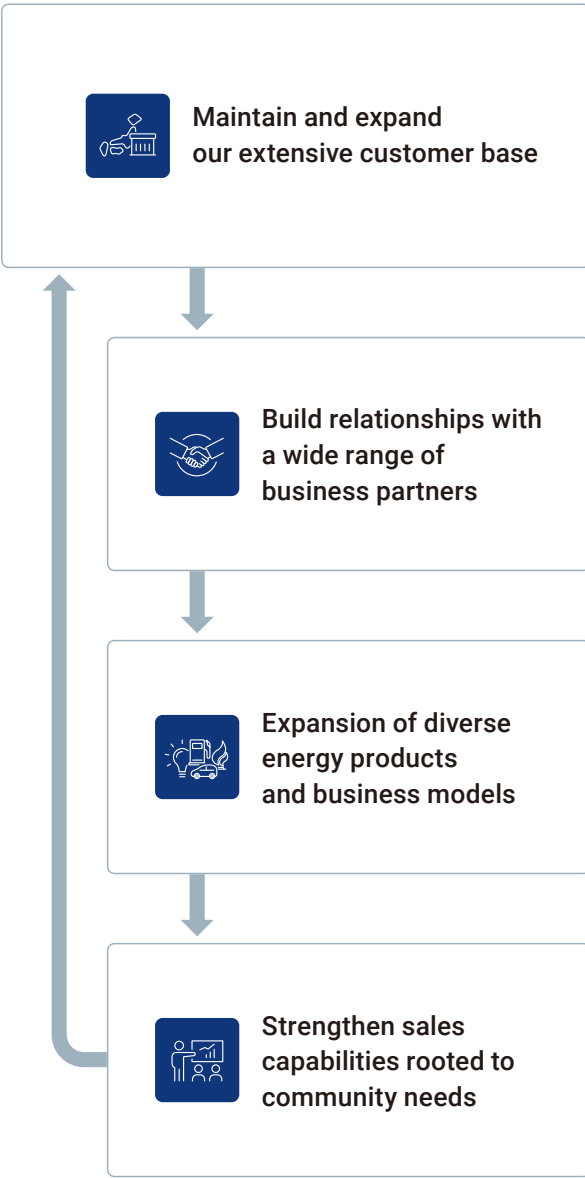
Continuing to Support Life and Society from Downstream

Drivers of Value Creation:

Connecting Business Models and Expanding Our Strength

Since its establishment, the Group has consistently pursued its "unchanging mission" to provide a stable supply of energy, and has built a solid customer base through the realization of this mission. At the same time, we have cultivated the ability to respond quickly to changes in the energy environment and have diversified our commercial products and services to meet the structure and needs of society. The customer base that we have grown through this virtuous cycle of pursuing our "unchanging mission" and our "ability to adapt to change" is our greatest strength. This solid foundation will allow us to flexibly respond to future changes in the business environment and also serve as a source of new value for sustainable enhancement of corporate value. We aim to achieve sustainable revenue growth through solutions to social issues by leveraging this unique customer base, which we have built up by being deeply rooted in the daily lives and attending to the diverse needs of our customers.

Mechanism for strengthening the 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 4,000 corporate locations nationwide, gas to 1.5 million homes, and electricity to 310,000 customers, which is the Group's own customer base. In addition to ensuring sincere customer service on a daily basis, we are deepening our trust-based relationships 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.

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.

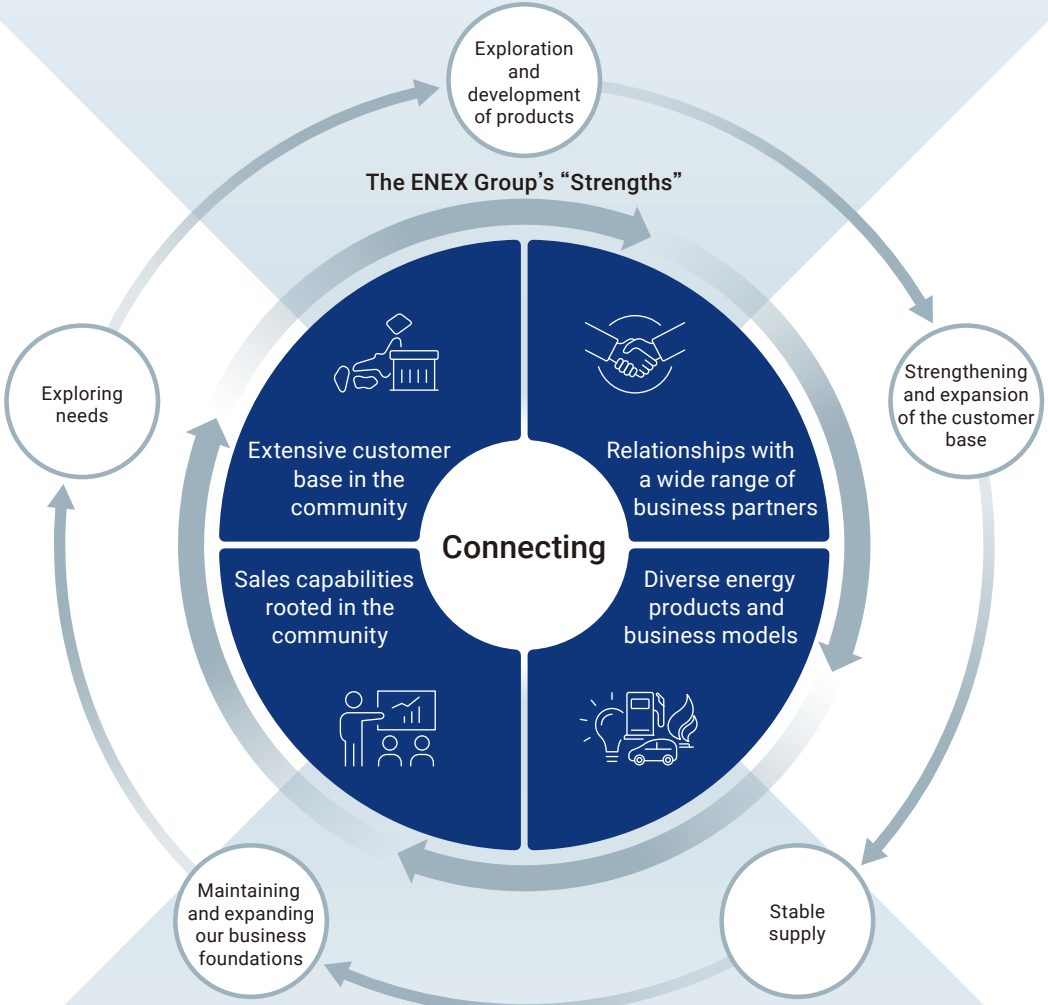
We have expanded our business domain by responding to social conditions and anticipating customer needs, and are currently involved in a wide range of business fields including gas, petroleum, electricity, and mobility-related businesses. Also, by collaborating with companies outside of the energy industry in response to the needs of society, we have been able to gain expertise that we previously did not have, leading to further expansion of our business domain and business models.

Our nationwide network of offices enables us to conduct sales activities that are closely tailored to each region and meet the detailed needs of our customers. This close attention to the needs of each region and the repetition of proposals tailored to each region have strengthened our client base and led to the discovery of new needs and new commercial opportunities.

* Car-Life Stations are multi-service refueling stations produced by the Company.



Expand Our Products



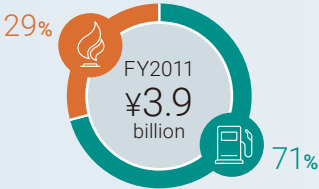
Expand Our Customer Base



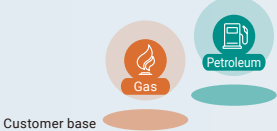
History of Expanding and Transforming Foundations

In the more than 60 years since its inception, the Group has overcome all kinds of difficulties by anticipating the needs of social structures and customers, and using these insights for the flexible transformation of its business portfolio and continuous expansion of its business foundations. In the face of the current major changes in the business environment, 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.

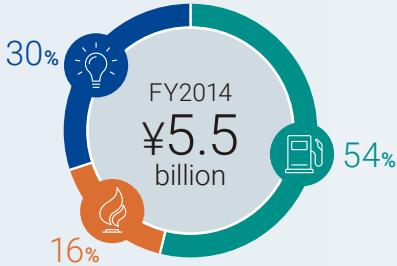
Changes in Net Profit and Revenue Portfolio



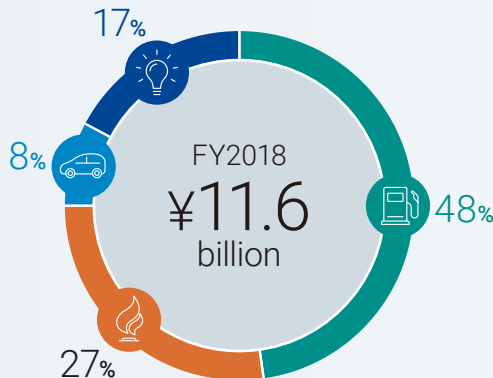
Business transformation



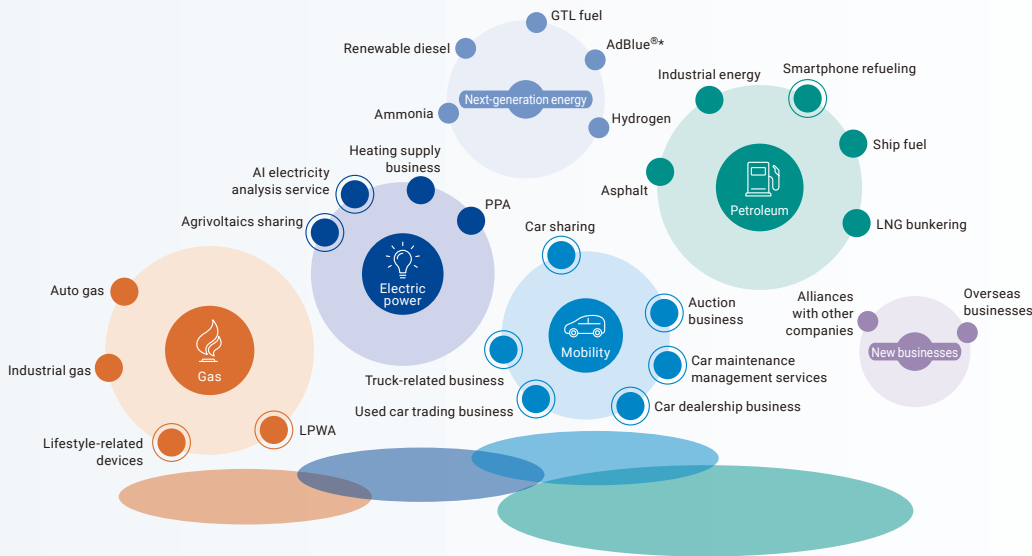
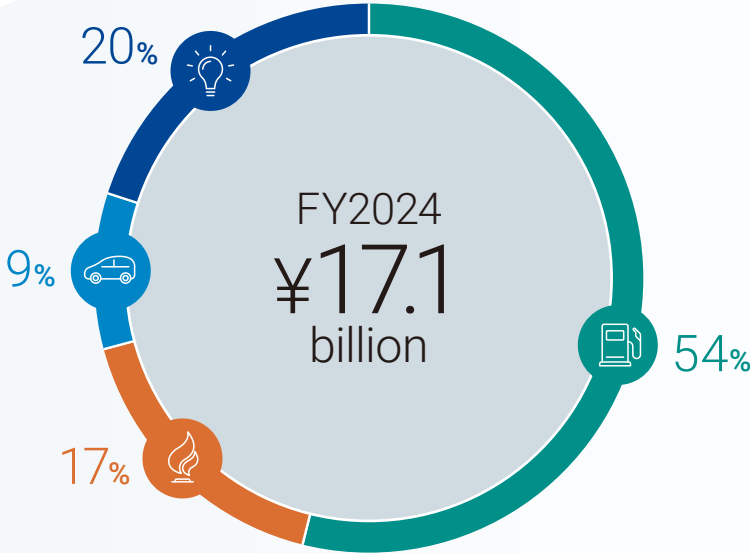
In response to accelerating changes in the petroleum industry, such as restructuring of the primary distributors due to declining domestic demand, we took the leap from a fuel trading company to a general energy trading company and built the foundation of our current industrial and residential energy customer base by strengthening our petroleum sales network and through M&As in the LP gas business.



Amid a difficult business environment in the petroleum and LP gas-focused businesses, we set a basic policy of evolving into a "multiple energy company" with energy, vehicles, and homes at its core. In addition to strengthening our operating base, we entered the electric power business in 2011 and the heat supply business in 2012.



We entered the car dealership business with the goal of creating a business that will fit future needs and lifestyles. While leveraging the existing customer base and sales network of the Car-Life Station business that is centered on fuel sales, we have been further exploring the needs in the downstream industry, creating a new Car-Life Station model and expanding the mobility business domain.



Under the Medium-Term Business Plan "ENEX2030," we are working to further enhance our customer base and profitability in our existing businesses, while at the same time integrating the respective customer bases. We have developed to date in order to promote expansion in the peripheral areas of our existing businesses. In 2023, together with ITOCHU Corporation we conducted a capital participation in Nalnet Communications Inc. to expand our car after-market business, and in 2024, we established WECARS Co., Ltd. to operate the used car sales business. While maintaining our existing core energy-related businesses as our earnings base, we will continue to evolve our business portfolio by positioning the mobility business as one of our growth drivers.

* AdBlue® is a global standard high-grade urea solution used to break down and detoxify diesel exhaust gases. (©AdBlue is a registered trademark of the German Association of the Automotive Industry (VDA).)

Accumulated business portfolio foundation

Petroleum
Affiliate Car-Life Stations
Approx. 1,500
Locations delivering energy to corporations
Approx. 4,000

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

Electric power
Group electric power sales contracts
Approx. 310,000
Heating supply districts in the Kanto area
19

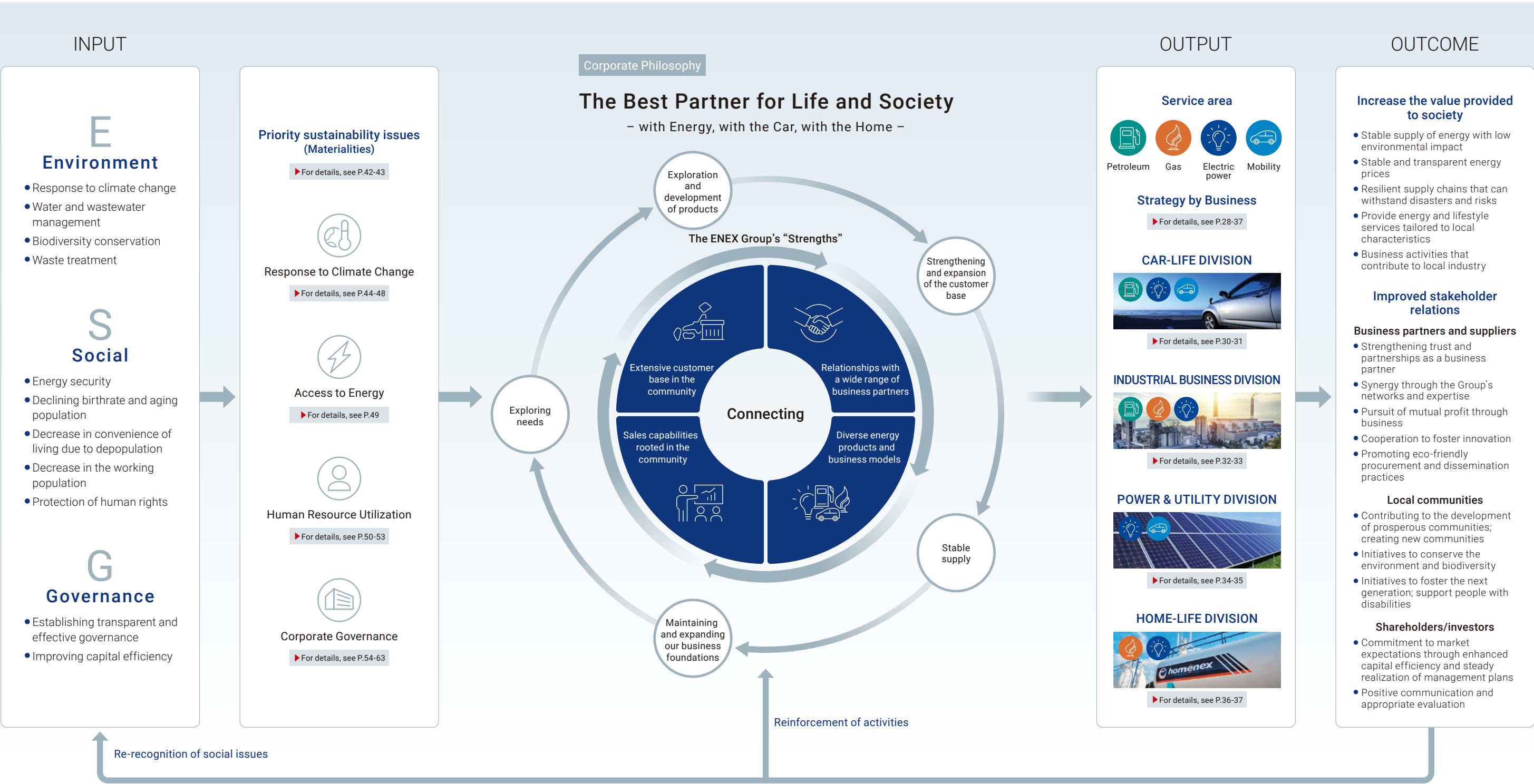
Mobility
Car dealership outlets
102
Car rental outlets
620

Changes in Downstream Needs

2000~	2010~	2020~
- Intensified sales competition and restructuring of primary distributors due to deregulation - Global warming	- Soaring energy prices - Intensified competition from electric power and city gas due to accelerated energy deregulation	- Acceleration of declining birthrate and aging population - Consumer awareness and increased interest in energy conservation and efficiency
		- Rapid changes in the composition and structure of global energy - Increased opportunity for a decarbonized society

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.



Message from the President



NOBUYUKI
TABATA

Representative Director and President

We will realize transformation toward sustainable enhancement of corporate value by taking on the challenge of utilizing the management resources we have inherited.

Actual site, Actual goods, Actual situation

My name is Nobuyuki Tabata, and I have recently been appointed as President. I joined ITOCHU Corporation in 1990 and have worked in sales in the chemical products division for the past 35 years. I started by visiting SMEs throughout Japan, and then spent more than half of my career involved in trading overseas, including secondments to operating companies in the U.K. and the U.S., and setting up a JV corporation in Los Angeles. One of the basic actions in my own work has been to thoroughly understand "the actual site, the actual goods, the actual situation". The answers to these questions are only to be found on the actual site, whether in Japan or overseas, and not only regarding an understanding of products we handle, but also in what our customers, suppliers, and markets are looking for. Especially in a business such as ours, which directly touches the daily lives of people in the community, it is important not only to pursue our own profit but also to keep thinking and making decisions from the perspective of the people to ensure the continuity of the business and, in turn, to continue to support the lives of the people living in the community. It is exactly such a sustainable business model that represents the essence of our corporate philosophy, "The Best Partner for Life and Society."

Yet, it is not something I can achieve alone. When I started a company from scratch, I was forced to handle all of the matters by myself, which made me keenly aware of the value of a company as an organization. ITOCHU ENEX already has more than 5,000 Group employees on a consolidated basis, who demonstrate strong organizational strength in their handling of each business, but in the specifics, there is the actual situation and the sweat and tears of daily trial and error that cannot be seen from the polished reports delivered to my office. Together with everyone who works with me, I would like to come face-to-

face with the actual sites and demonstrate the Group's collective strength.

Culture of our "Customer Base"

Since assuming this position, I have visited area branches and operating companies throughout Japan and have come to realize that the Group is an entity that matches our Corporate Philosophy of being "The Best Partner for Life and Society." The "customer base" is our common language on the actual site, but this does not simply refer to the number of customers using our products and services. The "customer base" is our common language on the actual site, but this does not simply refer to the number of customers using our products and services. The "connections" which have continued across generations and keep us close to the changes in each household's lifestyle and changes in the business of industries are what we refer to as our customer base. By building and maintaining these strong connections



Message from the President



on a daily basis, we are able, for example, to offer electricity to our customers who regularly purchase cars from our auto dealer business or to whom we deliver LP gas. Developing a "customer base" will ensure the long-term stability of the Group's profits and will also enrich the source of new business. ITOCHU ENEX has continued to build on these relationships over the decades, expanding to our current scale of more than 1,500 Car-Life Stations, supplying LP gas to 1.5 million households and electricity to approximately 310,000 customers. I see it as my role to continuously strengthen this unique "customer base," a strength that cannot be easily imitated, while at the same time encouraging challenges that go beyond the boundaries of conventional thinking and transforming the company into "The Best Partner for Life and Society" for the future.

“Polish” and Development

As for the business environment surrounding the Company, the problem of the declining population due to the declining birthrate and aging population is becoming more serious, and although there is a sense of crisis regarding the risk of a decline in the number of households, our current market share still has room to grow compared to the size of our market. Restructuring of the existing energy industry is

also accelerating, and we hope to capitalize on this trend and turn it into an opportunity to "polish" our existing businesses.

For example, the LP gas business, one of our original businesses, is undergoing a period of change following the business integration of major wholesalers in order to ensure supply stability due to geopolitical risks, intensify price competition, and respond to environmental concerns. The integration of businesses will also lead to restructuring of logistics systems, providing an opportunity for us, as a trading company connected to the downstream, to review our relationships with both upstream and downstream. LP gas is used by about 21 million households nationwide, and despite the impact of energy deregulation, many of the downstream companies that supply it are small, local businesses. Although it is a mature industry with a long history, for better or worse, such that there are almost no new entrants and the business is stable, it is difficult to expect growth on an individual company basis, and because of the heavy labor involved in transporting LP gas cylinders, an increasing number of companies are being forced to close due to succession problems. By expanding our partnerships with companies in these regions, we hope to create economies of scale, increase our bargaining power with upstream companies, and improve profitability, which is a chronic industry challenge.

On the other hand, since the domestic population is certain to decline over the long term, we also need to make the most of our customer base, which is one of our assets, to develop and nurture peripheral businesses other than the energy business in the context of people's lives. In the Car-Life Division, we are already engaged in a variety of businesses that are part of the "car life cycle" (the series of stages from the sale of new cars, to resale as used cars, to eventual disposal as scrap), but there are still peripheral businesses that can create added value through the provision of new mobility products and services. Proposals for EVs may also be generated from synergies with the electric power business, which has a customer base of general households and businesses. Since electricity and LP gas serve the same general households as the customer base, there is potential for the creation of services that are more closely related to daily life, such as businesses related to housing itself, or, for example, the creation of a food business, for example, from the perspective of cooking and home appliances.

We will pave the way for the future of ITOCHU ENEX by "polishing" our existing businesses and developing new businesses, which we can do only with the strength of our customer base.

ENEX2030

The slogan of the current Medium-Term Business Plan, "To Create Driving Force of Life," expresses our desire to be a driving force that moves industry and energizes people's lives. As "The Best Partner for Life and Society," we have formulated a long-term timeline divided into four stages for the eight-year period to 2030, with the aim of transforming the Group based on our vision of what it should be in the future. In the first half, we plan to polish our existing businesses that leverage our strong customer base by strengthening on-actual-site capabilities, and build up stable revenue, while accumulating quality new business projects by exploring and investing in new businesses. In the second half, we plan to expand the scale of investment, accelerate business development, and transform our revenue portfolio.

As described in the progress of the Medium-Term Business Plan announced on April 30, 2025, we have positioned the mobility area as a growth driver and have established a policy to establish it as one of the pillars of our revenue portfolio. This business will be the most obvious point of transformation, but we will gradually reconfigure our portfolio to be more profitable and less dependent on the energy business, while identifying and nurturing new businesses in the peripheral areas of existing businesses that form the earnings base. Given the current capabilities of each business, I believe that by building on their respective profitability and reforms, we can realistically look forward to achieving net profit of ¥25 billion in FY2030. Needless to say, we are also responsible for returning profits to our shareholders. We will aim to generate stable resources for strategic investments while incorporating changes in circumstances, and naturally we will steadily fulfill our committed financial targets in each fiscal year, while aiming to be in a position to say that our plan of ¥20 billion net profit is the bottom line.

In the 1st stage, "ENEX2030 '23-'24," we made steady progress in laying the foundation for this project. We also conducted reorganization to increase on-actual-site agility by reviewing department and section guidelines and spinning off the Home-Life Division. In addition, we have developed an aggressive structure by establishing a new Subsidiaries & Associated Companies Management Department and developing the personnel and systems to professionally support new and strategic business investments in the Investment Strategy Section, while at the same time, in anticipation of increasingly active investments and actual-site-oriented activities, we have strengthened our defensive capabilities by establishing a Group Development

& Monitoring Section to manage the investment efficiency of new investments and existing businesses, and a Risk Management Section to professionally manage business risks from a variety of perspectives.

While steadily advancing these preliminary preparations, we are also improving the profitability of our performance. The planned annual net profit of ¥13.5 billion and ROE of 8-9% have been achieved for two consecutive years, and in FY2024, net profit was ¥17.1 billion and ROE was 10.2%, far exceeding the targets. Although this included one-time gains, we are making progress in improving our structure towards one that can generate basic earnings even after deducting such gains.

Regarding investments, we did not reach the amount that we targeted, but I feel that we made good quality investments in terms of the careful selection of projects. Particularly in the mobility area, we invested in Nalnet Communications and WECARS. Around 50 of our employees, most of whom are experienced in the actual site of our Car-Life Division, have been transferred to WECARS and are working vigorously to rebuild the company by rebuilding the underlying culture, including compliance and personnel evaluation systems, and by providing practical training to develop human resources. Although we still have a ways to go, the number of customer visits is gradually recovering due to our services with thorough price transparency, and we are moving forward with the goal of returning to profitability within a few years. These investments have become a very important work in progress, not only to strengthen the structure of the Car-Life Division and expand its future earnings base, but also to chart the future portfolio of the Group's businesses.

Regarding other investments, our investments in Koukandekirukun, Inc., an e-commerce company for housing equipment, and ENECHANGE Ltd., an electricity



Message from the President

and gas switching platform, are investments that have created peripheral businesses where our respective LP gas and electricity customer bases overlap. On the other hand, our capital and business alliance with Nichireki Group Co., Ltd. has played a very significant role in strengthening our customer base itself. These projects were created from the frontline of sales, and I feel a sense that awareness within the company is steadily beginning to move toward the future.

In the second stage, "ENEX2030 '25-'26," we will not stop this momentum, but use it as an "investment strategy implementation phase" to accelerate the transformation of our portfolio by nurturing the abovementioned businesses in which we have invested and by creating further mechanisms. As stated in the subtitle, "Actively use DX for aggressive and defensive measures," the new ERP that is currently being developed will be an important initiative to support our ramping up of new and strategic business investments. After completing the integration of core systems, including those of Group companies, in the first stage, we will evolve it into a major weapon to support those on actual-site in both offensive and defensive aspects, such as reducing the burden of existing operations and developing new businesses, in order to encourage each actual-sales-site to run on their own. We intend to first visualize the various data that forms the Group's customer base so that it can be used across domains, and then in the future, by combining AI and external data, evolve it into a tool that can help uncover commercial opportunities and new businesses that are difficult to find through day-to-day activities.

For these two years, we have set annual financial targets of net profit of ¥16 billion, substantive operating cash flows of ¥38 billion, and ROE around 9.0% for each fiscal year. Looking at the results for FY2024, we have steadily improved our structure to generate profits, and I believe that we will be able to achieve these targets as long as we control prices and expenses appropriately as a matter of course. With respect to our cumulative target of ¥50 billion in new and strategic business investments, we will continue to carefully select quality projects and accumulate projects that will contribute to portfolio transformation as we have done in the past.

Removing Psychological Organizational Barriers

It is human resources that support ITOCHU ENEX's strong on-actual-site capabilities, and more than DX, it is necessary to organically combine diverse human resources. We have grown as a vertical organization that

emphasizes the expertise of individual businesses in order to fulfill our mission to "deliver" by connecting upstream and downstream. The ability to make decisions and to unite in the face of difficulties under this system is a great organizational asset, just as we were able to demonstrate the mobility to respond quickly to disasters such as the Noto Peninsula earthquake. I would like this strength to be demonstrated both vertically and horizontally to create new commercial opportunities and new businesses that transcend organizational barriers, and our policy is to work to activate personnel transfers with the goal of creating an organization that lowers barriers between organizations and provides involvement.

When we talk about working across different domains, some people think of setting up a cross-sectional organization. However, what truly matters is having connections with people in various fields, people you can turn to right away when an idea beyond your own area of expertise comes up. It's about the network and the relationships, not about the organization itself. Although we have engaged in the rotation of mainly younger workers in their second to eighth year, I would like to strengthen the relationships that allow cooperation vertically and horizontally throughout the organization by activating personnel transfers without being bound by customary practice.

Personnel transfers also have the effect of increasing the fluidity of knowledge and experience that resides in people and broadening the organization's perspective. Looking at the current trend, where a variety of values and perspectives are required, over the past decade ITOCHU ENEX has also reviewed its human resource strategy, including its recruitment plan, and has taken measures to increase the diversity of its human resources. The ratio of female hires exceeds 30%, and in recent years opinions are being expressed openly, especially by younger employees. I would like to encourage this trend of a changing atmosphere within the company even further by strengthening personnel transfers to increase the speed of change.

Fostering a Culture that Recognizes Challenges

It is essential to involve others in order to realize a new idea, but more importantly, deciding to take the first step is crucial. Each employee's decisions move the organization, move customers, and lead to results in terms of profit. Of course, there are times when things go wrong, but everything, including failures, becomes food for thought, and when many people are equipped with this experience, we can say that we have finally become a self-driven



organization that has delegated authority to the actual sites. However, it takes time to be able to feel this, so we must take a long-term perspective. In particular, because of our stable customer base and profits, it is easy for both sales and administrative departments to become defensive, so it is necessary to encourage a change in mindset through a certain degree of coercion. In FY2024, the evaluation points for the company-wide awards were changed to be based on the current management strategy, and incorporated on-actual-site capabilities, DX, and new and strategic business investments. This selection criterion for this evaluation is based on the evaluation of performance against the usual goal setting, which leads to the establishment of a conscious framework for taking challenges in daily work and the development of managers' ability to monitor and correctly evaluate employees' daily activities. Management's role is to continue to identify and implement such mechanisms, and by assigning personnel who can monitor and evaluate challenges on actual site, we will continue to promote change toward strategy implementation from the cultural and organizational aspects as well.

In Closing

We recognize that non-financial perspectives are also extremely important in enhancing corporate value. In particular, with regard to the environment, as an energy

trading company, we will contribute to the realization of a decarbonized society through products that reduce environmental impact, such as renewable diesel, GTL, alternative fuels such as hydrogen, AdBlue®, and renewable energy supply, as well as earnestly working to reduce the Group's greenhouse gas emissions. Connections within communities are also very important to us. I believe that the establishment of a supply system for alternative fuels and next-generation energy can only be realized through stable cooperation with local communities. We will further focus on activities that contribute to the development of the local industries which we have been engaged in up to now, and promote initiatives with a constant awareness of their effectiveness so that we can continue to be a company that is needed as "The Best Partner for Life and Society".

From now on, ITOCHU ENEX will embark on a phase of concrete realization of this transformation. I am looking forward to being involved in the important decisions required at this time, but at the same time, I also feel a strong sense of responsibility. Considering the intervention value we can bring to the industry and the abilities of our employees, I believe that our corporate value can be further increased. I would like to share with our stakeholders my expectations for the mobility business and the new businesses that will emerge in the future, and realize those expectations for the future in a tangible way. I hope you look forward to the future of ITOCHU ENEX.

Section 02

Medium-Term Business Plan ENEX 2030

An eight-year plan to reexamine changes in the external business environment and people's lives, and 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; execute strategic investments; and strengthen risk management across our operations. Our goal in putting these into action is to build new pillars of business for the future, and drive further growth through transformation.

To Create
Driving Force of Life

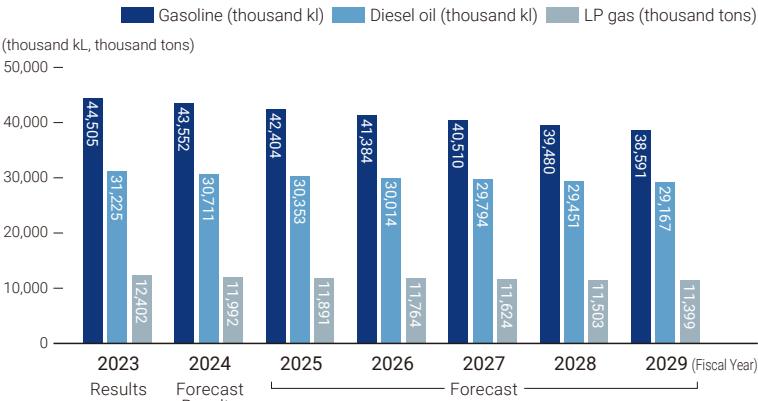
Medium-Term Business Plan “ENEX2030”

Toward Business Portfolio Evolution

Recognition of External Risks Surrounding the Business

The Group is engaged in the sale of petroleum products, the sale of LP gas and industrial gas, the sale of electricity, heat supply, and the sale of vehicles, mainly in Japan. However, a decline in sales volume of conventional energy products is inevitable in the future due to the declining domestic population, accelerating energy conservation, and the spread of electric vehicles. In order to accurately respond to these changes in the external environment of our business, we must transform our business portfolio by promoting expansion into new growth areas, such as the mobility area, in parallel with strengthening the energy area. Based on our direction of "strengthening on-actual-site capabilities" and "accelerating investments," we aim to continuously enhance corporate value by both enriching the foundation of existing businesses and creating growth opportunities in new fields.

Trend and outlook of demand for major domestic petroleum products (gasoline, diesel, LP gas)



Source: Ministry of Economy, Trade and Industry, "Petroleum Product Demand Outlook for FY2025-2029 - Fuel Oils" (published April 25, 2025)

Domestic demand for gasoline, diesel and LP gas is expected to remain on a downward trend. Gasoline is expected to decrease by an annual average of 2.4% from FY2024 to FY2029 due to improved fuel efficiency and a decrease in the number of vehicles, while diesel is also expected to decrease by an annual average of 1.0% due to improved transportation efficiency and a decrease in cargo volumes. A similar downward trend is also expected for LP gas in the long term. On the other hand, we see these structural changes as an opportunity for growth and will respond in each of our businesses as described in the following.

Main Measures

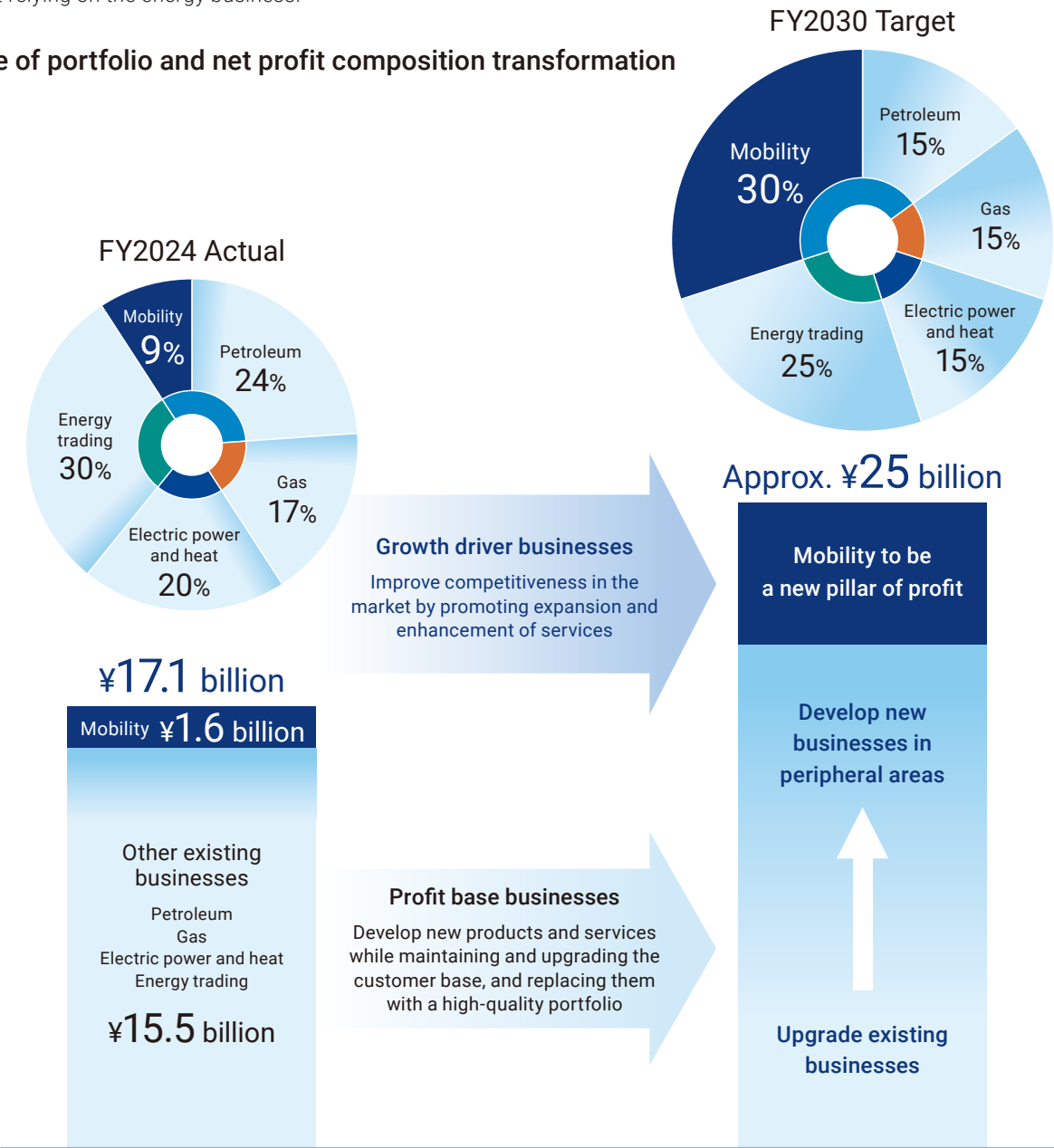
CAR-LIFE DIVISION	- Strengthen the earnings base of affiliate Car-Life Stations by strengthening cooperation with retailers and understanding the needs of local consumers - Expand automotive-related businesses through M&A to prepare for lower earnings due to lower sales volume - Environmental product initiatives
INDUSTRIAL BUSINESS DIVISION	- 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 petroleum - Reinforce the industrial gas container reinspection business and expand into peripheral business areas
POWER & UTILITY DIVISION	- Strengthen sales activities in the electric power retail business by utilizing IT and building the TERASEL brand - Expand the sales base by utilizing the distributor network
HOME-LIFE DIVISION	- Maintain and expand the number of LP gas customers through domestic and overseas M&A - Efficient operation of the retail sales business and expand the number of customers to which the function is provided - Prevent customer turnover through cross-servicing of the customer base - Improve operational efficiency and reduce costs by IT such as LPWA*

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

Portfolio Direction

The Group will strengthen the diversification of its earnings portfolio for future growth based on its solid business foundation developed as an energy trading company. In order to respond to structural changes in the energy market and the risk of declining demand, we will position the mobility area as a driver of growth and expand it in addition to the traditional energy area. We will leverage our know-how accumulated in the petroleum and automobile-related businesses to provide added value throughout the entire automobile lifecycle, including new and used car sales and maintenance, and will also focus on creating new solutions. In addition, we will leverage our cooperation with the electric power and LP gas businesses to aggressively develop new peripheral businesses that are close to people's daily lives, such as in the household area and those related to food and housing, in order to establish a stable earnings base and reconfigure our portfolio into one that is expected to grow without relying on the energy business.

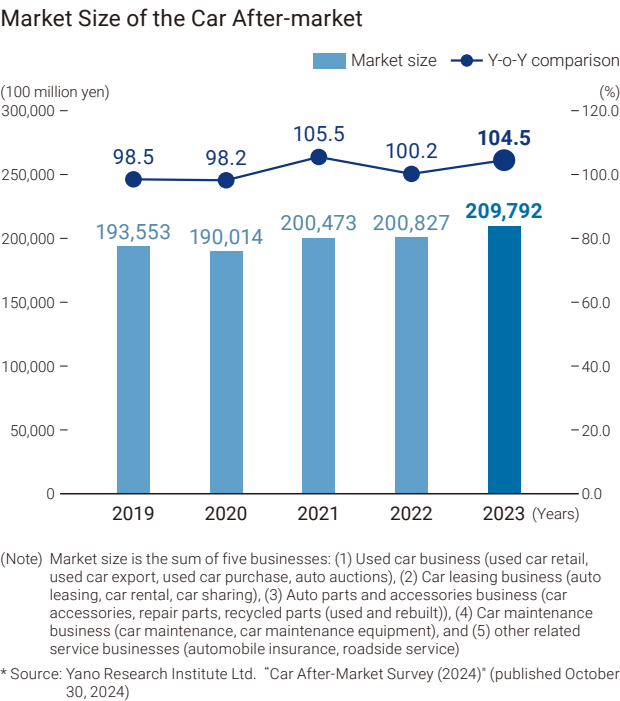
Image of portfolio and net profit composition transformation



Growth Driver Business Strategy —Mobility—

Overview of the Car After-market

In recent years, the car after-market* has continued to grow steadily as disruptions in the supply chain have gradually begun to dissipate and economic activity has picked up. Domestic new car sales have also begun to increase, and the number of four-wheeled vehicles owned at the end of April 2025 remains at a high level of approximately 79 million units (data source: Ministry of Land, Infrastructure, Transport and Tourism). Recovery in corporate demand for car ownership and solid personal demand continue to support the overall market, as well as demand for after-market services and products. Emerging trends such as car sharing and the expansion of EVs are also factors that are stimulating the related markets. On the other hand, new issues have emerged, such as the suspension of production and shipment of some models due to a problem with falsified certifications. However, we believe that the Group can demonstrate high value in the car after-market by leveraging the know-how and on-actual-site capabilities we have cultivated in the mobility field.



Potential Value to the Market

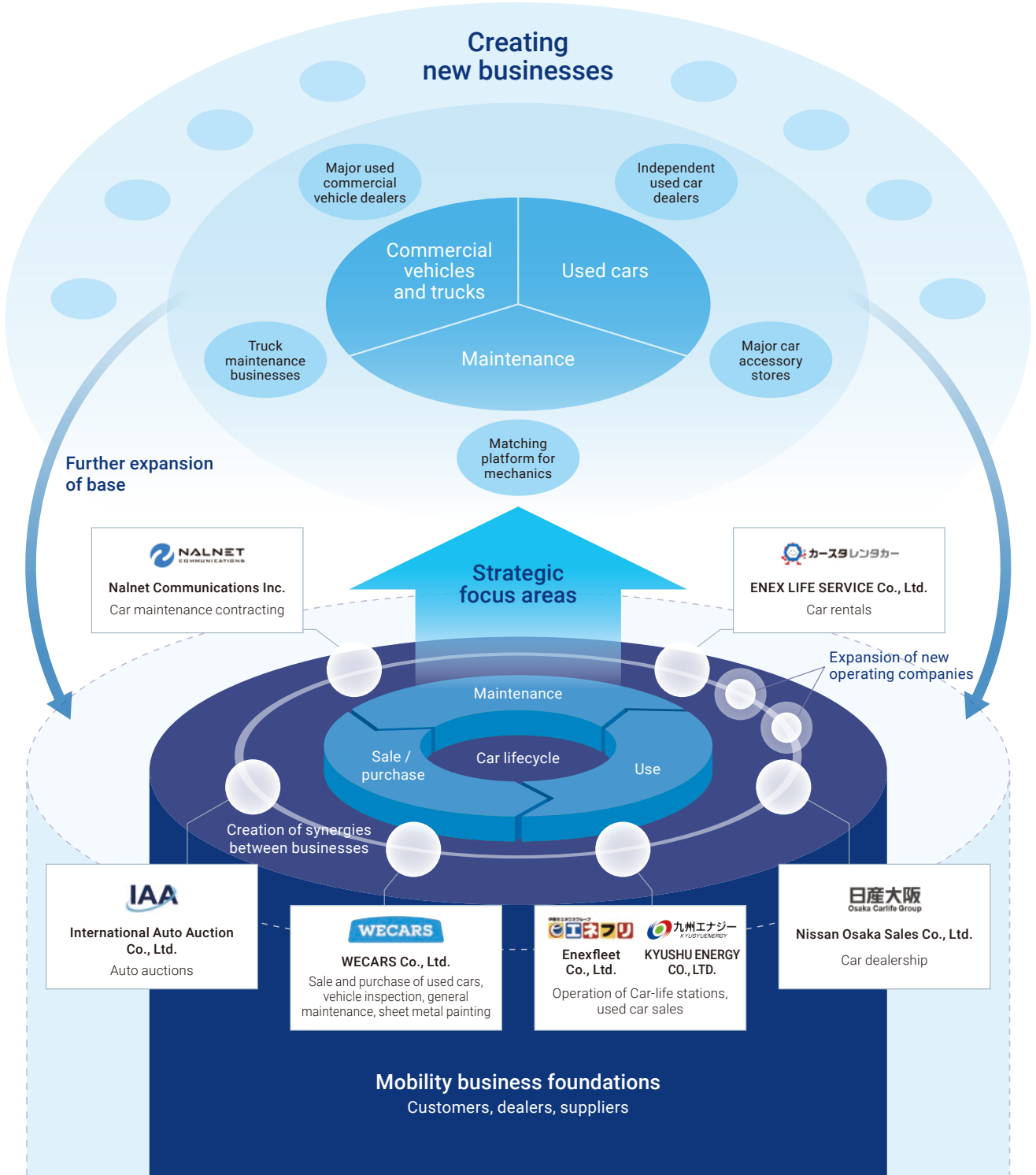
We believe that there is a lot of potential value in the car after-market. Consumer needs are shifting from "ownership" to "use," and new forms of car use such as car sharing and subscriptions are spreading against the backdrop of the uptake of remote work and changing lifestyles. In addition, factors such as the expansion of the used car market and advances in digital technology are driving the diversification of related services and the expansion of the market size.



In the future, as the market environment changes dramatically, it will be essential to secure earnings and strengthen services in existing businesses, as well as to pursue business diversification and further enhance the quality of the customer experience. In the used car market in particular, transparent pricing, quality assurance, and the creation of added value are becoming increasingly important, and the competitive environment is expected to become even more active. We believe that we can contribute to the further development of the car after-market by making maximum use of the know-how and on-actual-site capabilities we have cultivated in the mobility field to date, and by leveraging our comprehensive strengths and broad network, which only an energy trading company can offer, to respond to changing market needs in a meticulous manner.

Mobility Strategy

The Group is engaged in a wide range of mobility-related businesses, including the purchase and sale of used vehicles, vehicle inspection, maintenance, sheet metal coating, auto auctions, car rentals, vehicle maintenance services, the operation of car-life stations (including fueling facilities for large trucks), and car dealerships. We have accumulated know-how and execution capabilities as "on-actual-site capabilities", which we have cultivated over the years, and our abundant customer base that we have formed through our existing petroleum and mobility businesses is also a major strength. In the future, we will focus on the three priority areas of used cars, maintenance, and commercial vehicles and trucks, where we can utilize our knowledge and experience, and find various synergies by linking the know-how and networks of each business through investment in DX. This will allow us to not only expand our existing businesses, but also develop businesses peripheral to our focus areas by making full use of M&A and other means in areas where synergies can be expected, with the aim of achieving further growth in the mobility field.



Profit Base Expansion Strategy

For more than 60 years, the Group has delivered oil, LP gas, and other forms of energy essential to society and daily life. By organically combining our extensive network of customers, suppliers, and infrastructure, we have built a uniquely solid foundation and are continuing to grow sustainably while flexibly responding to the changing times.

To date, we have expanded our service areas by listening to our customers, quickly identifying needs, and adopting market-oriented approach for each business and product. Meanwhile, we will respond to the changing environment and diversifying social issues surrounding the energy market to further strengthen this market-oriented approach and focus on understanding needs from more diverse perspectives.

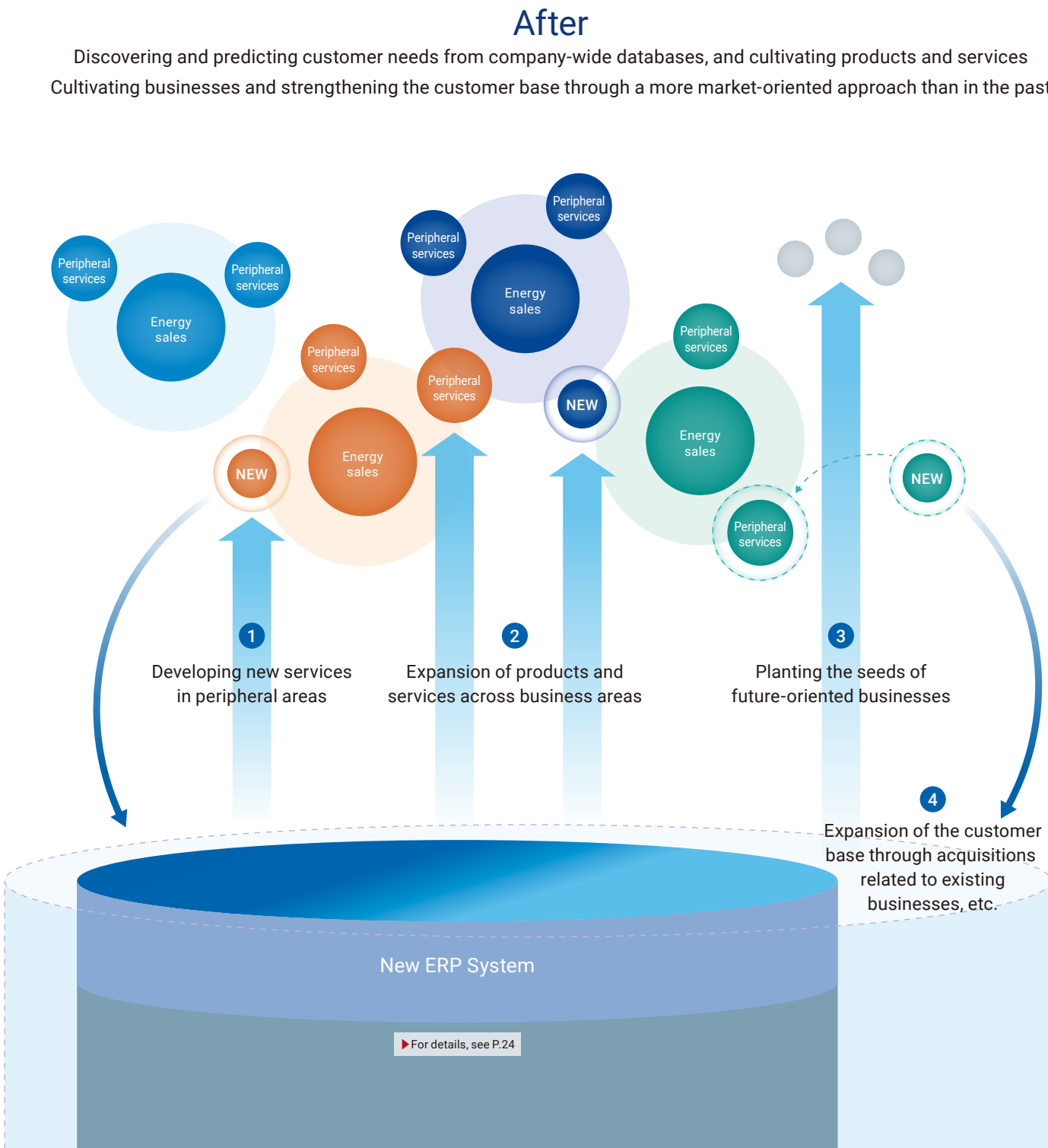
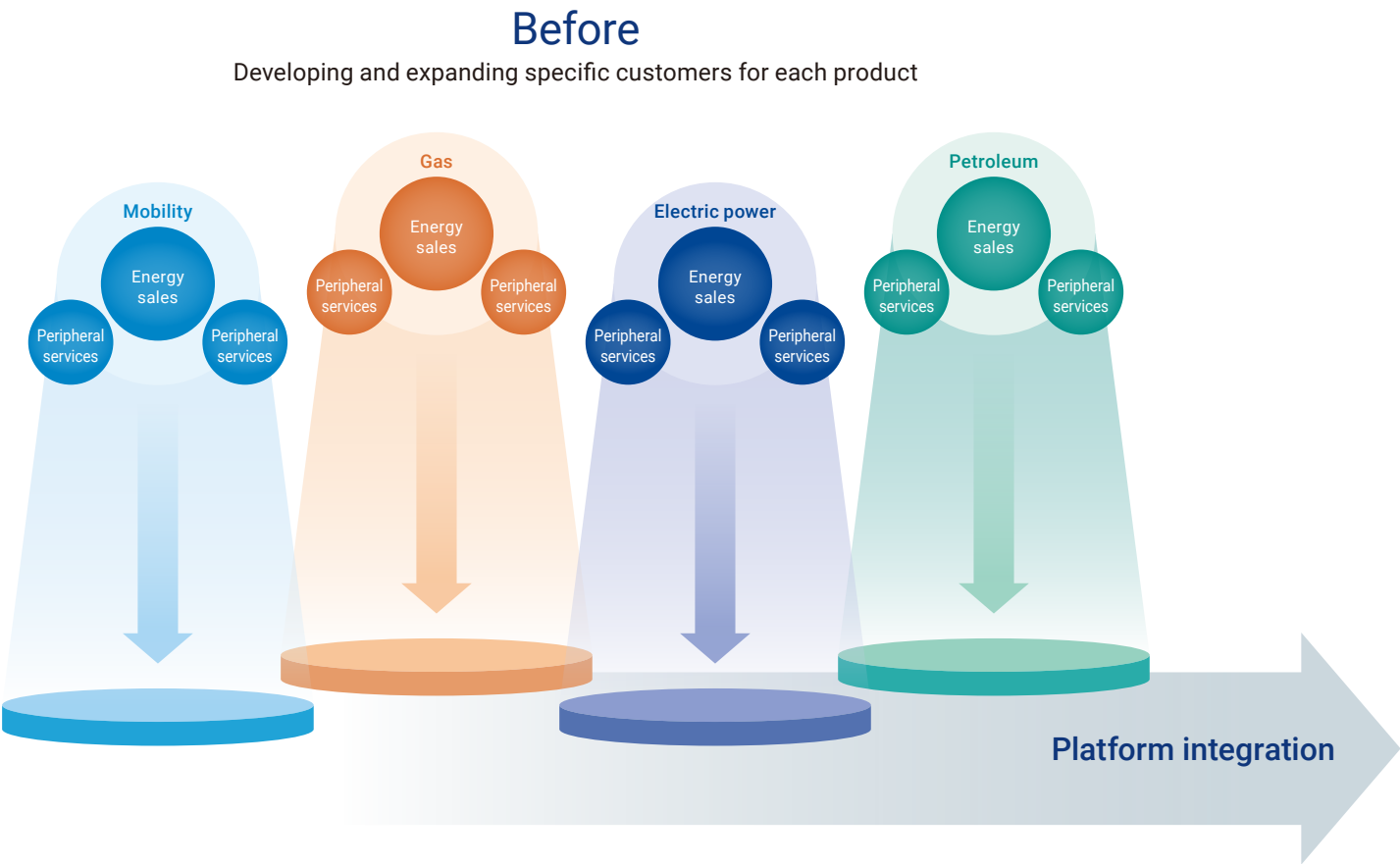
By integrating customer information and various data accumulated within the Group and centralizing it as a company-wide database, we will promote (1) expansion into peripheral areas of existing businesses, (2) horizontal development of products and services and creation of new services across businesses, and (3) seeding of new businesses with a view to sustainable growth for the future. In addition, (4) for existing businesses, we will aggressively work to "polish" our existing businesses to improve profitability and strengthen profitability by expanding our customer base through M&A.

Under the Medium-Term Business Plan “ENEX2030,” recognizing that changes in society offer opportunities for growth, we will continue to take on the challenges of environmental business, digital fields, and new alliances. Going forward, we will continue to create diverse added value and contribute to the realization of a sustainable society and more affluent lifestyles as “The Best Partner for Life and Society.”

History of Expansion of Business Foundations

From the roots of our business focused on oil and LP gas, we made a full-scale entry into the electric power business in 2011 with the acquisition of shares in JEN Holdings Co., Ltd. (now ENEX Electric Power Co., Ltd.), and we entered the car dealership business in 2014 with the acquisition of shares in Osaka Car Life Group Co., Ltd. In addition, in 2024, we established WECARS Co., Ltd. to operate the used car sales and other businesses, and are working to increase transparency in the used car business and restore trust in the industry. Utilizing this uniquely built foundation, we are expanding into peripheral areas of the business fields in which we have expertise.

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graph LR; A[Oil and LP gas business] -- "Expansion into peripheral areas" --> B[Car dealership business]; A -- "Expansion into peripheral areas" --> C[Electric power business]; B -- "Expansion of mobility area" --> D[Used car sales business]
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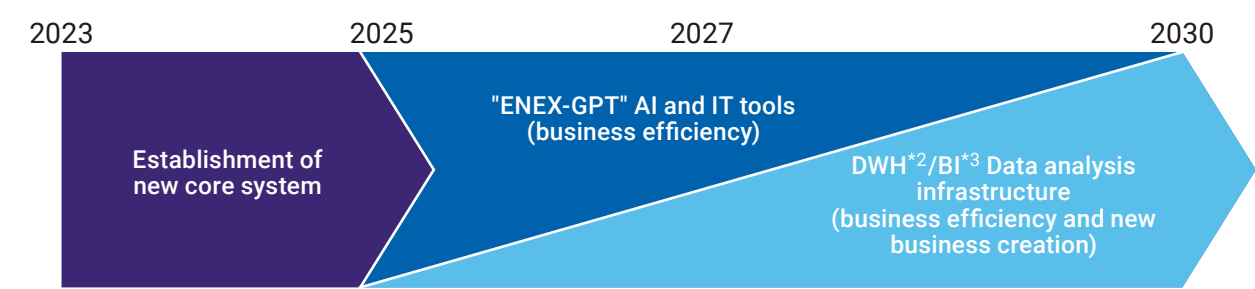
ERP System that Supports Transformation

Position and Purpose of the New ERP System in our Strategy

The Group is working on the digital transformation of its business foundations, and in January 2025 our new core system entered full operation, improving operational efficiency and service quality, normalizing data and implementing expanded functions, and advancing cybersecurity.

In FY2025, we are focusing on improving day-to-day operational efficiency by utilizing the new core system and an AI*1 tool “ENEX GPT”. We are also building data analysis infrastructure that will lead to the creation of new and strategic business investments by integrating and expanding a variety of internal and external data. We believe that this data analysis infrastructure will become increasingly useful as data and information continue to accumulate; currently, it is mainly being used in terms of improving operational efficiency, and in the future we plan to actively use it to create new businesses as the data analysis infrastructure is developed.

Roadmap for implementing measures using the new ERP system



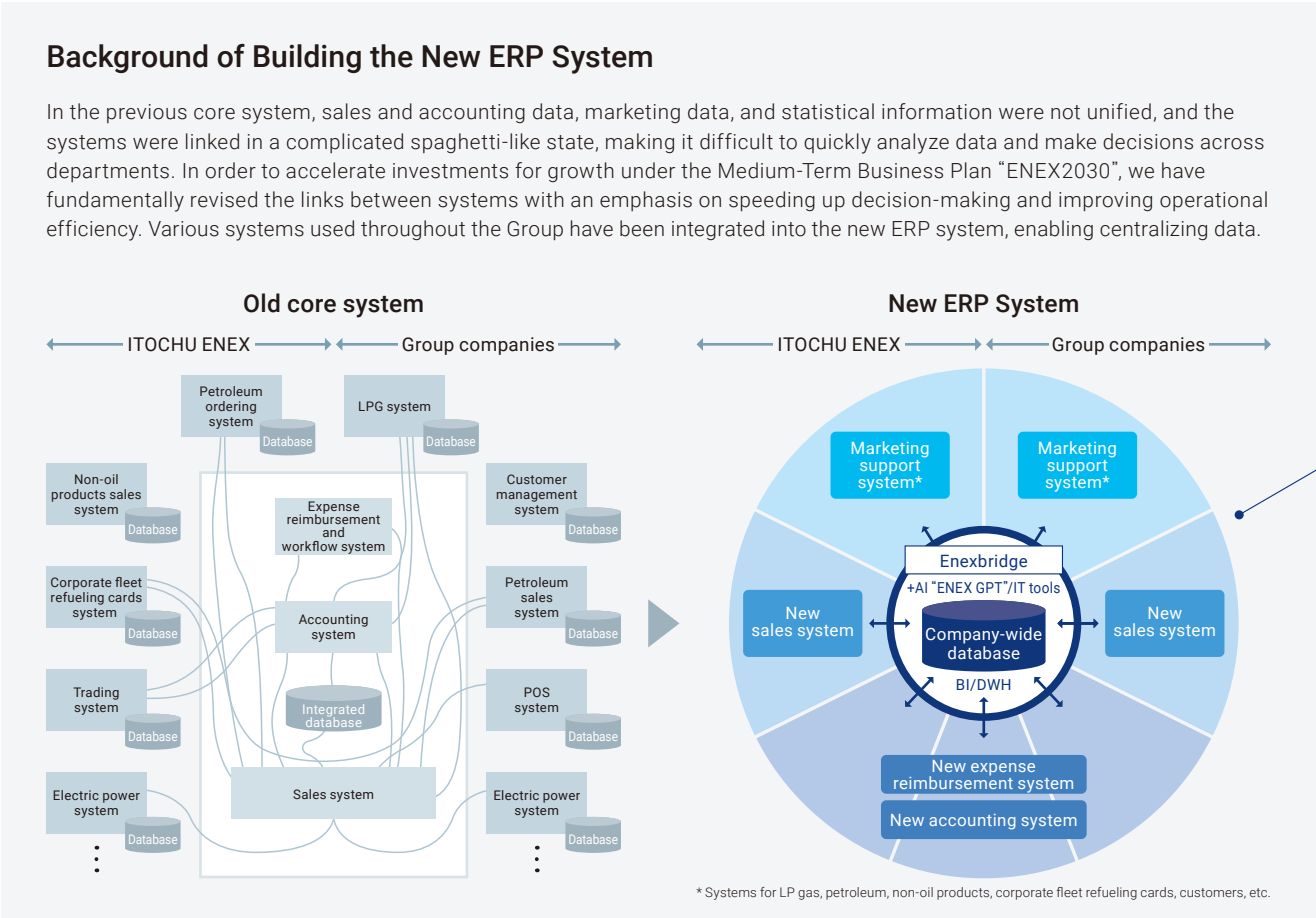
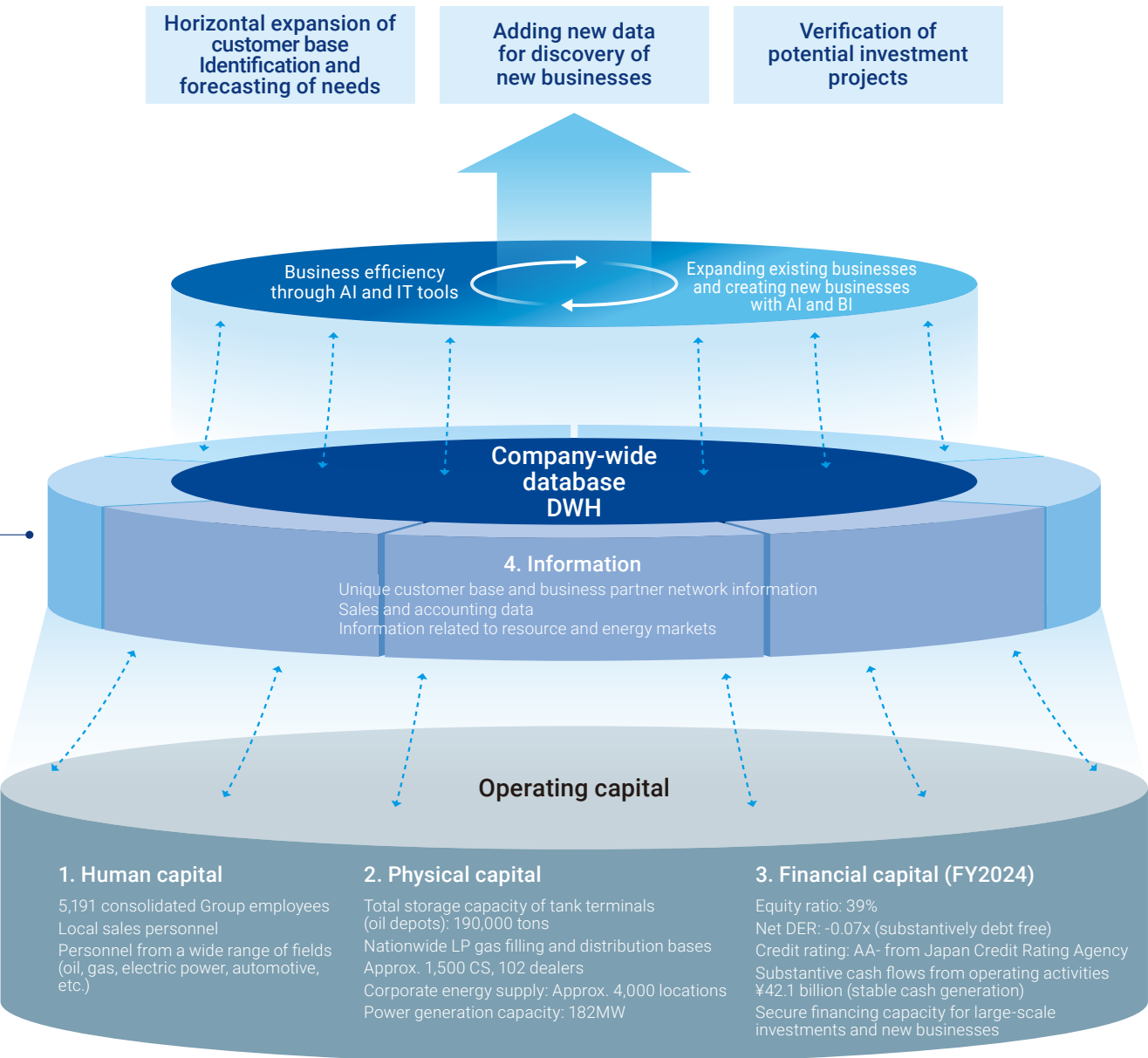
*1 AI (Artificial intelligence): Computer technology that imitates human intelligence for reasoning and learning.
*2 DWH (Data warehouse): Information infrastructure (database) that enables the accumulation, management, and analysis of large volumes of business data.
*3 BI (Business intelligence): Technology and software to aggregate and analyze data accumulated in the DWH to improve management and business operations.

Method of Expanding Existing Businesses and Creating New Businesses

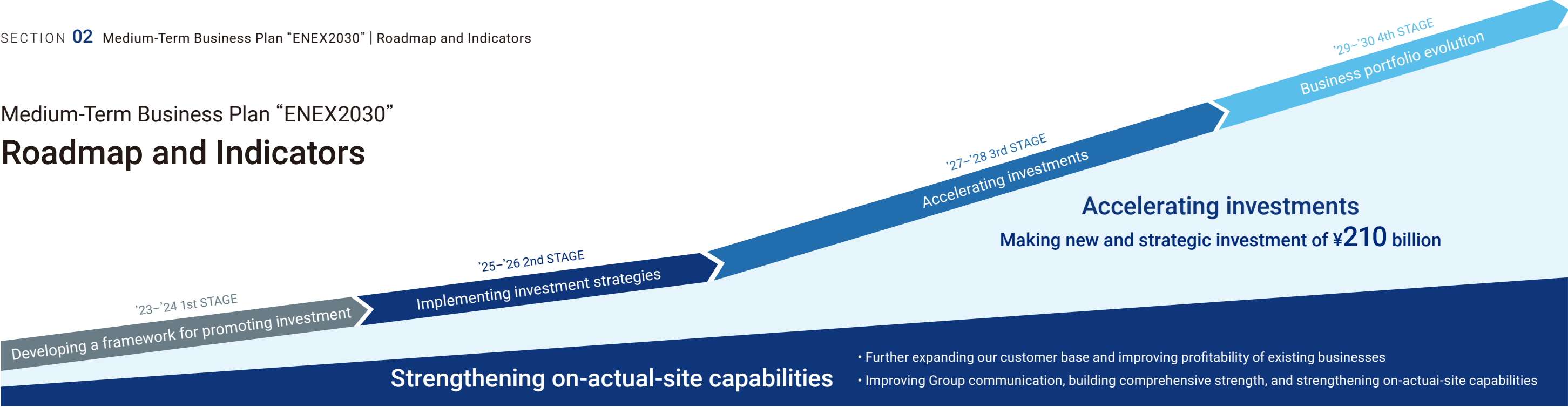
We are currently working on consolidating information into a company-wide database. In addition to the human and physical capital that supports the core of our business, we aim to further improve operational efficiency and create new businesses by horizontally combining the Group's accumulated management capital, including our unique customer base, diverse business partner networks, sales and accounting data, and energy-related information.

For example, the integration of all data, including issues and knowledge gained in the field by the Group's more than 5,000 sales and technical personnel, performance data gathered from offices nationwide, and extensive customer contact and client information, will create an environment that facilitates the creation of synergies throughout the Group. Using this information infrastructure, we can propose products and services based on an accurate understanding of the needs of each customer, forecast demand based on market changes, and analyze new external data to identify untapped business areas, leading to the creation of new businesses as well as the expansion of existing businesses.

Furthermore, our sound financial position and ample fund-raising capacity ensure that we can respond flexibly and quickly to growth opportunities through proactive investment. We will work to create new services and business models that go beyond the energy sector by verifying the appropriateness and future potential of investment projects from multiple perspectives, based on the information gathered throughout the Group and the results of analysis.



Medium-Term Business Plan “ENEX2030”
Roadmap and Indicators



1st Stage "ENEX2030 '23-'24": Review of development of framework for promoting investment

Theme

Solidify our Footing and Secure Sources of Revenue

	Results	Issues
Major Initiatives	Strengthening on-actual-site capabilities Clarification of roles and leaner organization Guidelines were formulated to further clarify the positioning and scope of responsibility of departments and sections, strengthen coordination throughout the organization, and eliminate overlap in hierarchy and roles, thereby promoting efficient organizational management. Establishment of department to support delegation of authority Through the establishment of a new risk management and business administration department, we have created a structure that allows each business area to pursue its strategy with independence and autonomy, leading to the creation of new growth opportunities. Spin-off and reorganization of Home-Life Division The integration of the four subsidiaries of the Home-Life Division in October 2024 has enabled rapid and flexible decision-making on actual site, further enhancing management agility. Establishment of new ERP system We are working to improve the sophistication of our business management and the efficiency of our business processes, and are developing a strong business foundation that can respond quickly to changes in the business environment.	"Promotion of systems for further delegation of authority" By repeating rapid decision-making and execution at the frontline sites, we can expect to create diverse business opportunities and accelerate innovation, thereby increasing profitability. We will continue to expand the scope of delegated authority and decision-making levels and strengthen cooperation with support departments to accelerate the evolution towards a more autonomous organization.
	Evolving the framework for making investments Establishment of the "Investment Strategy Department" (currently the Investment Strategy Section) This department supports sales departments, and supports and assists in the promotion and monitoring of investment project identification. The quality and speed of investment decisions have been improved, and a more agile investment execution system has been put in place. Implementation of new and strategic investments We proactively made new investments in growth areas and strategic investments with a view to enhancing corporate value over the medium to long term. Diversified investments were realized in focus areas, including in WECARS Co., Ltd., Nalnet Communications Inc., Koukandekirukun, Inc., ENECHANGE Ltd., and Nichireki Group Co., Ltd.	"Strengthening our ability to identify and promote investment projects" Amid the rapidly changing external environment, we recognize that strengthening our ability to "identify" and "promote" investment projects is an important issue in order to respond to increasingly diverse and sophisticated investment needs and to further enhance corporate value. In addition to creating investment opportunities through the creation of a wider range of information gathering capabilities and network building, we aim to achieve higher quality decision-making and faster project execution through human resource development and strengthening systems.
	Strengthening the organization and human resources Holding investment training To improve investment literacy, we held new investment training sessions across the Company to develop an environment that enhances understanding and responsiveness to the ever-changing investment environment. Through this, we are cultivating the foundation for each and every employee on actual site to play an active role in business growth and the creation of new businesses. Revision of personnel system We have established fair and transparent evaluation criteria and established a new award system that firmly reflects achievements and contributions. Through these efforts, we are promoting the creation of a rewarding workplace where each employee can feel their own growth and contribution to the organization. Establishment of "Karuzawa LABO" training facility This facility offers highly specialized programs and leadership training for different career stages and roles, developing the skills of diverse human resources that will lead our future businesses. Through the creation of an open learning environment where employees can stimulate and challenge each other, we are raising the level of the entire organization and creating innovation.	"Deepening consolidated Group management" We recognize that deepening initiatives that maximize the benefits of consolidated management by further exploiting synergies among Group companies and utilizing information, human resources, and know-how in an integrated manner is an issue. In addition to further promoting the optimal allocation of management resources and mutual utilization of growth opportunities, we will promote the deepening of integrated Group management from the perspective of corporate culture, human resource development, and governance.

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

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

	Strengthening on-site capabilities	Implementation of new and strategic investments		
Aggressive	Further promotion of "delegation of authority" • Increase profitability by speeding up on-site decision making Utilizing DX in sales • Evolution of sales through the introduction of the new ERP system and in-house version of ChatGPT	New and strategic areas • Mobility related, mainly around WECARS Co., Ltd. • Strategic investment for reorganization of LPG wholesale and retail businesses • Expand domestic market share of asphalt business • Renewable energy-related		
	Strengthen consolidated Group management • Disseminate the corporate governance code as a common language within Group companies • Strengthen management of human resources and compliance on a consolidated Group-wide basis • Improvement of efficiency of job functions by introducing the new ERP system	Promotion of portfolio management • Investment strategy based on the business portfolio • Replacement of inefficient assets • Strengthen KPI management of portfolio companies		
Financial Targets		FY2024 Actual	FY2025-26 Target	FY2030 Target
	Net Profit	¥17.1 billion	¥16 billion per fiscal year	¥20 billion or more
	Substantive operating cash flows	¥42.1 billion	¥38 billion per fiscal year	¥45 billion
	ROE	10.2%	Approx. 9.0% each fiscal year	9.0% or more
	New and strategic business investments	¥27.4 billion (2-year cumulative total)	¥50 billion (2-year cumulative total)	¥210 billion (8-year cumulative total)
Non-financial Targets		FY2024 Actual	FY2030 Target	
	GHG emissions	37% reduction	50% or more reduction (Scope 1 & 2, compared to FY2018)	
	Ratio of female hires*	41%	30% or more *Achieved	
	Percentage of female managers	3.0%	10%	
	Ratio of males taking parental leave	75%	80%	

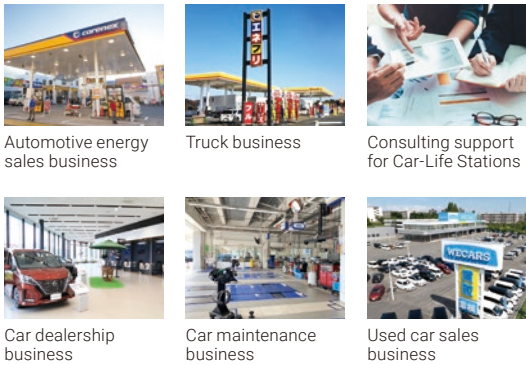
* The ratio of female hires has been achieved for two consecutive fiscal years (2023 and 2024) and is expected to be achieved in the future, so it has been excluded from the main KPIs from FY2025 onward.

Strategy by Business

Business and Strengths

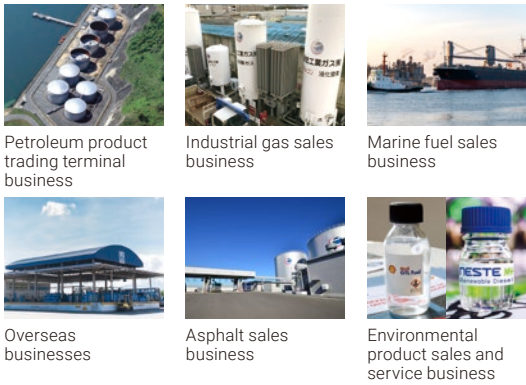
CAR-LIFE DIVISION

- 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



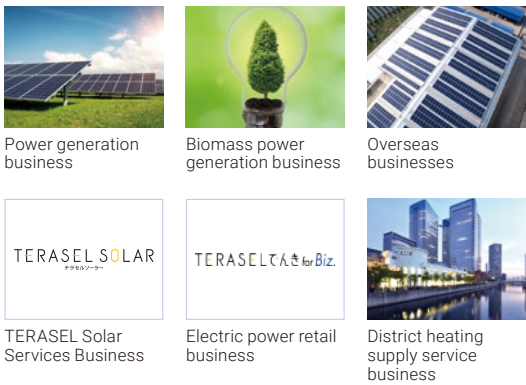
INDUSTRIAL BUSINESS DIVISION

- 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, and GTL fuels



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



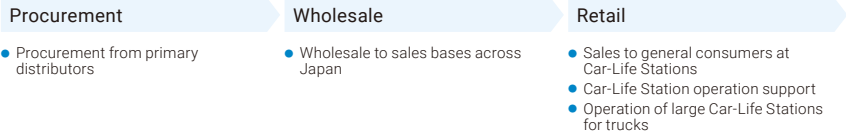
HOME-LIFE DIVISION

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

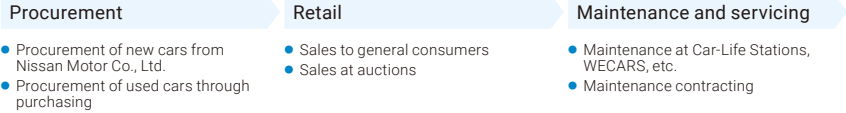


Business Flow

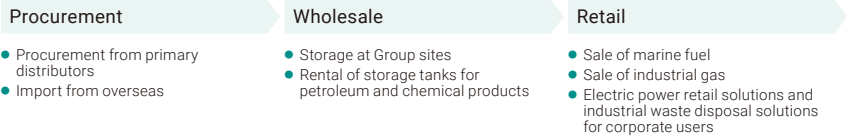
Energy for Automobiles



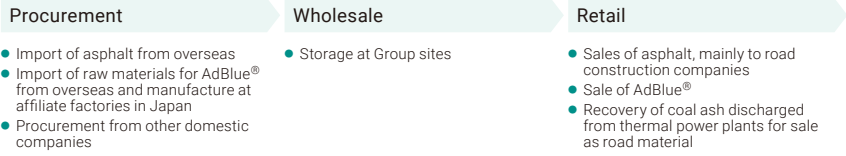
Mobility



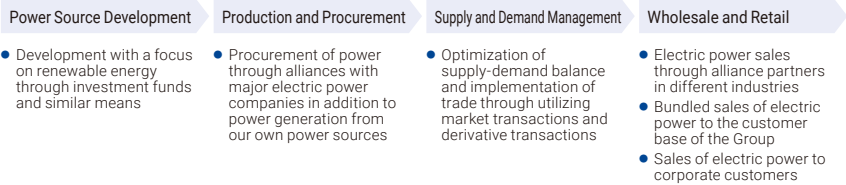
Industrial Energy



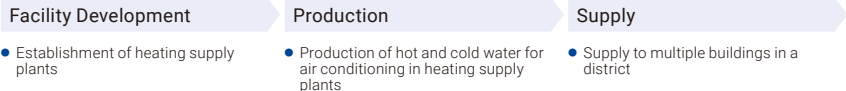
Industrial Materials



Electric power



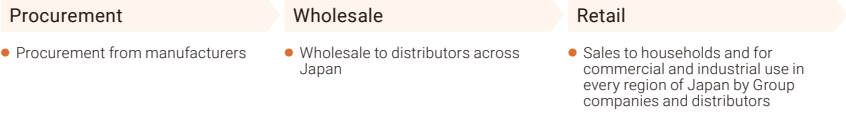
District heating supply



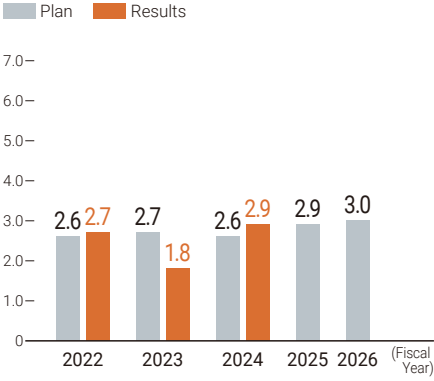
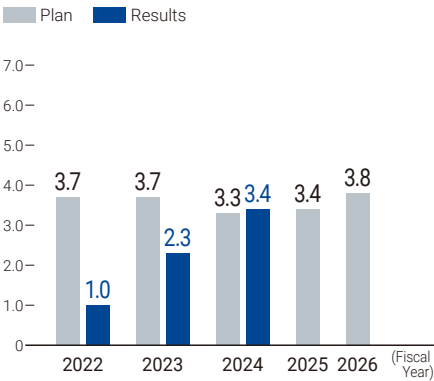
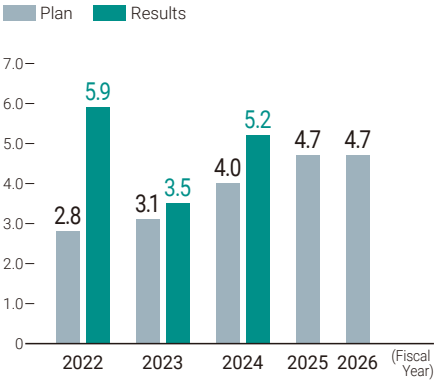
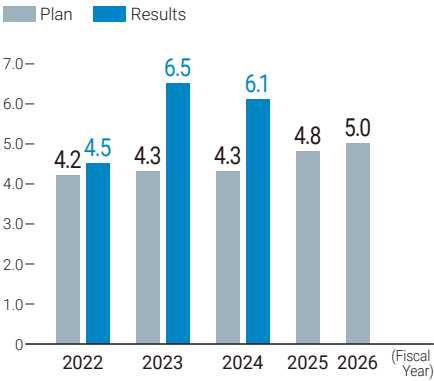
LP Gas



Lifestyle-related devices



Net Profit (Billions of yen)



CAR-LIFE DIVISION



Achieving BX (Business Transformation) by promoting growth in the mobility business and strengthening our existing petroleum business.

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

Position and Strategic Policy of the Division

The Car-Life Division currently consists of two major businesses, the “petroleum business”, which is centered on the supply of various types of energy to our affiliated Car-Life Stations, and the “mobility business”, which is centered on the sale of new and used vehicles. The petroleum business forms the foundation of the Company's initial business, which has been built up since our establishment. Meanwhile, the mobility business has expanded its business domain to transform itself into a strong organizational structure that is not dependent on the petroleum business, and has now grown to account for approximately 30% of net profit in the Car-Life Division.

The Group has placed the Car-Life Division as one of the core elements of its business portfolio transformation toward 2030, and will grow the mobility business as the next pillar of the Group. While strengthening the overall infrastructure and promoting organic integration through DX and alliances with other companies, we will develop new market opportunities through the expansion of used car-related businesses, centered on WECARS Co., Ltd., and the creation of a digitally-connected used car and maintenance network.

Initiatives under “ENEX2030 '25-‘26”

	Strengthening on-actual-site capabilities	Implementation of new and strategic investments
Aggressive	✓ Profitability reform and productivity improvement through DX and alliances with other companies ✓ Strengthen development of human resources that will lead the mobility business	✓ Expansion of used car-related business centered on WECARS Co., Ltd. ✓ Construction of a digitally-connected used car and maintenance network
Defensive	✓ Ensure security and compliance at stores ✓ Optimization of aging stores (seismic-resistance, consolidation of stores)	✓ Inject power to expand WECARS' profit ✓ Build a business portfolio that can respond to change

Key Points of “ENEX2030 '25-'26”

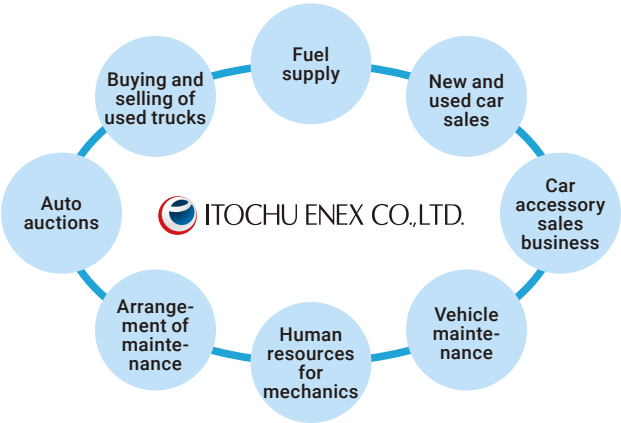
We will expand the two pillars of our business, the petroleum business and the mobility business, and promote cross-selling between the two businesses.

In the petroleum business, we will maintain and expand our customer base through our nationwide network of Car-Life Stations, while strengthening our sales capabilities through the use of digital technology at our Car-Life Stations. In addition to supplying petroleum products, we will aim to become a comprehensive energy hub that combines next-generation energy and other businesses.

In the mobility business, we will expand the used car business and build a maintenance network centered on WECARS Co., Ltd. For this purpose, it is essential that we proactively promote digital transformation (DX). To that end, we will actively study the creation of new mechanisms. Future focus areas include used cars, maintenance, and commercial vehicles/trucks. If synergies can be expected, we will use M&A and other means to expand into peripheral businesses in each of these focus areas and build a new earnings pillar for the division. We also aim to achieve BX

(Business Transformation) by creating synergies across existing businesses, such as the car accessory sales business (Enestore) and expansion of used car sales channels through Car-Life Stations.

Car-Life Division’s domain

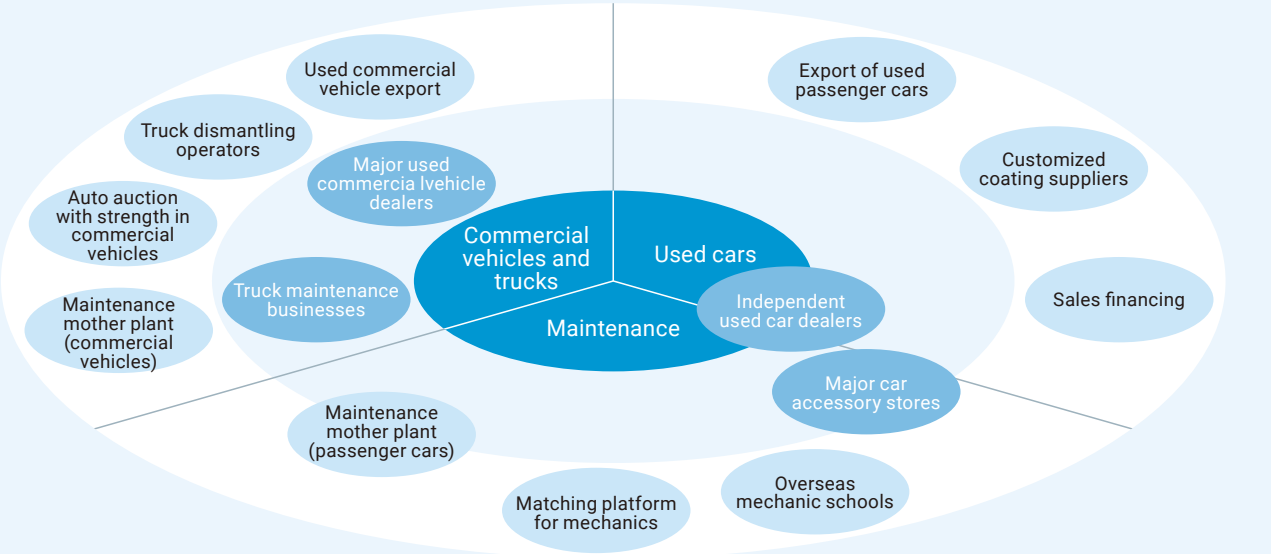


Strengthen Mobility Business (Used Cars, Maintenance, Commercial Vehicles/Trucks)

The Car-Life Division is planning ¥20.5 billion yen in new and strategic business investments during the two-year period of ENEX2030 '25-'26. In addition to focused investments utilizing digital, we will focus on peripheral areas of the mobility business, particularly used cars, maintenance, and commercial vehicles/trucks. Further, the current

independent functions of purchasing, maintenance, and sales of cars leave a great deal of room for synergy creation. We will further increase the value of the value chain through DX investments that digitally and organically connect the entire Car-Life Division infrastructure, including the petroleum business, which is our existing earnings base.

Areas Peripheral to Mobility Surrounding the Company



INDUSTRIAL BUSINESS DIVISION



Seizing commercial opportunities for growth greas related to our existing businesses through Investment in logistics and DX.

Managing Executive Officer
Chief Operating Officer, Industrial Business Division
Hirofumi Chimura

Position and Strategic Policy of the Division

The Industrial Business Division is a business that has a societal responsibility to provide a domestic stable supply of materials and fuels essential to support society, such as asphalt, marine fuel, and industrial gas. The continuation of our business is premised upon ensuring the operation and security of each of our bases. We also recognize that the Industrial Business Division, with its potential for expansion into related areas of existing businesses, will play an important role in supporting the future transformation of the business portfolio.

Under “ENEX2030 ‘23-‘24”, the division underwent an organizational restructuring that broke away from the

vertical structure by product and we have steadily strengthened cooperation within the organization. Under “ENEX2030 ‘25-‘26”, we will put the preparations we have made into action and accelerate new and strategic business investments toward FY2030. Specifically, we will expand our business by strategically strengthening our key logistics functions and complementing our technical functions through alliances with other companies. In addition, we will promote efficiency through the proactive use of digital technology and build a value chain that can handle everything from procurement to sales, aiming to create a system that can provide a one-stop solution to our customers' issues.

Initiatives under “ENEX2030 ‘25-‘26”

	Strengthening on-actual-site capabilities	Implementation of new and strategic investments
Aggressive	✓ Sales DX for asphalt, marine fuel, and corporate fueling cards	✓ Invest to become No. 1 in domestic sales and logistics functions for asphalt
	✓ Strengthen AdBlue® procurement capabilities and expand delivery bases	✓ Active investment in energy service business
Defensive	✓ Improve operational efficiency through in-house delivery of marine fuel	✓ Secure and develop human resources to manage the business operations of investee companies
	✓ Expand scale and strengthen security of gas container inspection business	✓ Create synergies with portfolio companies

Key Points of “ENEX2030 ‘25-‘26”

The theme for the Industrial Business Division in “ENEX2030 ‘25-‘26” is "Business opportunities for growth to be gained through logistics and DX". We are planning ¥14 billion in new and strategic business investments during the two-year period of the Medium-Term Business Plan, and we believe that we have entered the "aggressive" phase of the plan in earnest. The division is characterized by the wider range of products and services it handles compared to the other three divisions, and we aim to grow the division by investing in logistics functions and promoting DX in order to solidify the business foundation we have developed.

In terms of logistics, we will strengthen our supply chain

and establish a dominant position by investing in marine, tank, and land logistics, especially in the asphalt business.

In the Adblue business, we will expand delivery bases, and in the marine fuel business, we will differentiate ourselves from competitors by strengthening our bunkering vessels.

In addition, the introduction of digital systems will enable the automation of tasks that were previously handled manually, such as ordering and inventory management, which will address the issue of human resource shortages.

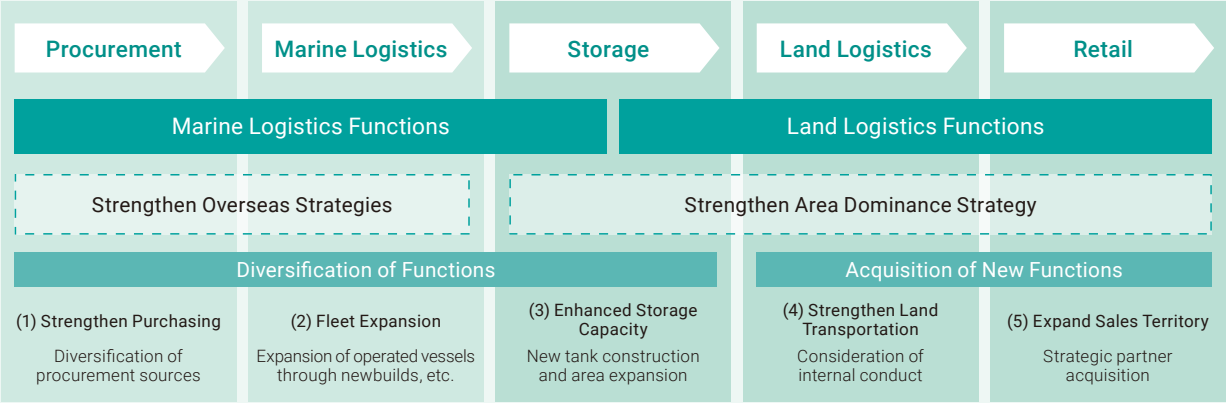
In terms of sales, we aim to improve sales efficiency and expand our customer base and profit through DX.



Strengthen Asphalt Sales and Logistics (All Areas)

Since 1981, when the Petroleum Deliberation Council, an advisory body to the Ministry of International Trade and Industry (currently the Ministry of Economy, Trade and Industry), issued guidelines regarding the consolidation of domestic oil refineries, the number of domestic refineries has been continuously decreasing, and domestic straight asphalt production has continued to decline. On the other hand, demand for asphalt mixture itself is expected to remain stable, due in part to the societal issue of repairing aging road infrastructure. Against this backdrop, the Group has set its sights on strengthening the asphalt sales business. Specifically, we will strengthen procurement capabilities by (1) diversifying procurement sources and (2)

expanding our fleet of vessels (including newbuilds), (3) increase storage capacity by building new tanks and expanding our area, and (4) strengthen the supply system, including considering the internal handling of land-based distribution, which faces issues such as aging lorries and driver shortages. In addition, we will (5) increase sales areas and sales volumes through the acquisition of strategic partnerships, in order to further expand our share in domestic asphalt sales volume, which is currently around 30%. As mentioned above, we will shift to a structure that thoroughly differentiates us from our competitors by strengthening all areas of the asphalt value chain, with a focus on logistics functions.



POWER & UTILITY DIVISION



Expanding our customer base and services to achieve both decarbonization and economic efficiency.
“Power to connect customers.
Environmental business for the future.”

Executive Officer
Chief Operating Officer, Power & Utility Division
Masahiro Umemoto

Position and Strategic Policy of the Division

While progress is being made toward decarbonization, geopolitical risks, changes in the supply-demand structure, and technological innovation are increasing the uncertainty in the environment surrounding the Power & Utility Division. Under these circumstances, we are working to solve a wide range of our customers’ issues by leveraging our strength in delivering electricity and heat to customers through an integrated system from power generation to supply and demand adjustment and sales, as well as our unique ability to provide a wide variety of energy products and services in an optimal form.

We will continue to effectively combine professional human resources with expertise in the energy industry and

marketing initiatives that leverage digital technologies, in order to meet our customers’ diversifying needs in a timely and accurate manner and expand our customer base, which forms the basis of our business.

In addition, we will promote the provision of sustainable and higher value-added energy services by further deepening the knowledge and expertise we have cultivated in the areas of supply and demand adjustment and maintenance and operation of electric and heat-related businesses, and deploying energy DX solutions in collaboration with other capital and business alliance partners. We will transform uncertainty into new value and maximize profit.

Initiatives under “ENEX2030 ’25-’26”

	Strengthening on-actual-site capabilities	Implementation of new and strategic investments
Aggressive	✓ Expand customer base to 1 million through people and digital	✓ Provide energy DX solutions for businesses and consumers
	✓ Deepen electric power business by leveraging supply and demand adjustment and O&M capabilities	✓ Active investment in the renewable energy area
Defensive	✓ Stable procurement and optimization of power supply	✓ Balance sheet control and asset efficiency (profitability) improvement
	✓ Maintain and strengthen risk management system for power supply and demand operations	✓ Realization of synergies with capital and business alliance partners

Key Points of “ENEX2030 ’25-’26”

In the Power & Utility Division, we have set three strategic axes ((1) expansion of the customer base, (2) provision of new services, and (3) sophistication of supply and demand function and optimization of procurement) to create and expand profit opportunities with a view toward 2030, and we are promoting initiatives to achieve these goals.

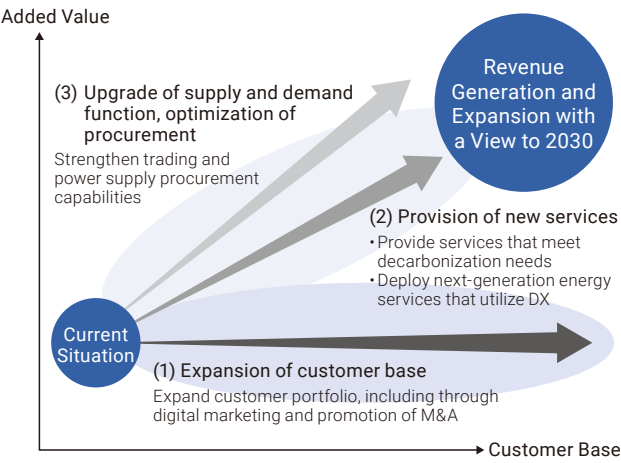
First, with the goal of expanding our current electric power and mobility-related customer base of 690,000 to 1 million by FY2030, we will strengthen digital marketing, promote M&A, and pursue inter-industry collaboration in lifestyle-related fields.

We will also develop electric power-related services with low environmental impact (such as solar power produced and consumed on site, PPA, and provision of environmental value) to meet the energy-saving and decarbonization needs of our customers, and focus on the digitalization of energy services that utilize technology through collaboration with our capital and business alliance partners.

In addition, we will further strengthen our supply-demand adjustment function (in-house power sources, alliances with major power companies, and optimal operation of market

procurement), which is one of our strengths, and aggressively promote investments in various power sources for adjustment, such as gas-fired power generation and storage batteries.

We will achieve further business growth during the two-year period of “ENEX2030 ’25-’26” by promoting these measures in an integrated manner.



Deepen Customer Base and Expand Business Portfolio

In February 2025, the Group subscribed to a third-party allotment of new shares by ENECHANGE Ltd. and entered into a capital and business alliance agreement with the company. Through this alliance, we will pursue sustainable growth and further enhance the corporate value of both companies by combining ENECHANGE’s advanced know-how and management resources in its business domains with the Group’s knowledge, extensive business partner network, and business development capabilities as an energy and infrastructure provider.

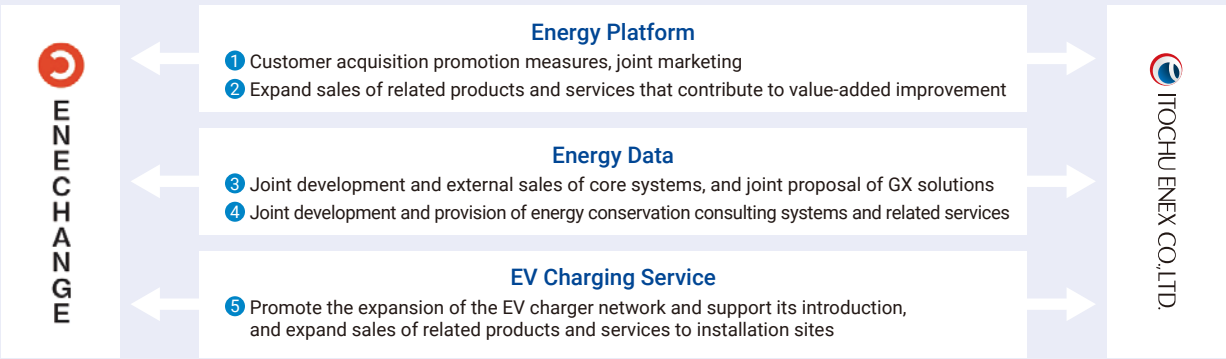
Specifically, we will expand our customer base in the energy platform business through joint marketing and sales expansion of related products and services, and in the

energy data business we will promote joint development of core systems and provision of energy-saving consulting systems with a view to responding to GX. Furthermore, in the EV charging service business, we plan to deepen our multifaceted collaboration, including through the expansion of EV charging networks and the proposal of products to installation sites.

This equity investment in Japan’s largest power and gas platform operator will contribute to the expansion of the Group’s customer base in the downstream energy area.

We will continue to proactively seize business opportunities in this area and work to improve profitability and deepen our business portfolio over the medium to long term.

Cooperative Synergies (Conceptual Image)



HOME-LIFE DIVISION



Strengthening our customer base and group network by making strategic investments toward business restructuring and adding new axes.

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

Position and Strategic Policy of the Division

The Home-Life Division is one of the Company's original businesses, along with the Petroleum Division, and is primarily engaged in 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, 2025). On the other hand, the decline and aging of Japan's population and decline in the birthrate are expected to continue, and the LP gas market is in a chronic state of decline. In addition, LP gas operators are being required to further strengthen their governance, as new regulations regarding appropriate transactions and

transparency in rates have been introduced under the Liquefied Petroleum Gas Act. In October 2024, four Group companies mainly engaged in the LP gas sales business were integrated to form the new ITOCHU ENEX HOMELIFE CO., LTD. in order to respond quickly to these changes in the business environment throughout Japan and to strengthen our business competitiveness. Under “ENEX2030 '25-'26”, we will continue to focus on acquisitions of LP gas sales rights and other measures to expand our business foundations, and add new profit opportunities to our business base through DX investments.

Initiatives under “ENEX2030 '25-'26”

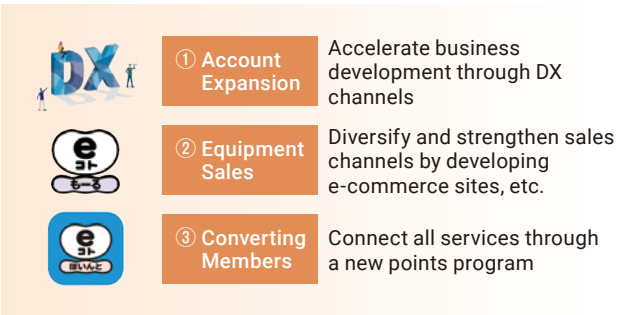
	Strengthening on-actual-site capabilities	Implementation of new and strategic investments
Aggressive	✓ Acquire customers not only in person but also through DX (new methods) ✓ Deploy “subscriptions” for high-functional products (various proposals)	✓ Strategic investment for business restructuring (lay foundations for the future) ✓ New development of e-commerce and reward points plan (add of new axis)
Defensive	✓ Strengthen “security and logistics” with DX (provide safety and security) ✓ Fee structure and Code of Conduct based on the new law (improve trust and confidence)	✓ Develop a bold and precise framework for promoting investment (strengthen organizational capabilities) ✓ Relentlessly pursue synergies with business partners (strengthen alliances)

Key Points of “ENEX2030 '25-'26”

In the Home-Life Division, we will promote the "thorough reinforcement of the LP gas business and valuable investments" with an aim toward FY2030. While expanding our customer base through proactive M&A to acquire sales rights, etc., over the coming years, we will strengthen our marketing capabilities and promote strategic sales measures based on "strong, smart, and earn" by accurately grasping changes in the market environment, such as revisions to ministerial ordinances and increases in product prices. Specifically, we will (1) strengthen our ability to attract customers through DX channels by introducing CRM (customer relationship management) tools and revamping our website and services, thereby accelerating business development, as a measure to expand the number of accounts. In addition, we will (2) open our own e-commerce site to attract buyers on the web without disrupting conventional real sales, as a measure to strengthen equipment sales. Then, we will (3) connect all services through the introduction of a new points program (e-coto points) and focus on creating and securing loyal

customers by making them members.

In December 2024, we entered into a capital and business alliance agreement with Koukandekirukun Inc., a unique e-commerce company that sells products and installation services as a set to meet the need for equipment replacement due to malfunction or deterioration of household equipment, and have begun attempts to integrate it with the Group's long-cultivated know-how and commercial distribution of household equipment and gas equipment sales.



Strengthening of Household Equipment Sales Business (E-commerce Site Development)

Demand for LP gas has been chronically declining due to the declining birthrate and aging population, as well as a decrease in the population and number of persons per household. In addition, labor shortages are becoming more serious, especially in our current business fields of logistics, safety management, and construction, and competition from competing energy sources is also an issue, making the digitization and streamlining of business operations more necessary than ever before.

Under these circumstances, ITOCHU ENEX HOMELIFE CO., LTD. concluded a capital and business alliance agreement with Koukandekirukun Inc. to develop Replaform, a platform that will serve as a foundation for house builders and

management companies to build and operate e-commerce sites for household equipment (launched July 2025). 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. In addition, we will add a new axis to the Group's profit structure by working on the construction and launch of ITOCHU ENEX HOMELIFE CO., LTD.'s own e-commerce site as the first store, joint procurement of products by the two companies (cost containment), joint development of new services (warranty-related, new products, etc.), and personnel exchange in the construction field and mutual complementation of the two companies' construction areas.



Message from the CFO

We will achieve sustainable and profitable growth by strengthening on-actual-site capabilities and advancing a framework for making investments, both from financial and organizational perspectives.

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



Responsibility as CFO

I am Satoshi Watanabe, the newly appointed Chief Financial Officer. In my previous roles within ITOCHU Corporation, I have had experience in areas such as finance, accounting, corporate planning, and investor relations. I have also served as CFO at an overseas subsidiary.

Under our Medium-Term Business Plan “ENEX2030” (FY2023-FY2030), which has "To Create Driving Force of Life" as its slogan, ITOCHU ENEX is moving toward further growth and transformation by providing a variety of energy and related services for daily life and industry, and by developing our mobility business. The plan sets forth a policy to transform the business portfolio by strengthening on-actual-site capabilities and accelerating new and strategic business investments, and my responsibility is to support this transformation by effectively and appropriately allocating resources, including capital and human resources, and by building a system to support this. In addition, transformation will require the evolution of IT infrastructure, strict compliance, and ESG initiatives, all of which must be addressed in an appropriate manner.

Under a swift decision-making process, we will realize the vision we have set in ENEX2030.

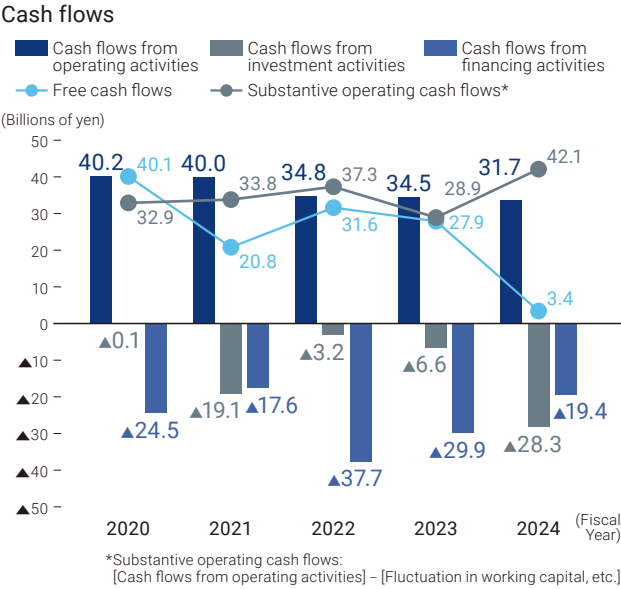


Review of “ENEX2030 '23-'24”

Under ENEX2030, we are building a portfolio by creating new businesses and reforming our business model with a medium- to long-term view of the environment surrounding us, and have launched a new and strategic investments plan in the scale of ¥210 billion over eight years. At the same time, it is essential to further strengthen our existing businesses in parallel with such initiatives. We will be able to create new business in peripheral areas by leveraging the stable cash generated by our customer base, which we call our “foundation,” and by uncovering customer needs. Accordingly, in addition to “advancing a framework for making investments,” we have established “strengthening on-actual-site capabilities” as a key policy.

In the first stage, “ENEX2030 '23-'24,” which covered FY2023 and FY2024, we were able to quantitatively achieve our plans for each fiscal year. The planned net profit was achieved in both years, and we posted record-high profits for two consecutive years. The planned substantive operating cash flows were achieved in both years and ROE has reached the planned range of 8-9% for each year. The cumulative amount of investments for the two-year period was only ¥46.8 billion, compared to the planned ¥60 billion yen. This was the result of careful selection of investment projects based on careful consideration of price level, risk, and efficiency, rather than executing new and strategic business investments based on the numerical target. On the other hand, capital investments necessary to maintain and improve existing businesses were steadily implemented according to the plan. Regarding new and strategic business investments, in addition to the mobility field, where we made large-scale investments in WECARS Co., Ltd. and Nalnet Communications Inc., we made progress in promoting our strategy in each field. We are seeing an increase in the number of promising projects being identified on the actual site.

On the qualitative side, we established the Investment Strategy Department (now the Investment Strategy

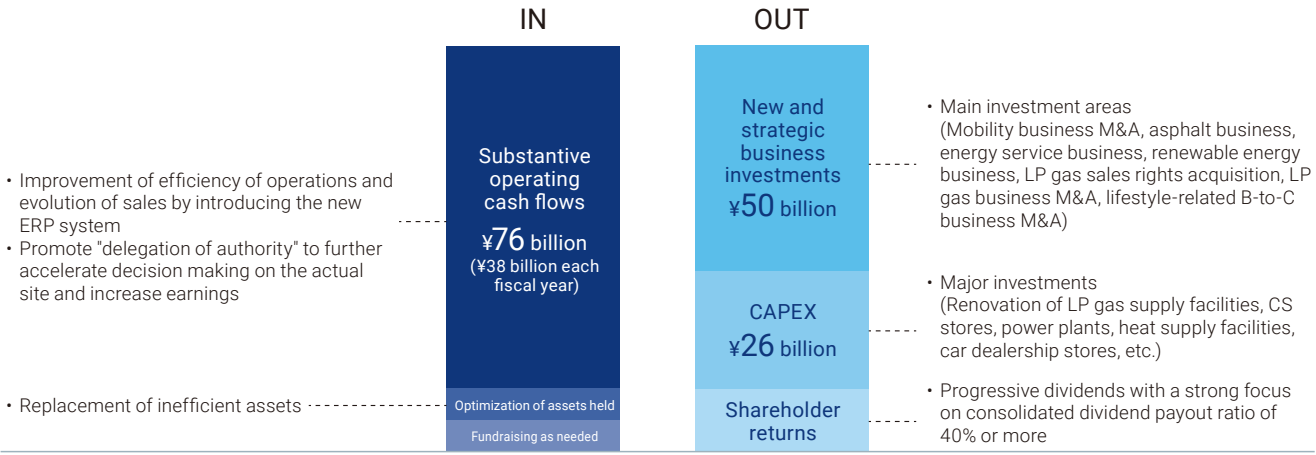


Section) to further promote such strategic investments and promoted the development of investment professionals and the identification of new projects. In addition, the establishment of the Corporate Investment & Risk Management Department has created a foundation to support “strengthening on-actual-site capabilities,” including operating company management and support and enhanced risk management, as well as the introduction of a new ERP system to enhance business management sophistication and operational efficiency. We have steadily laid the groundwork, both quantitatively and qualitatively, to take the next step.

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

In the second stage, “ENEX2030 '25-'26” (FY2025-FY2026), we will further strengthen our existing businesses and accelerate the execution of new and strategic business

ENEX2030 '25-'26” Cash Allocation



CFOメッセージ

investments to build a revenue base to achieve the goals of "ENEX2030". On the quantitative side, we have set a net profit target of ¥16 billion for each fiscal year, and a target ROE of 9%. We will communicate the story of ITOCHU ENEX's transformation for the future in an easy-to-understand manner, and as in the previous stage, we are determined to achieve our net profit and ROE targets.

New and strategic business investments are critical to achieving our goals, and we plan to make new and strategic business investments totaling ¥50 billion over the next two years. Substantive operating cash flows are planned to be ¥38 billion, exceeding the previous plan of ¥35 billion yen for each fiscal year, and there is sufficient capacity for investment in terms of funding. Following on from our investment in WECARS Co., Ltd. in FY2024, we intend to work on restructuring our mobility-related business and our core businesses of gas, gasoline, diesel and other petroleum products, electric power, asphalt-related businesses, and LP gas wholesaling and retailing, as well as pursuing further investments in businesses peripheral to these. As in the previous plan, we will be selective in our approach to projects. In addition to strengthening risk management, we consider efficiency to be an important factor and intend to monitor the risk-return and efficiency of our assets and, if necessary, consider the replacement of assets. We will accelerate the transformation of our business portfolio to achieve growth.

As for shareholder returns, which is another important measure, continuing on from the previous stage, we will continue our "progressive dividends" policy of not reducing dividends from the previous fiscal year, with a strong awareness of maintaining a consolidated payout ratio of 40% or more. In FY2024, we revised the annual dividend per share to ¥62, up by ¥6 from the initial plan of ¥56, and

exceeded the planned payout ratio of 40% with a result of 40.9%. In FY2025, we plan to pay ¥62 per share for the year. We will maintain our shareholder return policy of paying stable dividends, including on an actual amount basis, while steadily building up profits. We will respond to the heightened trust and expectations of the stock market through the implementation of these measures and the achievement of our goals.

DX Initiatives and Utilization

We have high expectations for DX through the use of the new ERP system and generative AI in order to strengthen our on-actual-site capabilities as well as to promote the execution of new and strategic business investments and the sophistication of investment management. Having cultivated a downstream customer base, we have a vast amount of data. We believe that if such data is utilized across the entire Group, it will not only improve operational efficiency but also create new business models. We will aggressively promote operational efficiency and pursue the possibility of creating new businesses.

ESG Initiatives

We have identified "response to climate change," "access to energy," "utilization of human resources," and "corporate governance" as key issues, and have set KPIs to promote ESG-related initiatives. Our basic philosophy towards ESG is to accurately grasp current global trends and respond to external requests while thoroughly considering "what we should be" in order to enhance ITOCHU ENEX's corporate value over the medium to long term.

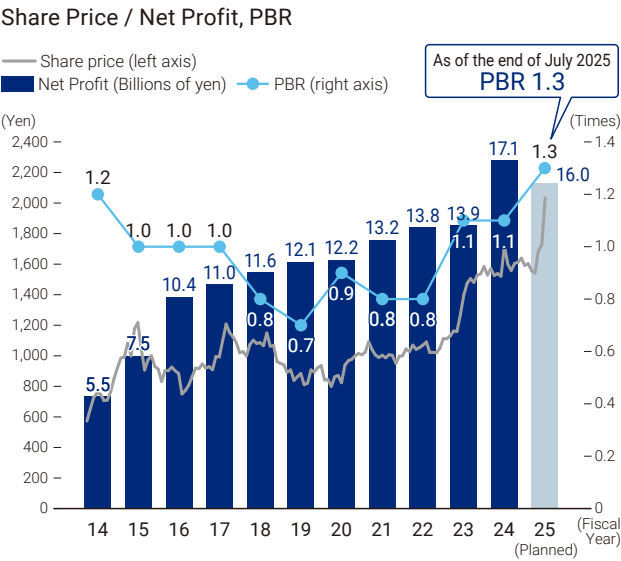
In particular, as a company that handles fossil fuels, we

recognize that climate change countermeasures are an extremely important factor for the sustainable enhancement of the Group's corporate value. We have set a target of reducing GHG emissions by at least 50% in FY2030 compared to FY2018. While we have made progress in reducing our emissions by 37% in FY2024, we must also accelerate the transformation of our business model to reduce the business risks associated with climate change. The diversification of human resources is another important theme. Not only the Company, but the industry in which we operate has traditionally had a male-dominated workforce. However, as new responsibilities will be required in various aspects from now on, it is essential to have diverse perspectives, including those of women, and diversity will be important in terms of strengthening human resources. We have received high evaluations from external parties, such as being selected as a constituent of the ESG index "FTSE Blossom Japan Sector Relative Index" and in the "MSCI Japan ESG Select Leaders Index," and we will continue to respond to the market's requests as transparently as possible and promote initiatives to enhance corporate value by further improving the links between ESG and business strategies.

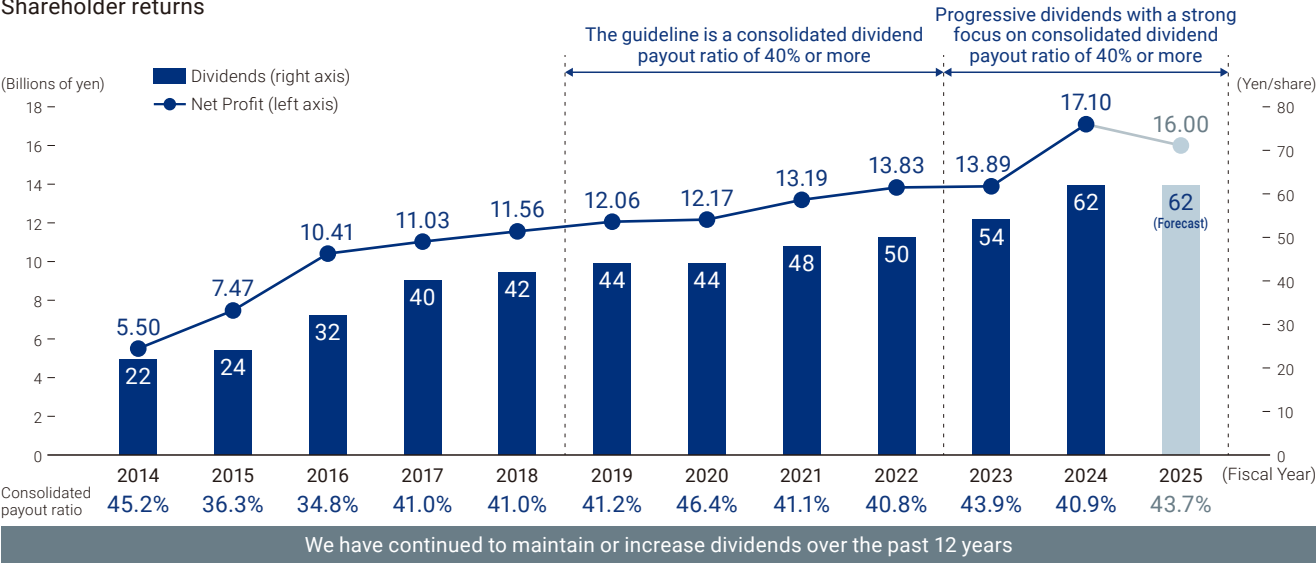
Sustainable Growth in Corporate Value Through Dialogue with the Market

We are determined to achieve our performance targets by steadily implementing the measures set forth in the second stage of ENEX2030, improving the business infrastructure

that supports our strategies, enhancing our methods of analyzing various data and information, and further improving the Group's governance. We will reflect the views of the market in our management through active dialogue with the market, including a wide range of investors and expanding its themes to various areas. We will continue to pursue sustainable enhancement of corporate value through such dialogue, the implementation of shareholder returns, and formation of an appropriate share price level, and I look forward to your continued support.



Shareholder returns



*In FY2020, a commemorative dividend of ¥6 was paid separately (the consolidated dividend payout ratio includes the commemorative dividend).



Section 03

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

ESG-Related Societal Assessments

Details regarding ESG indices used by the GPIF

Selected for the MSCI Japan ESG Select Leaders Index

2025 CONSTITUENT MSCIジャパン
ESGセレクト・リーダース指数



The MSCI Japan ESG Select Leaders Index is an 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 market capitalization for each GICS®[1] industry classification under the parent index. The Company received the highest rank of "AAA" in MSCI's ESG ratings in December 2023 and has maintained this highest rank.

(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 FTSE BLOSSOM JAPAN SECTOR RELATIVE INDEX



The FTSE Blossom Japan Sector Relative Index is an ESG (Environment, Society, Governance) index prepared by FTSE Russell (UK), and has been selected as an index used by the Government Pension Investment Fund.

(Note) FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) shows that, as the result of a third-party investigation, the Company has met the requirements for inclusion in the FTSE Blossom Japan Sector Relative Index, and has become a component of the index. The FTSE 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 2025



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)



This certifies companies that have outstanding implementation of initiatives to promote women's participation in the workforce. (Ministry of Health, Labour and Welfare) * Certified in FY2024

Kurumin Certification



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) * Certified for the 7th time

Materialities

Determination Process and Material Issues for the Group

Process for Determining Materialities

STEP1 : Identifying issues

Identifying issues relevant to us from among evaluation criteria from ESG evaluation bodies (including FTSE, MSCI, SASB, SDGs, and GRI)

STEP2 : Setting priorities from an external perspective

Setting the Group's priority of the 31 identified issues from the perspective of stakeholders (society) based on the evaluation weight of ESG evaluation bodies, etc.

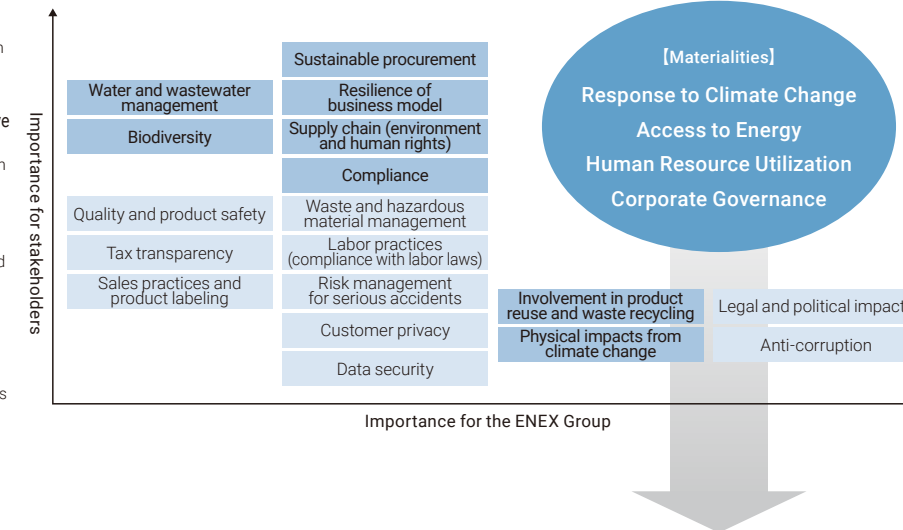
STEP3 : Setting our priorities

Members of the Sustainability Committee and the divisions devoted to sustainability discuss the identified issues and set the order of priority for the Group

STEP4 : Identifying materialities

A matrix was used to evaluate the two axes of priority, namely priority for stakeholders and priority for the Group, and four issues of particularly high importance were identified as materialities. The appropriateness of the issues is scrutinized by the Management Advisory Conference before approval is given by the Board of Directors

Process for Determining Materialities



Action Plans for Materialities

Based on our Sustainability Policy, we have identified sustainability issues (materialities). Through initiatives to address these issues, we will contribute to the creation of a sustainable society and strive to further enhance our corporate value. In addition, the Sustainability Committee will manage the progress of initiatives related to material issues.

Materialities	Major opportunities	Major risks	Relevant SDGs	Areas of initiatives
Response to Climate Change Contribution to the realization of a carbon-neutral society	- Expansion of the alternative fuel market and increase of sales opportunities accompanying the rising demand for alternative fuels - Creation of opportunities to construct infrastructure for hydrogen and other new energy sources - Rising demand for renewable energy and creation of new business opportunities - Expansion of markets where businesses have the potential to solve social issues, etc.	- Weakening of the existing energy businesses - Reduction of demand for fossil fuels due to the regulation of businesses' greenhouse gas emissions, etc.		- Alternative fuel - Renewable energy - Electric vehicles - Energy solutions for storage batteries / household products ▶ For details, see P.44-48
Access to Energy Offering energy to everyone	- Expansion of business supported by the trust of the local community and the entire supply chain - Provision of an environment that enables choices from a variety of energy sources, including alternative energy sources - Entry into regions where access to energy is underdeveloped - Retention and acquisition of customers by strengthening the disaster-resilient supply structure - Earning the trust of customers and the creation of new businesses through the stable supply of environmentally-friendly resources and materials	- Loss of customer base due to deteriorated relationships with local communities - Instability of business due to insufficient energy procurement, etc.		- Relationships with local communities - Access to energy - Stable supply of energy-related services - Car-life stations - Overseas expansion of LP gas sales ▶ For details, see P.49
Human Resource Utilization Human resource strategies to generate diverse value	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	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		- Diversity, equity and inclusion - Health and safety - Organizational culture - Human resource development ▶ For details, see P.50-53
Corporate Governance Clear, effective and fair decision-making	Improve the transparency of decision-making, respond appropriately to changes, and establish a foundation for stable growth by establishing a strong governance structure	Risks of business discontinuity, unexpected losses, and other risks associated with the dysfunction of Corporate Governance and internal controls		- Corporate Governance - Strengthening the functionality of Board of Directors - Increasing stakeholder engagement - Operating committees appropriately - Enhancing Group governance - Enhancing risk management ▶ For details, see P.54-63



Response to Climate Change

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

Our Approach

Since the establishment of our Environmental Policy in 2000, we have continuously promoted environmental protection and improvement activities in accordance with this policy to realize a better global environment and coexistence with society by providing "energy for all applications, whether as a key component of social infrastructure or as a means of enriching people's lives" under our Corporate Philosophy of "The Best Partner for Life and Society". In addition, we are constantly revising our Environmental Policy to keep pace with the times, with the most recent revision in June 2025. In addition, we have expressed our support for the TCFD* 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 2025) and will

continue to make appropriate disclosures in the future. We have also 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 system, and are engaged in highly effective business activities to reduce our environmental impact through appropriate use of the PDCA cycle. We will continue to reduce the environmental impact of our activities and contribute to the realization of a low-carbon society as an energy trading company, and work to achieve a stable supply of energy as social infrastructure, a better global environment, and coexistence with society.

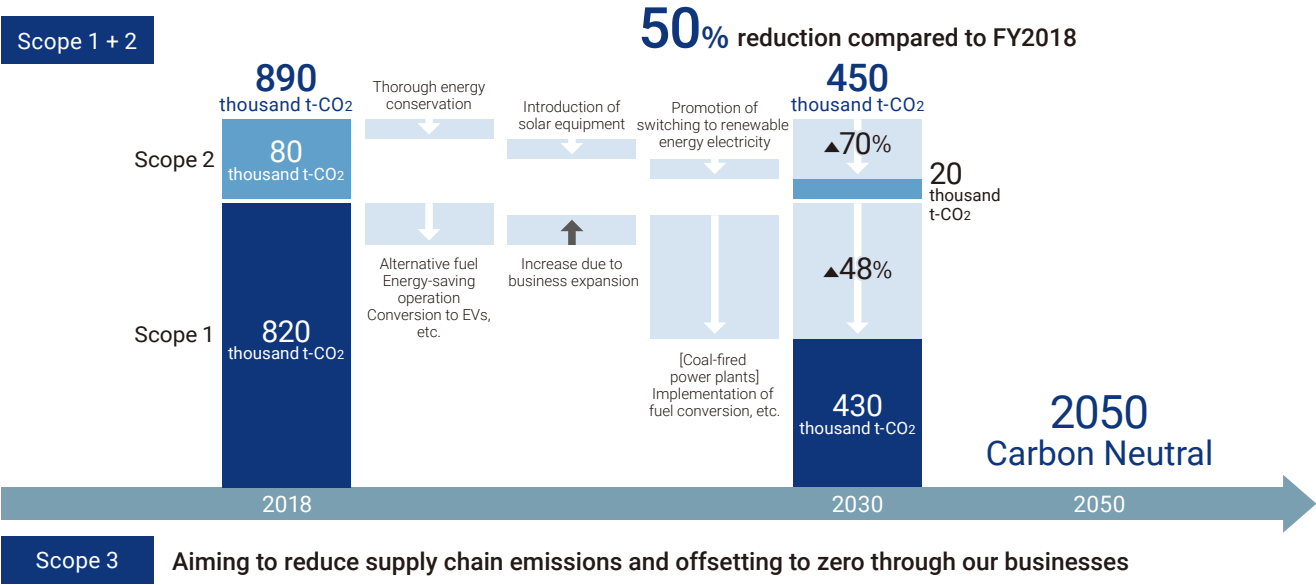


* TCFD refers to the "Task Force on Climate-related Financial Disclosures," which was established by the Financial Stability Board (FSB) in response to a request from the G20 to study how to disclose climate-related information and how financial institutions should respond.

Indicators and Targets

The Group has positioned addressing climate change as a priority management issue and is promoting information disclosure based on the TCFD recommendations. The medium- to long-term GHG emissions indicator is for managing the progress of reductions of GHG emissions in Scope 1 and 2, with the goal of a 50% reduction compared to FY2018 levels by 2030 and achieving carbon

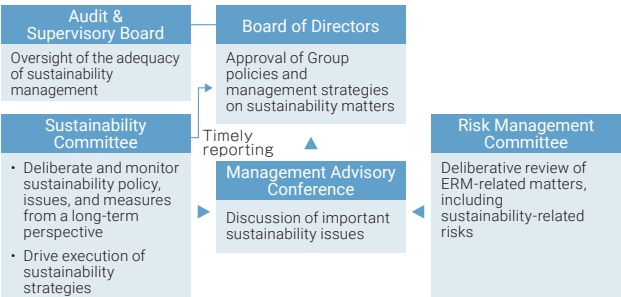
neutrality by 2050. In addition, as our contribution to Scope 3 and society as a whole, we will reduce GHG emissions throughout society through the reduction of supply chain emissions and through our businesses, aiming to offset CO2 to zero. We will continue to ensure transparency by obtaining independent assurance and disclosing our progress.



Governance and Risk Management

The Sustainability Committee, a management advisory body within the Group, deliberates and monitors sustainability policy, issues, and measures from a long-term perspective, and implements and drives Group-wide sustainability management strategies. The Sustainability Committee is chaired by an executive officer, and important issues are mainly discussed at the Management Advisory Conference and reported to the Board of Directors as appropriate, or approved by the Board of Directors as necessary. The chair of the committee attends meetings of the Management Advisory Conference and the Risk Management Committee to ensure that sustainability perspectives are reflected in business strategies and company-wide risk management.

Main governance structure for sustainability



Sustainability Governance
<https://www.itcenex.com/en/csr/policy/governance/index.html>



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 an increase of 1.5°C/ less than 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.

	1.5°C/Less Than 2°C Scenario	4°C Scenario
Transition	IEA transition scenarios "Announced Pledges Scenario (APS)" (IEA WE02022) and "Net Zero Emissions by 2050 Scenario (NZE)" (IEA WE02022)	IEA transition scenario "Stated Policies Scenario (STEPS)" (IEA WE02022)
Physical	IPCC climate change projection scenarios "AR6 SSP1-1.9" and "AR6 SSP1-2.6"	IPCC climate change projection scenarios "AR6 SSP5-8.5"

	Company's Vision of Society Under the 1.5°C/Less Than 2°C Scenario	Social phenomena predicted by the Company under the 4°C Scenario
Transition	- 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.	- Although the extent will be less than in the 1.5°C/less than 2°C scenario, the burden related to carbon taxes will increase and CO2 reduction requirements for coal-fired power generation projects will be strengthened to a certain degree. - Investment and business maintenance costs for equipment that is high-efficiency, energy-saving, etc. will increase. - The demand for heating supply, hydrogen, EVs, self-consumption PV, ammonia, and other next-generation fuels that have an effect on reducing CO2 emissions will expand, and business opportunities for environmental products are expected to grow to a certain degree, requiring the promotion of initiatives that suit the demand. - The demand for heating supply projects with an energy-saving effect will be relatively higher than in the 1.5°C/less than 2°C scenario.
Physical	- 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 such 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.	- Severe weather events will become more extreme compared to the 1.5°C/less than 2°C scenario, which will increase the frequency of power outages and destabilize the supply network due to damage to supply facilities, etc., resulting in a decrease in revenue. - Further increases in average temperatures will cause changes in fuel demand as well as larger volatility in revenue. - Demand for electricity will increase due to the use of air conditioners, etc. as temperatures rise during summer. - 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 even more. - The demand for storage batteries and power sources for adjustment will increase due to the increased frequency of natural disasters and tightening of electricity demand. - The sales and customer base will be hollowed out due to natural disaster.

Response to Climate Change

Physical risks (4°C scenario)

		Risks	Opportunities	Term	Impact	Response Policy
Acute	Intensification of extreme weather	• Risk of damage to the Company's facilities • Increase in cost of responding to disasters • Decrease in sales due to supply disruptions and power outages • Decrease in customers due to hollowing out of disaster-prone areas	• Increase in demand for LP gas as a resilience function • Increase in opportunities to utilize disaster response car stations • Increase in demand for large storage batteries • Expansion of facilities maintenance business due to strengthening resilience	Medium	Medium	- Adaptation measures • Capital investment to comply with local government requirements and laws and regulations • Capital investment to increase resilience • Reinforcement of large-scale disaster countermeasures, risk management, and facility maintenance • Efforts toward regionally decentralized energy • Development of options for emergency response demand
Chronic	Rising temperature	• Decrease in revenue due to lower demand for electricity in winter • High procurement prices due to increased electricity demand in summer	• Increase in demand for adjustment power sources to level demand	Medium-long	Medium	- Mitigation measures • Development of new services in response to changes in winter fuel demand • Improvement of supply and logistics networks for diversification of products handled • Review of power supply portfolio • Expansion of our supply and demand trading business

Transition risks (1.5°C/less than 2°C scenario)

		Risks	Opportunities	Term	Impact	Response Policy
Policy	Regulation of CO2 emissions	• 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	• 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	Large	- Mitigation measures • 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	• Insufficient procured power supply • Increase in procurement costs • Increase in PV output suppression	• 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	• Increase in electricity procurement prices • Increase in market procurement prices	• 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 • Maintaining and expanding the customer base • Capital investment for fuel conversion of existing infrastructure • Strengthening of infrastructure consolidation and electric power sales business • Development of new electric power options • Businesses that use reusable batteries • Strengthening of EV-related and dealer business
	Changes in customer behavior	• Increase in stockpiling facility maintenance costs • Increase in development costs, etc. for new electric power options • Brand image deterioration	• 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	• Decrease in demand in the petroleum product-related maintenance domain • Decrease in retail network • Responding to a diverse energy supply • Increase in regulatory risks	• 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 • Capital investment for fuel conversion of existing infrastructure • Infrastructure consolidation • Dialogue and coexistence with local communities



Initiatives

Environmental Business & Management

Future society & living by 

	Alternative fuel	GTL fuel / renewable diesel / hydrogen value chain development / LNG for marine use / carbon-offset LP gas
	Energy saving	Heating supply / high-efficiency gas equipment / smart devices / sales of EVs / infrastructure development for EVs / EV car sharing
	Renewable energy	Hydroelectric power generation / solar power generation / biomass power generation / PPA (solar power purchase generation) / agrivoltaic generation / storage batteries
	Recycling and Other	Decarbonization management support / AdBlue® / regional revitalization business / ISO14001 environmental management system / environmental conservation activities / reduction of own environmental impact / initiatives for disaster prevention and mitigation

Business Initiative CASE1

Sustainable logistics and society realized through "renewable diesel" next-generation fuel

We sell 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 reduces CO2 emissions by 100% compared to diesel fuel under the Act on Promotion of Global Warming Countermeasures, and is mainly used as fuel for trucks and buses. In 2024, we obtained the "Eco Mark" for this product, the first certification of a "synthetic fuel" (biodiesel) under the Eco Mark program of the Japan Environment Association. In addition to Tokyo, Kanagawa, and Aichi prefectures, where we have expanded our permanent RD refueling stations, the opening of an RD refueling station in Osaka Nanko in FY2024 has made it possible to refuel with RD in Tokyo, Nagoya, and Osaka, making it easier for RD to be adopted by trucks for long-distance transportation. As a leading example, RD which we delivered was used for road repair work for the first time in Japan, contributing to a significant reduction in CO2 emissions from road maintenance vehicles. In addition, we have begun supplying "RD40," which contains 40% RD and can be used when driving on public roads without any

special procedure such as prior application to the prefectural governor or carrying a transfer certificate, and is expected to significantly expand the scope of application, with no restrictions on travel between construction sites or refueling locations. We aim to realize a circular economy and a decarbonized society through the expansion of RD distribution.



Clear, colorless renewable diesel made from sources such as waste cooking oil

Business Initiative CASE2

Progressing decarbonization through the PPA model

In order to promote the spread of renewable energy and realize a decarbonized society, the Group utilizes a power purchase agreement (PPA) model to optimize the provision of environmentally low-impact electricity in response to customer needs. In February 2025, we signed an agreement with Air Water Inc. (and its group companies) for TERASEL Solar, an on-site PPA service. Under this project, we will install and own a solar power generation facility on the site of a plant belonging to the Air Water group in Hofu City, Yamaguchi Prefecture, and the electricity generated will be directly supplied to the customer. The introduction of this service is expected to reduce the use of grid electricity at Air Water's Hofu Plant by an average of approximately 17% per year and reduce CO2 emissions by approximately 4,000 tonnes per year. We have also begun offering an off-site PPA service that supplies renewable energy-derived electricity generated by solar power equipment installed on the rooftop of one of our distribution facilities to the No. 1 Data Center operated by I-NET Corp.This service enables the supply of electricity

from power generation facilities located far from the point of demand, making it possible for facilities in urban areas or those with limited land to flexibly consider the introduction of renewable energy. Going forward, we will continue to accelerate our efforts to reduce CO2 emissions and realize a carbon-neutral society through the provision of a variety of services, including the PPA model.



Solar power plant that supplies electricity to I-NET's No. 1 Data Center

Response to Climate Change

Changes and progress in GHG emissions

Changes and progress in Scope 1 and 2 emissions by energy type
(Unit: thousand t-CO2e)

Energy type		FY2018 (Reference year)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1	Kerosene	1	1	1	0	1	1	1
	Diesel oil	2	2	2	2	2	2	2
	Gasoline	3	3	4	4	4	4	4
	Heavy oil	30	31	26	24	28	32	32
	Coal	760	716	742	664	432	411	435
	GTL	—	—	0	1	1	—	—
	LP Gas	2	2	2	2	2	6	5
	City gas	20	17	57	29	35	18	21
Scope 1 total		818	771	833	728	505	474	499☑
Scope 2	Heat	0	—	0	0	0	0	0
	Electricity	78	77	65	67	63	60	65
	Non-fossil certificate	—	—	—	△ 0	△ 0	△ 0	△ 0
	Use of in-house power generation	△ 3	△ 3	△ 2	△ 2	△ 1	△ 1	△ 1
Scope 2 total		76	75	63	65	62	59	64☑
Scope 1 and 2 total		894	846	896	793	566	533	563☑
FY2030 emissions target								447
Achievement rate for FY2030 target								74%

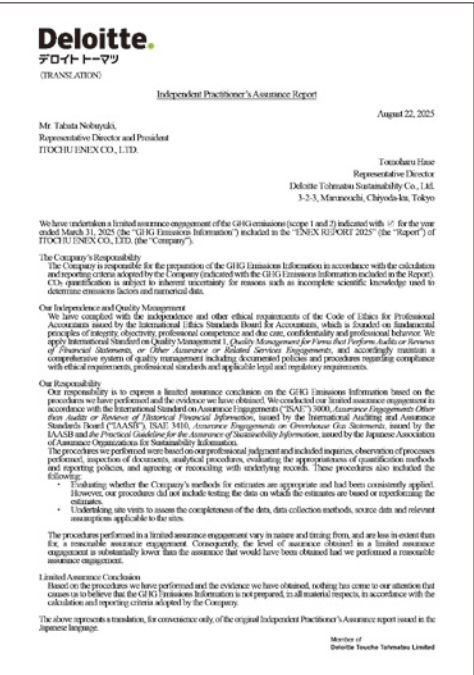
(Notes) 1. In calculating GHG emissions, our Group refers to ITOCHU ENEX CO.,LTD. and consolidated subsidiaries (for Scope 1 and 2, companies with 10 or fewer employees are excluded).
2. GHG emissions are calculated using the GHG protocol developed by WRI (World Resources Institute) and WBCSD (World Business Council for Sustainable Development).
3. GHG emissions are calculated based on energy-related CO2 emissions.
4. Fractions less than 1,000 t-CO2e are rounded off.
5. Deloitte Tohmatsu Sustainability Co., Ltd. undertook an assurance engagement of data indicated with ☑.
6. Deloitte Tohmatsu Sustainability Co., Ltd. undertook an assurance engagement of the data in previous years' Integrated Reports etc. concerning FY2018 (the reference year), FY2022 and FY2023.

Scope 3 Changes in emissions by category
(Unit: thousand t-CO2e)

Category			FY2018 (Reference year)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 3	Category 1	CO2 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
	Category 3	CO2 emitted during the fuel procurement process for our power plants	128	113	95	76	53	27	32
	Category 4	CO2 emitted when driving our chartered trucks	107	103	99	98	103	100	97
	Category 6 and 7	CO2 emitted during business trips and commuting by employees	2	2	2	2	2	2	2
	Category 11	CO2 emitted during the use stage of sold gasoline, etc.	18,834	18,033	17,383	17,195	17,961	17,616	17,074
Scope 3 total			23,324	22,227	20,979	20,653	21,607	21,018	20,442

(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.
<https://www.itcenex.com/en/csr/environment/activities/index.html>



Access to Energy

— Offering energy to everyone —

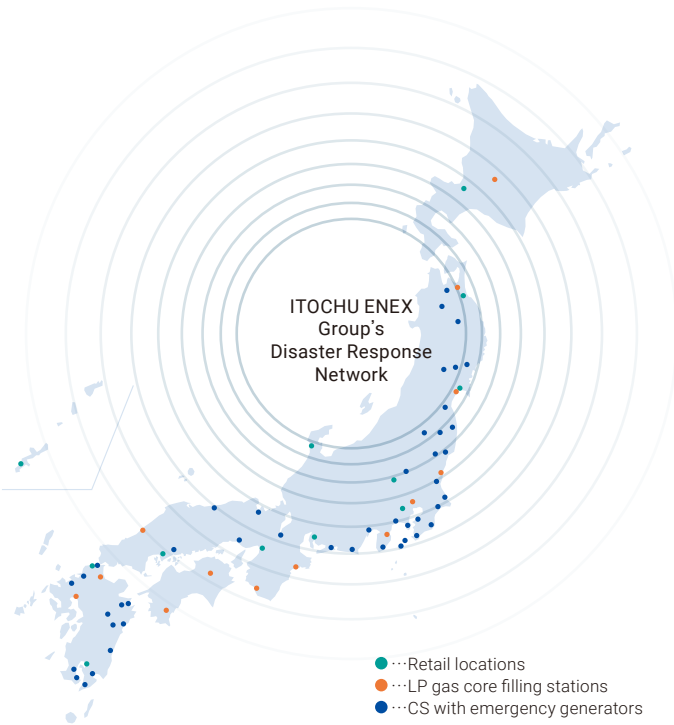
Our Approach

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 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 disaster response 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

The Group has established a stable supply system for emergencies through a nationwide network of 129 disaster response stations and 13 LP gas core filling stations. The disaster response stations are also equipped with emergency generators to maintain fuel supply function, and will be ready to contribute to the community in the event of an emergency.
We have also concluded disaster prevention agreements with seven municipalities that cover disaster prevention community development and enable prioritized supply to evacuation centers, hospitals, and emergency vehicles.
In addition, we have formulated a business continuity plan (BCP) in preparation for the occurrence of a large-scale disaster. The core organization of this plan is the BCP/Disaster Response Headquarters, which is responsible for responding to disasters, developing an appropriate system of coordination throughout the country, and conducting periodic reviews.
Through these activities, we are building a disaster response network and establishing a system that can respond quickly in the event of a disaster.



Hazardous materials engineers	LPG installation engineers	Disaster prevention specialists	LP gas core filling stations	Disaster response stations	Emergency community tanks	Disaster prevention agreements	Sales locations across the country
Approx. 2,800	Approx. 1,500	More than 200	13 locations	129 locations	8 districts	7 municipalities	12 branches

[Response to Natural Disasters and Disaster Prevention](https://www.itcenex.com/en/csr/social/customer-responsibility/index.html)
<https://www.itcenex.com/en/csr/social/customer-responsibility/index.html>



As a partner in the community

The Group's business operations are rooted in each region.
We have created new businesses through sales activities that are closely connected to the local community and that respond carefully to needs.
Our predecessors' main business was LP gas and petroleum, but now we operate in a wide range of business fields including LP gas, petroleum, electric power, and mobility-related businesses.

We will continue to deepen our relationships of trust by offering a variety of commercial products in each region through alternative energies and new business creation.



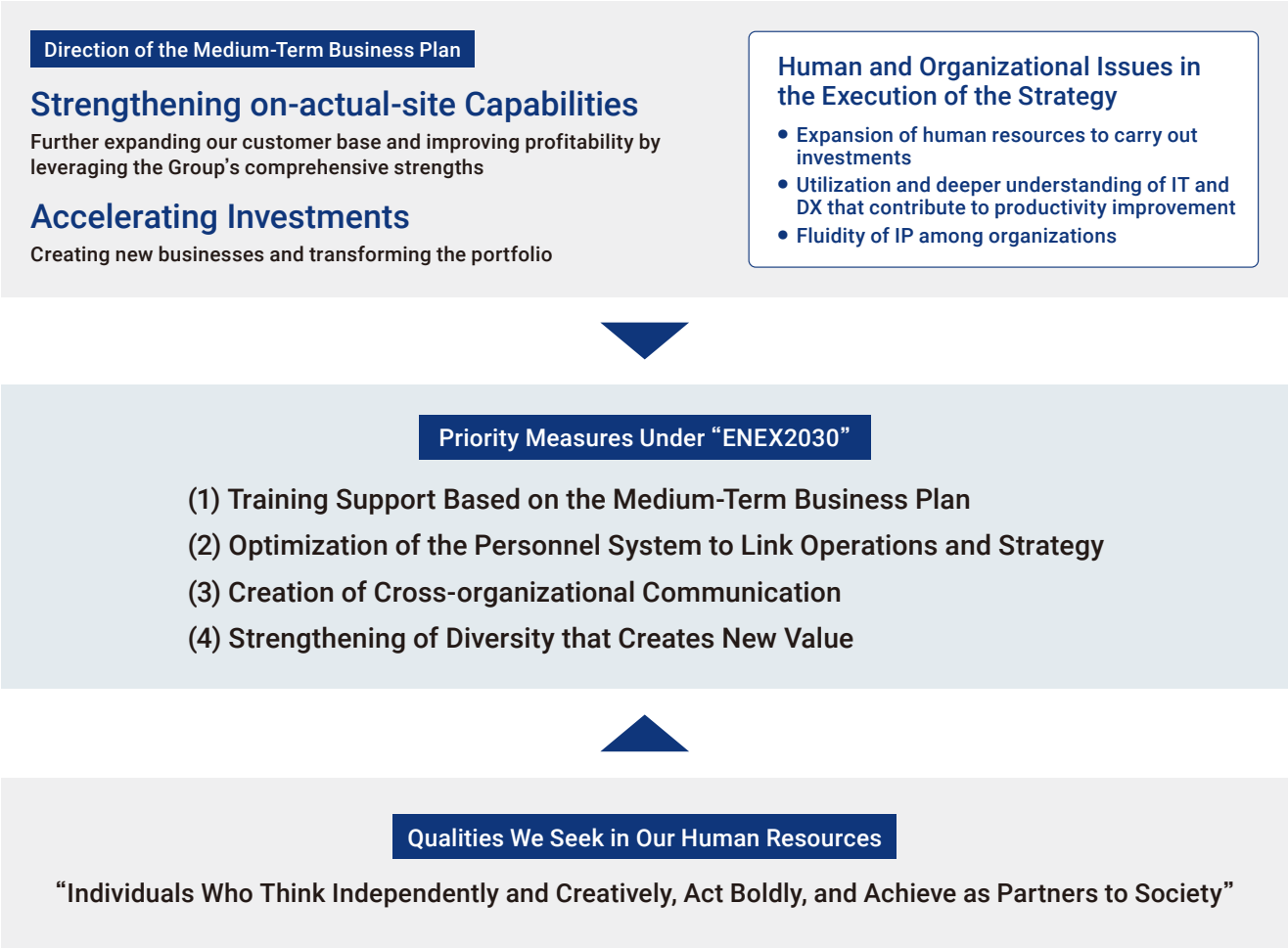
Human Resource Strategy

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-actual-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 Business Strategy and Priority Measures Under “ENEX2030”



(1) Training Support Based on the Medium-Term Business Plan

We place emphasis on the development of multi-skilled personnel who can demonstrate their abilities in a variety of business environments. In addition to traditional OJT, we have created an environment in which all employees can acquire a wide range of knowledge and skills, which includes the holding of study sessions led by our business staff with the aim of improving management literacy in areas such as IT, finance, and legal affairs.

In particular, as part of strategic development, we conduct finance training to strengthen employees' ability to execute investment projects and generative AI study sessions to enhance the use of DX.

In addition, with the aim of developing human resources who can play an active role in Japan and abroad, we have been implementing overseas on-the-job training since FY2018, and have sent a total of 20 participants to eight countries, mainly in Southeast Asia. Through these initiatives, we are strengthening our strategy-based training programs while continuously improving the base level, strengthening competencies, and supporting autonomous career building.

Finance Training

In order to realize the acceleration of investments, which is one of the directions we are aiming for under our Medium-Term Business Plan, we provide finance training programs to help employees acquire an understanding of basic finance frameworks and analytical methods, as well as to develop analytical skills in management decision making. A total of 12 classes were conducted by experts, and as of the end of FY2024, a total of around 120 employees have attended the classes. By participating this training, we are working to enhance the financial skills of our employees and evolve our framework for making investments so that more employees can execute new and strategic business investments and handle more sophisticated investment management.

IT and DX Literacy

Our Medium-Term Business Plan "ENEX2030 '25-'26" is positioned to "actively use DX for aggressive and defensive measures to support the execution of investments and the growth of investee companies," and we are utilizing AI such as ENEX-GPT and the new core system completed in January 2025, with improving operational efficiency the current main focus (see page 24-25 for details). In order to deepen our employees' understanding of generative AI, we hold generative AI study sessions and seminars by external lecturers, and a "company prompt contest" to discover effective ways to use AI-based text generation in business operations and promote the use of ENEX-GPT. We aim to improve operational efficiency, evolve sales, and even create new business through the use of IT and DX.

Other Training and Participation in Programs

Program Name	Purpose	FY2024 Participants
Hierarchy-specific Training	Develop human resources capable of assuming the role required at each level, for employees from their third year of employment to management positions.	199
Overseas On-the-job Training	Understand foreign cultures and business practices, and develop the ability to manage foreign businesses.	3
Career Design Seminars	Encourage employees in their early 50s to rediscover the role they are expected to fulfill.	30
Graduate School Program for Working Professionals	Send employees to a graduate school for working adults to develop management personnel	2
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	9

Training Contents

<Basic (6 classes)>

- Basic philosophy
- Valuation of corporate value
- Capital allocation

<Practical (6 classes)>

- M&A transactions
- MBO transactions
- Corporate acquisitions and divestitures (due diligence, structuring, negotiation, valuation, etc.)

The training is conducted by MBA instructors who are current teachers and classes are held weekly for employees selected from each department, where they work in groups on case studies that use examples of other companies' successes and failures.



Generative AI Study Sessions

The purpose of the sessions is to familiarize employees with generative AI and provide them with an opportunity to use it in their work. The study sessions provide inputs in the form of an understanding of general trends in generative AI and the functions of ENEX-GPT (our AI tool), as well as basic knowledge of generative AI. The sessions also provide opportunities for outputs related to methods for utilizing AI through practical training sessions that actually utilize ENEX-GPT and prompt writing contests aimed at improving operational efficiency and generating ideas.



Human Resource Strategy

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

We conduct personnel evaluations based on the MBO (Management by Objectives) system, which is primarily aimed at human resource development, including employee ability and career development; role evaluation, which is aimed at confirming whether employees have fulfilled their role at the expected level; and competency evaluation, which is aimed at measuring the degree to which managers and supervisors demonstrate their abilities.

In addition, since FY2014, we have held a company-wide awards program to raise the morale of Group employees and promote our Medium-Term Business Plan. In FY2023, we redesigned the selection and awards process and revised the criteria. The new system focuses on the evaluation of initiatives that contribute to the promotion of "strengthening on-actual-site capabilities," "evolving the framework for making investments," and "strengthening the organization and human resources" as set forth in the Medium-Term Business Plan, and aims to create a system in which all employees can challenge themselves fairly and be proud to receive an award.

This personnel system will create the foundation for a stronger human resource, a stronger organization, and a more rewarding company, and promote the growth of both employees and the company.

2024 Company-wide Awards Ceremony

The awards ceremony was held to honor Group organizations and employees of all generations, from young to senior, and the selection criteria were based on on-actual-site capabilities, DX, human resources (women and seniors), new and strategic business investments, social contribution, and operational improvements, which fit with the Medium-Term Business Plan "ENEX2030". With the Group's performance at record high profits, we have established award categories such as "Excellent Organization Award," "Individual Encouragement Award," and "Special Award," and selected winners based on their abilities, not on market conditions.

Excellent Organization Award: IT Planning Department

"Next Generation Core System Construction Project"

A fundamental review of the system structure was conducted in response to the emergence of operational issues, such as the black box nature of the core system. A new core system was released in January 2025 that enables enhanced security, improved operational efficiency, and data utilization. The Department was evaluated highly because, although the system is shared by 17 Group companies, has a wide range of functions and entails many operational risks, they were able to not only complete the project but also enable a certain amount of annual cost reductions through a system that contributes to operational efficiency.



(3) Creation of Cross-organizational Communication

The Group is working to enhance our overall strength by revitalizing communication among the Group's companies and divisions, and conduct rotations between divisions and secondments to Group companies and portfolio companies with the aim of maximizing the qualities and abilities of each employee. Through rotations between divisions, we aim to develop comprehensive human resources with a wide range of knowledge, perspective, and insight gained through working in multiple departments, while secondments to group companies and portfolio companies not only allow us to exchange human resources and acquire know-how, but also to contribute to the creation of new businesses.

In FY2021, we introduced "cross-functional training" with the aim of promoting cross-organizational ties, solidarity among employees, and the creation of new innovation and businesses across divisions and product lines, with Group companies also participating from FY2024. We are developing human resources capable of carrying out the "strengthening of on-actual-site capabilities" and "accelerating investments" by continuously implementing such measures to develop human resources and strengthen the organization that will contribute to the enhancement of the Group's overall strength.

FY2024 Cross-Functional Training

Employees from Group companies gather at five locations across Japan for cross-functional training that deepens connections across divisions and companies. This training program helps employees interact and improve their abilities through presentations of case studies of initiatives by employees who have achieved outstanding results, tours of related facilities engaged in eco-friendly and new businesses, and training in the logical thinking required for their work.



Fiscal Year	Issue		Sites
	Companies	Employees	
2021	ITOCHU ENEX	195 non-managers	Tokyo, Osaka
2022	〃	310 managers and non-managers	〃
2023	〃	75, selected by sales departments and the Human Resources & General Affairs Department	Hokkaido, Training Center (Karuzawa LABO), Osaka, Hiroshima, Fukuoka
2024	All Group companies	72, selected by sales departments, Group companies, and the Human Resources & General Affairs Department	〃

(4) Strengthening of Diversity that Creates New Value

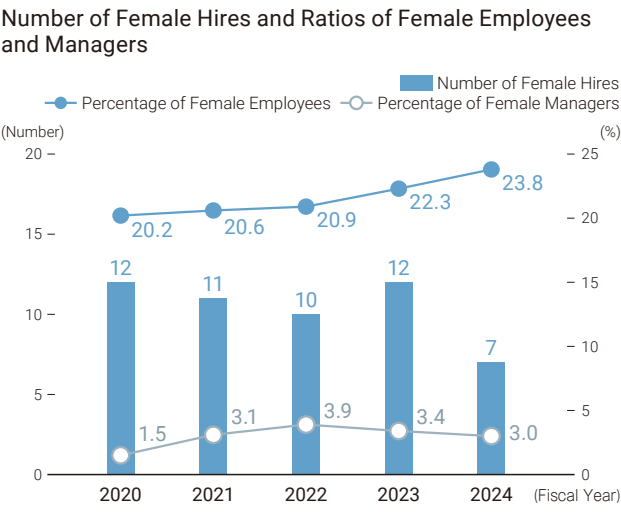
The Group has expanded and changed its business foundations in a flexible and adaptable manner in response to the changing times and external environment. We aim to respect the diversity and values of our employees and to create an organization that continues to evolve through the appointment of a diverse range of human resources, in order to achieve sustainable growth in a rapidly changing and unpredictable business environment.

In our Medium-Term Business Plan, we have set management targets for the ratio of female hires and ratio of female managers, and are promoting efforts to promote

women's participation in the workforce. In addition, with the aim of introducing internal systems that are more responsive to the work styles of employees, both male and female, as well as to childcare and nursing care, we are holding study sessions on amendments to childcare and nursing care laws and preparing a handbook summarizing our internal rules, and legal regulations. In this way, we are creating an environment and rules that will enable each employee to play an active role, as well as an organizational climate that allows them to fully demonstrate their abilities.

Diversification in Hiring

We aim to create a workplace where a wide variety of people can work with confidence for the long term, and since 2013 we have increased the number of female employees, which was far fewer than in other industries. We are also working to develop female candidates for management positions in order to achieve our FY2030 target of 10% female managers. In the future, we will consider mid-career hiring focused on young people, the development of an environment (system) in which veterans and seniors will naturally want to play an active role, and the introduction of a re-entry system for retirees, with a view to transforming into an organization in which personnel with diverse experiences and values can grow. We will promote the sustainable growth of our companies and society by respecting diverse human resources and fostering a corporate culture that supports self-realization.

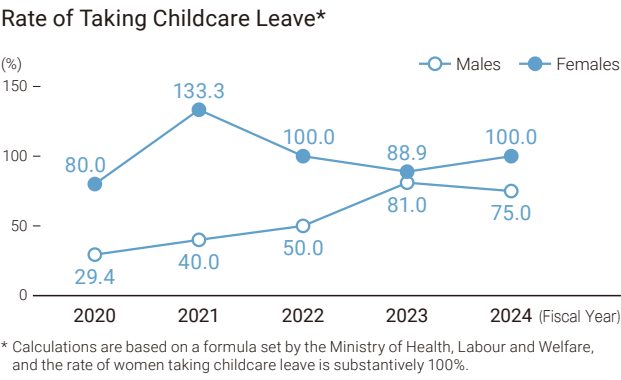


Development of Diverse Work Styles

In order to enable diverse work styles, we are striving to develop work systems, leave, and benefits related to childbirth and childcare, as well as other measures to prevent long working hours and promote employee health.

In particular, in order to deepen the understanding of the need for male employees to take childcare leave, we have prepared multiple systems to promote higher rates of taking childcare leave.

We also support a variety of employee work styles through our "Welfare Handbook," which provides an easy-to-read summary of a wide range of support systems, from asset building to study support systems and a re-employment system for employees whose spouse has been transferred; the "Health Management Handbook," which summarizes our approach to health management, health examination subsidies, leave and compensation systems, etc.; and the "Handbook on Support for Balancing Work and Family Life," which outlines various support systems for childcare and nursing care. The handbook on childcare and nursing care includes stories from employees who are parents, in order to eliminate the psychological barriers for younger employees to use the system.



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 site.



Section
04

System for Supporting Sustainable Growth

Strengthening Governance System

As a company with an Audit & Supervisory Board, we ensure the fulfillment of the auditing function and transparency in decision-making through fully functioning management oversight by the Audit & Supervisory Board Members. In addition to this corporate governance system centered on management auditing by the Audit & Supervisory Board Members, we have nominated several Outside Director candidates to increase the ratio of Outside Directors to more than one-third, with the aim of strengthening and improving

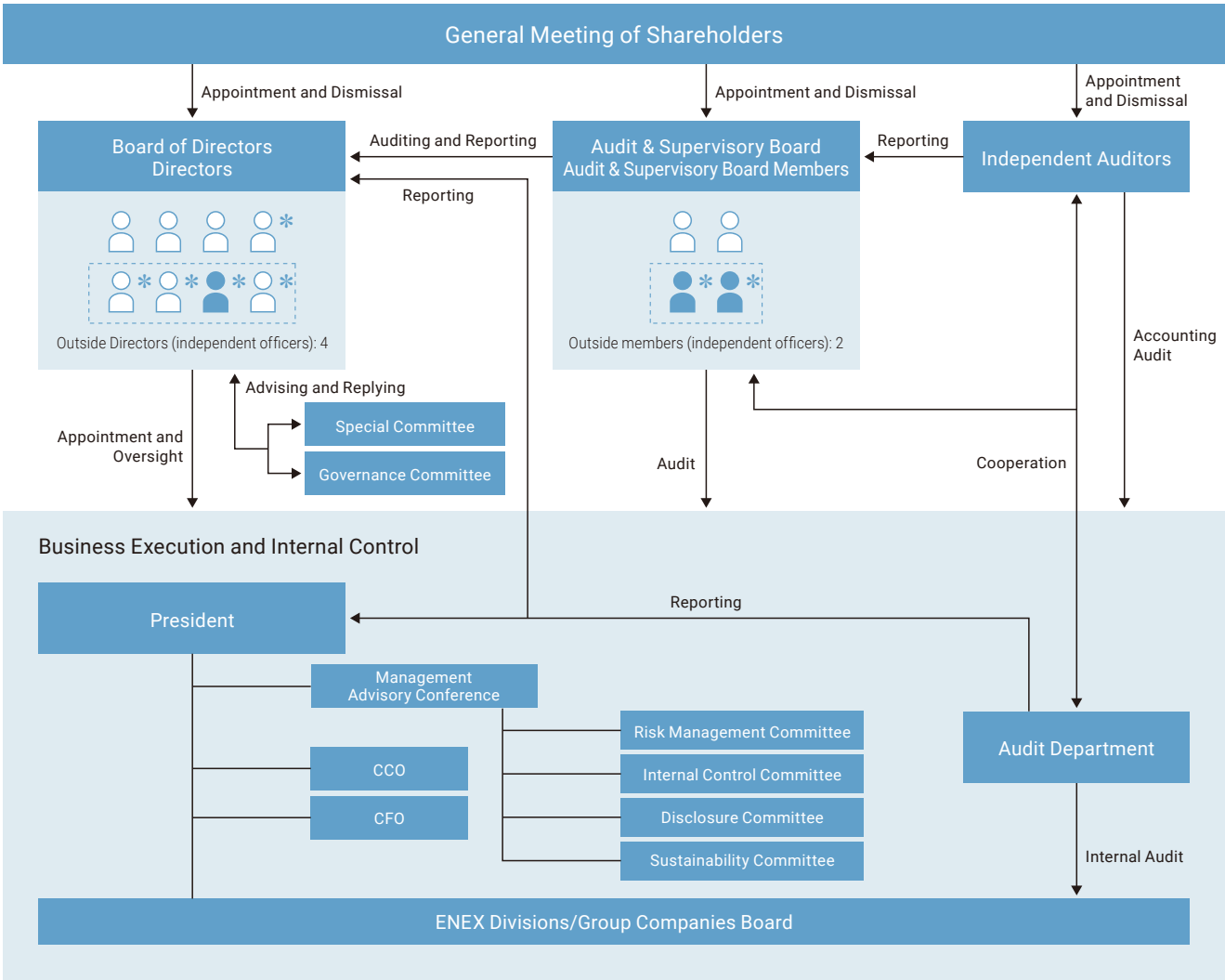
the effectiveness of management supervision and transparency of decision-making by the Board of Directors. Following the General Meeting of Shareholders held on June 18, 2025, half of the Board of Directors are Outside Directors. In addition, as a voluntary advisory body to the Board of Directors, we have 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

	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)	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)	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)	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 in the interests of the controlling shareholder and minority shareholders)	37.5%
FY2023-2024	• Some items in the skill matrix amended to enable monitoring of the progress of the Medium-Term Business Plan • Clarified the requirements for fulfilment of skills	42.9%
FY2025	• Ratio of Outside Directors on the Board of Directors is 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	50.0%

Corporate Governance System* (As of June 18, 2025)

* Business execution, internal control, managerial monitoring and risk management system, etc.

Males Females : Non-standing



Response to Corporate Governance Code

The Company endorses the goal of “growth-oriented governance” called for in Corporate Governance Code, issued by Tokyo Stock Exchange, Inc. (TSE). The Company is taking measures aimed at ensuring sound leadership by senior managers and transparent and fair decision-making, and is addressing all items in the Corporate Governance Code.

Corporate Governance System

The Company has a Board of Directors and Audit & Supervisory Board Members (Audit & Supervisory Board). In accordance with laws and regulations, the Company’s Articles of Incorporation, rules of the Board of Directors and other internal rules, the Board of Directors makes decisions on material matters and oversees the Directors’ performance of their duties. Each Director executes his or her duties based on the roles defined by the Board of Directors, and in accordance with laws and regulations, the Articles of Incorporation and internal rules. 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. As delegated by the Board of Directors and Representative Directors, Executive Officers execute the duties assigned to them based on decisions made by the Board of Directors.

Corporate Governance Report
<https://www.itcenex.com/en/ir/policy/governance/index.html>



Introduction of Officers

(Notes) 1. Shares of the Company’s common stock owned as of May 16, 2025
2. Independent indicates a Board Member registered with the Tokyo Stock Exchange as an independent officer

Directors

Representative Director and President

Nobuyuki Tabata

Newly appointed



Nobuyuki Tabata has worked at ITOCHU Corporation primarily in the chemicals field for many years, and has served as President of its subsidiary company in U.S., as well as Chief Operating Officer of the Chemicals Division, Executive Officer, and Senior Executive Director of ITOCHU Corporation, before being appointed as Representative Director and President of the Company. He has excellent management skills cultivated through a wealth of business experience and broad insight into global business management.

• Shares of the Company owned: 65,400

• Significant concurrent positions outside the Company: None

Director and Managing Officer

Kunio Nishimura

Newly appointed



Kunio Nishimura has worked mainly in our petroleum-related businesses since joining the Group. He 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. He 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: 12,065

• Significant concurrent positions outside the Company: Director, OSAKA CAR LIFE GROUP CO., LTD. Director, Nissan Osaka Sales Co., Ltd.

Director and Executive Officer

Satoshi Watanabe

Newly appointed



Satoshi Watanabe has worked for ITOCHU Corporation for many years, mainly in finance and management strategy, and possesses a wealth of business experience and broad expertise in management. Since joining the Company in 2023, he has served as Chief Compliance Officer and Chief Operating Officer of the Corporate Administration Division II, and currently holds the posts of Chief Financial Officer, Chief Compliance Officer and Chief Operating Officer of the Corporate Administration Division.

• Shares of the Company owned: 10,035

• Significant concurrent positions outside the Company: None

Director

Tetsuya Yamada

Newly appointed



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 Division of ITOCHU Corporation. He 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: Executive Officer, Chief Operating Officer, Energy Division, ITOCHU Corporation Director, Sakhalin Oil and Gas Development Co., Ltd.

Director

Ichiro Saeki

Reappointed

Outside

Independent



Ichiro Saeki has specialized knowledge in his capacity as an attorney and a university professor, and extensive experience with corporate legal affairs. He also acquired broad knowledge of banking and finance during his tenure at The Nippon Credit Bank (currently, Aozora Bank, Ltd.). Based on this broad knowledge, he 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: 29,432

• Significant concurrent positions outside the Company: Representative Attorney, Shi-Go-Roku Law Office Auditor, The Shinkumi Federation Bank Emeritus Professor, Aoyama Gakuin University

Director

Takuya Morikawa

Reappointed

Outside

Independent



Takuya Morikawa has long 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. Through these activities, he has gained business experience and a wealth of knowledge on business management. He 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: 2,498

• 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 also as having been active as a management strategy consultant at a major consulting firm. She provides advice regarding the Company’s management and performs appropriate oversight of business execution.

• Shares of the Company owned: 620

• 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

Newly appointed

Outside

Independent



In addition to expertise as a certified public accountant and 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 partner of a major auditor firm, and 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: —

• Significant concurrent positions outside the Company: None

Audit & Supervisory Board Members

Standing Audit & Supervisory Board Member

Ryohei Suda

Newly appointed



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. He has global business experience and extensive knowledge related to business management that he has cultivated through his various roles, and 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: 620

• Significant concurrent positions outside the Company: Corporate Auditor, ENEARC Co., Ltd.

Standing Audit & Supervisory Board Member

Yasuhiro Imazawa

Newly appointed



Yasuhiro Imazawa has worked for ITOCHU Corporation for many years, mainly in finance, accounting, risk management, and audit areas. 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, he was appointed as a member of the Audit & Supervisory Board 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: 23,328

• Significant concurrent positions outside the Company: None

Audit & Supervisory Board Member

Masako Iwamoto

Reappointed

Outside



Masako Iwamoto has specialized knowledge and extensive experience in corporate legal affairs as an attorney. She has also acquired deep insight during her tenure as an outside officer at Achilles Corporation and HOKUTO, Inc. Appointed as an Audit & Supervisory Board Member of the Company in June 2021, she provides advice for the management of the Company as well as proper oversight 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 Director, Member of Audit and Supervisory Committee, ACHILLES CORPORATION Outside Audit & Supervisory Board Member, HOKUTO, Inc.

Audit & Supervisory Board Member

Sonoko Kajiyama

Reappointed

Outside



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 auditing firms and the internal audit departments of global companies. Appointed as an Audit & Supervisory Board Member of the Company in June 2024, she provides advice regarding the Company’s management and appropriate oversight 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

		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 Ichiro Saeki	Director Takuya Morikawa	Director Chie Sato	Director Shozo Tokuda	Standing Audit & Supervisory Board Member Ryohei Suda	Standing Audit & Supervisory Board Member Yasuhiro Imazawa	Audit & Supervisory Board Member Masako Iwamoto	Audit & Supervisory Board Member 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

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Message from New Outside Director



Directors

Shozo Tokuda

- Newly appointed
- Outside
- Independent

Career Biography

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, KPMG AZSA & Co. 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)

A Strict but Warm Eye on Sustainable Growth Strategies

Recently, companies have been required to disclose information on sustainability, and the importance of such disclosures and the qualitative and quantitative requirements are expected to increase in the future.

About 20 years ago, when I was working at an auditing firm, I was assigned as the Head of Intellectual Property Management, and my mission at that time was to research the disclosure of non-financial information and assurance operations. I was also involved in the promotion of intellectual asset disclosure and assurance as a member of the Japanese Institute of Certified Public Accountants and the Industrial Structure Council established under the Ministry of Economy, Trade and Industry.

However, although the philosophy was correct, it did not gain widespread recognition because there was no social pressure to encourage it at the time. Since then, trends such as climate change, ESG, integrated reporting, and the SDGs have continued, and after 20 years of hard work, the disclosure of sustainability information in securities reports has become compulsory and third-party assurance has become institutionalized, and is finally about to blossom.

The basic concept of this trend is to appeal to various stakeholders by drawing up a company's sustainable growth strategy (story) through the integrated use of financial and non-financial information.

"Sustainable growth strategy" refers to the strategy to ensure long-term stable growth of the company and society while ensuring environmental, social, and economic sustainability.

I feel that our Corporate Philosophy of "The Best Partner for Life and Society" is an ideal philosophy to realize this concept.

Realizing this Corporate Philosophy as a growth strategy while not be easy under the environment surrounding the Group, but I believe that with our ability to execute, we will be able to achieve this goal.

I have served as an Outside Audit & Supervisory Board Member of the Company for eight years. Therefore, although I am not as fresh as a new outside director, I am confident that I understand the business model, the corporate culture, and its challenges.

For many years, I have also worked as a certified public accountant, primarily in auditing engagements with auditing firms. Through this I have developed the ability to make judgments based on independence and neutrality, professional skepticism, and a different perspective from the Company's due to my involvement in numerous listed companies.

I will continue to make the most of this knowledge and contribute to the promotion of the Group's sustainable growth strategy from an objective and fair standpoint, and I will continue to encourage the Group with a strict but warm eye.

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

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

To allow its Board of Directors to perform appropriate oversight of management and make decisions on important business execution, the Company appoints, in principle, the President, Chief Financial Officer (CFO), and Chief Compliance Officer (CCO), and designates candidates for Directors and Executive Directors from managers with the highest responsibility for their divisions. 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.

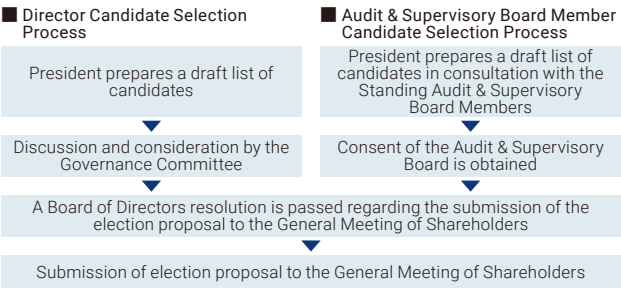
2. Policy and Procedures for Nomination of Audit & Supervisory Board Member Candidates

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, 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. With regard to the policy mentioned above, 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.

3. Nomination of Director and Audit & Supervisory Board Member Candidates in FY2025

The management structure was significantly renewed in June 2025 with the appointment of all new directors except for the reappointment of the outside directors. In April 2023, we formulated our eight-year Medium-Term Business Plan "ENEX2030" which aims at increasing profits. In FY2024, we achieved net profit of ¥17.1 billion, and we believe we are on the path toward achieving our net profit target of ¥20 billion in FY2030. Therefore, we have elected candidates for the Board of Directors with the intention of rejuvenating the management team, including the new President, Nobuyuki Tabata, to revitalize the organization more than ever before and to achieve the goals of our Medium-Term Business Plan "ENEX2030".



Reasons for Appointment of Outside Officers

	Name	Reasons for Appointment
Outside Directors	Ichiro Saeki	Ichiro Saeki has specialized knowledge in his capacity as an attorney and a university professor, and extensive experience with corporate legal affairs. He also acquired broad knowledge of banking and finance during his tenure at The Nippon Credit Bank (currently, Aozora Bank, Ltd.). He was appointed because it was deemed he could provide advice for the management of the Company as well as proper oversight of the execution of the Company's businesses from an objective and expert perspective. The Company believes that he meets the Standards for Independence stipulated by the Financial Instruments Exchange and by the Company.
	Takuya Morikawa	Takuya Morikawa has long 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. Through these activities, he has gained business experience and a wealth of knowledge on business management. Based on this, it was determined that he would be able to contribute advice regarding the Company's management and appropriate oversight of business execution. The Company believes that he meets the Standards for Independence stipulated by the Financial Instruments Exchange and by the Company.
	Chie Sato	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 also as having been active as a management strategy consultant at a major consulting firm. Based on this, it was determined that she would be able to contribute advice regarding the Company's management and appropriate oversight of business execution. The Company believes that she meets the Standards for Independence stipulated by the Financial Instruments Exchange and by the Company.
	Shozo Tokuda	In addition to expertise as a certified public accountant and his extensive experience in corporate accounting, 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 partner of a major auditor firm. Based on this, it was determined that he would be able to contribute advice regarding the Company's management and appropriate oversight of business execution from an objective and expert perspective. The Company believes that he meets the Standards for Independence stipulated by the Financial Instruments Exchange and by the Company.
	Name	Reasons for Appointment
Outside Audit & Supervisory Board Members	Masako Iwamoto	Masako Iwamoto has specialized knowledge and extensive experience in corporate legal affairs as an attorney. She has also acquired deep insight during her tenure as an outside officer at Achilles Corporation and HOKUTO, Inc.. Based on this knowledge, from an objective and expert perspective, it was determined that she would be able to contribute advice regarding the Company's management and appropriate oversight of business execution. The Company believes that she meets the Standards for Independence stipulated by the Financial Instruments Exchange and by the Company.
	Sonoko Kajiyama	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 auditing firms and the internal audit departments of global companies. Based on this, it was determined that she would be able to contribute advice regarding the Company's management and appropriate oversight of business execution. The Company believes that she meets the Standards for Independence stipulated by the Financial Instruments Exchange and by the Company.

Corporate Governance

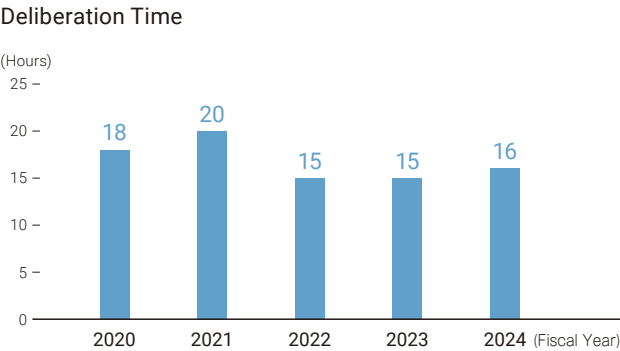
Evaluation of the Performance and Effectiveness of the Board of Directors

Status of Efforts by the Board of Directors

We have established regulations regarding the submission of proposals to the Board of Directors, Management Advisory Conference, and other meeting bodies. Proposals at meetings of the Board of Directors are submitted according to these regulations. With more and more diverse proposals being submitted to the Board of Directors, in recent years we have been promoting the delegation of authority, and depending on the proposal, we are increasingly leaving it to individual Divisions to decide. Discussions on important proposals have been increasing at Board of Directors meetings.

In addition, we provide opportunities for debate and briefings to outside officers on proposals prior to their submission to the Board of Directors so that they will be able to take part in the discussions with a better understanding of the issues. At the Board of Directors

meetings, participants present a wealth of questions and point things out. At the same time, because we shorten explanation times by having discussions in advance, we are also improving work efficiency.



Main Proposals and Agenda Items

A	- Management policy and the Medium-Term Business Plan - Organizational structure - Cross shareholdings policy - Revision of personnel system - Sustainability initiatives reporting and policies	D	- Corporate governance report - Internal control - Internal audit report and plan - Corporate auditors' audit report and plan - Evaluation of the effectiveness of the Board of Directors - Risk Management Committee activity report - Compliance report
B	- Approval of financial statements and business plans - Shareholder returns - Funds management and borrowing plans - Annual Securities Report and financial statements	E	- Executive personnel - Executive remuneration - Appointment of committee chairs
C	- New investment projects - Progress reports and initiatives policy on investment projects	F	- Important changes in management rules - General meeting of shareholders

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

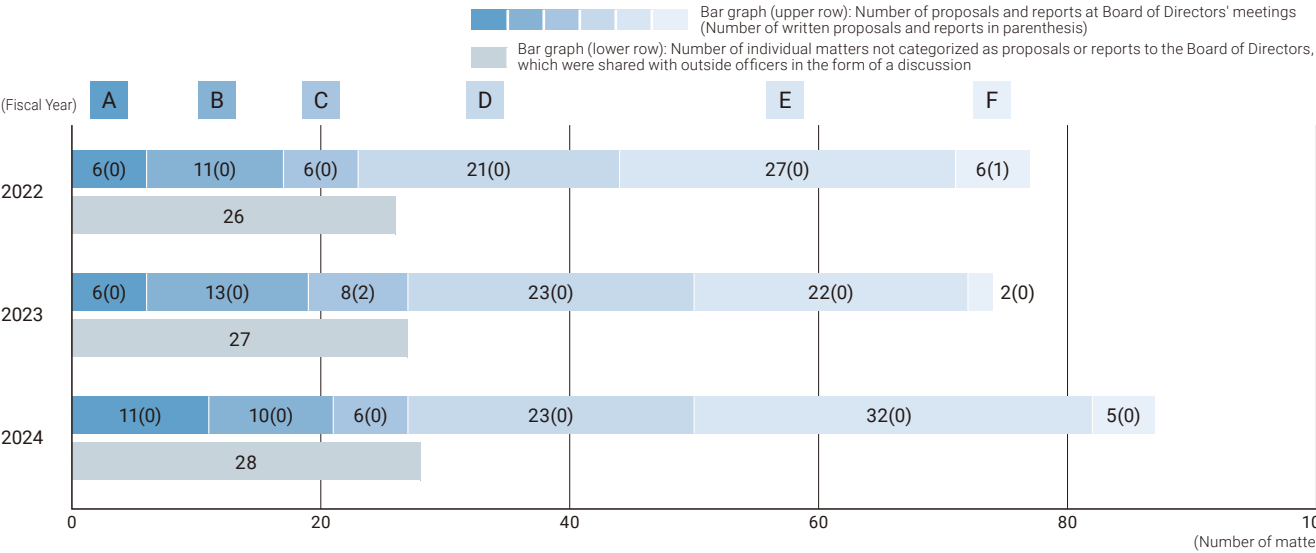
E

Executive personnel and remuneration

F

Other individual matters

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 FY2024, 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 March 31, 2025
Outline of Implementation	Questions and free-form questionnaires (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 implemented.
Evaluation Results	Each item suggests a high standard, meaning that the operations of the Board of Directors of the Company as a whole are judged to be appropriate.
Issues	Improvement of the conduct to stimulate discussion, etc.

FY2024 Activities of other conferences and committees

Conferences/Committees	Members	Status of Activities
Audit & Supervisory Board Meetings: 14 (including 0 document-based meetings)	Four members in total; one Standing Member and three Non-Standing Members (three Outside Audit & Supervisory Board Members)	Performs audits to check the appropriateness of the execution of duties by the Directors in accordance with the regulations for the Audit & Supervisory Board and the standards for audits by the Audit & Supervisory Board Members, by attending Board of Directors meetings and other meetings about important issues, and through interviews with the Directors. In FY2024, audit activities were conducted with a focus on the following audit items: 'appropriateness of the Board of Directors' decision-making process and rationality of its decisions,' 'status of execution of directors' duties,' and 'system for introducing the next-generation core system and the response to the revised J-sox'.
Special Committee Meetings: 4 (including 0 document-based meetings)	Six independent officers in total (three Outside Directors and three Outside Audit & Supervisory Board members)	The Special Committee was set up as a voluntary advisory committee to the Board of Directors in order to strengthen and enhance the effectiveness of management oversight and the transparency of decision-making by the Board of Directors. In FY2024, all committee members attended the Committee's meetings and confirmed the status of transactions and actions with the controlling shareholder.
Governance Committee Meetings: 11 (including 0 document-based meetings)	Four members in total, comprising three independent officers (all are Outside Directors) and one Inside Director	As a voluntary advisory committee to the Board of Directors, the Governance Committee was set up to strengthen and enhance the effectiveness of management oversight and the transparency of decision-making by the Board of Directors. In FY2024, all committee members attended the Committee's meetings, where they discussed and deliberated on matters such as director nominations and remuneration, evaluation of director effectiveness.
Risk Management Committee Meetings: 4 (including 0 document-based meetings)	Six members in total, chaired by the CFO and consisting of the CCO and four general managers of function departments	As an advisory body to management, the Risk Management Committee aims to mitigate risks by conducting risk management through 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. In FY2024, the committee considered and selected risks for disclosure in the Annual Securities Report, considered countermeasures for risks of managerial importance, and discussed and considered the status of BCP activities.
Internal Control Committee Meetings: 5 (including 1 document-based meeting)	Four members in total, chaired by the CFO and consisting of the CCO and two general managers of function departments	As an advisory body to management, the Internal Control Committee reviews the development and implementation status of the internal control system for each item in the Basic Policy, to ensure that the system is operating appropriately. The results of Committee discussions are reported to the Board of Directors, and a final assessment is made on the development and implementation status of the internal control system at a Board of Directors meeting.
Disclosure Committee Meetings: 21 (including 15 document-based meetings)	Three members in total, chaired by the CFO and consisting of two general managers of function departments	As an advisory body to the Board of Directors and the Management Advisory Conference on the disclosure of information, the Disclosure Committee exhaustively and promptly collects important corporate information across the Group, and examines and deliberates the necessity of disclosure, the accuracy, clarity, sufficiency, fairness, and positiveness of information. In FY2024, the Committee examined and deliberated disclosures related to financial statements, financial results briefing materials, the Annual Securities Report, and the convocation notice for the General Meeting of Shareholders.
Sustainability Committee Meetings: 3 (including 0 document-based meetings)	Four members in total, chaired by the officer in charge and consisting of three general managers of function departments	As an advisory body to management, the Sustainability Committee deliberates and monitors sustainability policy, issues, and measures from a long-term perspective, and implements and drives Group sustainability strategies. In FY2024, the committee discussed and reviewed the disclosure of sustainability-related information in the Annual Securities Report, climate change response, action plan review for key sustainability issues, ISO 14001 environmental management review, and environmental policy revision.

* Members are listed based on the FY2024 structure (after the General Meeting of Shareholders).

* In addition to Board meetings, the Audit & Supervisory Board Members attend Board of Directors meetings and other major meetings of the Management Advisory Conference and other advisory committees, and express their opinions as necessary.

Corporate Governance

Policy and Procedure for Determining Director 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 respective 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) from the perspective of their roles and independence.

Composition of Remuneration for Executive Directors (FY2023-)

Types of Remuneration	Monetary/Non-monetary	Percentage	
		Chairman/President	Other Directors
Base Remuneration (Fixed Remuneration)	Monetary	57%	63%
Bonuses (Performance-linked Remuneration)	Monetary	29%	32%
Stock Remuneration (Performance-linked Remuneration)	Non-monetary	14%	5%
Total		100%	100%

(Note) The above ratio represents remuneration when 100% of all targets for performance-linked remuneration are reached.

Composition of Director Remuneration (for Executive Directors)

Types of Remuneration	Details of Remuneration
Base Remuneration	The Company determines the fixed 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	• The Company pays performance-linked bonuses to Executive Directors at certain times of each year as a short-term performance pay based on a performance indicator and the level of goal achievement in the year. • The performance indicator that is the basis for bonuses is the level of achievement of the target profit attributable to the Company's Shareholders (consolidated) each year. • The Company determines the amounts of bonuses by multiplying the base remuneration by a certain coefficient according to the levels of achievement of company-wide performance, division performance, section performance, and a qualitative assessment.* * 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.).
Stock Remuneration	• As medium- to long-term performance-linked remuneration, Executive Directors are provided with points according to net profit 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 acquire a number of the Company’s common shares commensurate with the total number of points granted. • The number of shares provided is the product of multiplying the number of points given 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 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 in FY2024 was ¥17,102 million yen.

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 made to the above 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 held on May 16, 2025, a detailed examination was conducted for each of the cross shareholdings held by the Company (total of six issues) 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 the cross shareholdings currently held by the Company are appropriate.

(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 a decision for and against each proposal tabled after examining individual proposals, not using uniform standards such as short-term operating results/ share prices, but taking the perspective of whether or not it will help increase the medium or long-term corporate value of the Company and the companies in which shares are held, in view of non-financial information such as the business policies, strategies and suchlike of the company in which shares are held.

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 55.62% of our voting rights (as of March 31, 2025), making us a consolidated subsidiary. Our 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, we promote 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 18, 2025), 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.



Internal Control and Risk Management

Internal Control

We have constructed, operate, and continuously improve on an 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.

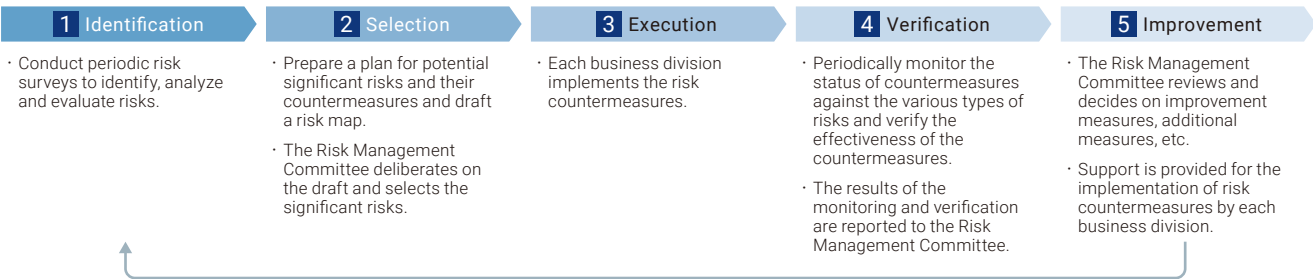
Basic Policy on Internal Control System
https://www.itcenex.com/en/corporate/governance/control/index.html



Risk Management

Strengthen Risk Management Systems and Management Processes

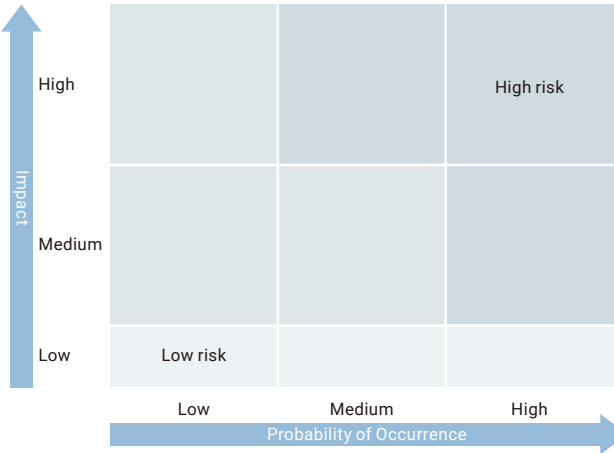
In order to respond to the various risks surrounding the Group, the Group manages risks comprehensively and individually by developing management systems and methods. In 2024, we established the Risk Management Section as an organization to oversee and manage risk in the Group. In addition, the Risk Management Committee has been established as an advisory body to management and conducts risk management by 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.



Risk Response Status

Risk Map

In selecting the significant risks, the various risks are evaluated based on the two axes of impact and probability of occurrence.



Business and Other Risks	Impact	Probability of Occurrence
1. Risk due to a contracting business base	Medium	High
2. Risk due to fluctuations in commodity and raw material procurement prices	Medium	Medium
3. Risk from environmental regulations	Medium	Medium
4. Risk related to information security and information systems	Medium to large	Low to medium
5. Risk from natural disasters	Medium	Low
6. Risk from impairment of fixed assets	Medium	High
7. Risk in investments	High	Low to medium
8. Risk related to securing human resources	Medium	Medium
9. Risk related to compliance	Medium to large	Low to medium

Systems for Handling Emergencies

The Company has established reporting routes that enable it to quickly obtain accurate information and respond appropriately when an accident occurs or a risk arises in the Group. The Company has also developed an emergency contact network that systematically connects Group companies, business divisions, and officers (including the President), so that when an earthquake, typhoon, heavy rain, or other natural disaster occurs, it will be able to

quickly confirm the safety of Group personnel, ascertain the level of damage to the Group’s facilities and clients, and secure essential services. In FY2024, the Company issued a drill alarm on the first business day of each month to foster employees’ awareness of disaster prevention and prepare for contingencies.

Risk Management
https://www.itcenex.com/en/csr/governance/riskmanagement/index.html



Fire and Disaster Prevention/Business Continuity Plan (BCP)

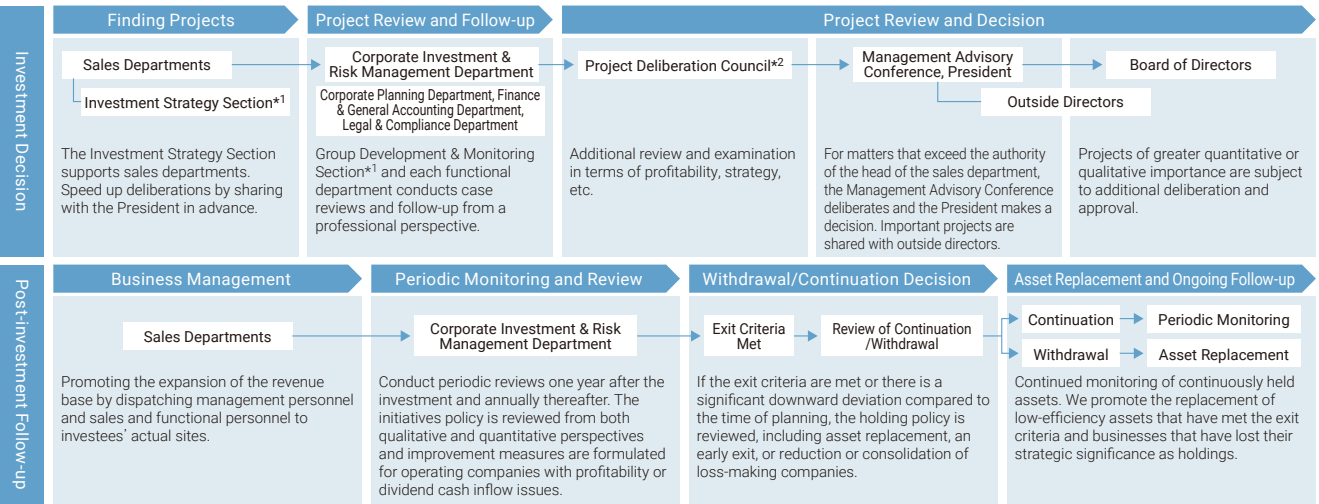
The Company has formulated a business continuity plan (BCP) as a precaution against possible major natural disasters. The “BCP and Disaster Response Headquarters”, which is the core organization of this plan, consists of the President (Director of the Disaster Response Headquarters), heads of departments, and general managers. In the event of a large-scale disaster, the Headquarters leads Group-wide activities to respond to the situation based on a plan that lays out the people in the chain of command and how to respond to specific circumstances. In addition, the

Company has in place a backup system to transfer the head office functions to Fukuoka and Hiroshima. Since FY2022, first aid training has been conducted at the head office and in each area, and as of March, 2025, a total of 600 Group employees have obtained lifesaving skills certificates. Further, we are working to improve the effectiveness of our BCP, including training linked to our alternative centers of operation and training for personnel in charge of continuing and promoting BCM (Business Continuity Management) operations.

Evolution of the Framework for Making Investments

To achieve the targets in ENEX2030, we will build a new earnings base through the execution of new and strategic business investments and sophistication of investment management. When executing investments, projects are reviewed and decisions are made based on the “Investment Criteria,” and investments are also periodically reviewed by the

department in charge after the investment is made. In April 2024, we also established the Subsidiaries & Associated Companies Management Department as an organization to manage operating companies and investments, and we are working to strengthen the governance of investee companies through regular monitoring of operating companies.



*1 The Investment Strategy Section (formerly the Investment Strategy Department) and Group Development & Monitoring Section are both within the Subsidiaries & Associated Companies Management Department.

*2 Members of the Project Deliberation Council
Chair: Chief Operating Officer, Corporate Administration Division / Members: General Managers of the Subsidiaries & Associated Companies Management Department, Corporate Planning Department, Finance & General Accounting Department, Legal & Compliance Department

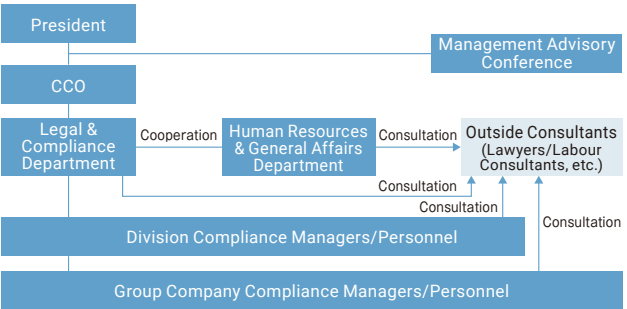
Compliance

Basic Policy on Compliance

To enhance corporate value, efforts to build a trust-based relationship with society are necessary. The prerequisite for building trust-based relationships is compliance. We believe compliance practices are an important issue for the enhancement of our corporate value. To embody this, each employee will increase their compliance awareness and work to build a compliance promotion system so that we can stay focused on our work in compliance with Code of Conduct and Declaration of the Group Code of Conduct.

Promotion Structure

The Company has taken steps to improve its compliance system, including appointing a CCO, establishing a department that oversees matters concerning compliance, and developing a compliance program. We have also appointed compliance managers/personnel in each division and Group company, implemented compliance education and training, compiled a legal and regulatory compliance manual, clarified responses to compliance incidents, and developed a whistleblowing system. In addition, from each Director, Executive Officer, and employee we have obtained a Declaration of the Group Code of Conduct related to employee compliance with the Code of Conduct.



*1 Compliance manager: Compliance managers of the Company, one person from each division, are appointed by the CCO. Additionally, at Group companies for which ITOCHU ENEX CO., LTD. has over 50% ownership, in principle, the president of the Group company serves as the compliance manager, also supervising subsidiaries for which that Group company has over 50% ownership.
*2 Compliance personnel: Compliance personnel are appointed by the compliance managers, and are responsible for promoting awareness regarding compliance, serving as the point of contact in the event of trouble, accidents, misconduct or complaints, and ensuring environmental preservation and soil contamination prevention.

Education in Compliance

With the objective of maintaining and ensuring the universal recognition of our compliance system, the Company holds education and training in compliance for Group officers and employees on an annual basis. In particular, the Company conducts nationwide compliance rank-based training programs as appropriate. Furthermore, through education and training for compliance managers and personnel in each department and Group company, the Company is enhancing their practical ability to respond to specific compliance incidents, thereby continuing to strengthen the Group's compliance system.

Promoting Awareness of Compliance

To promote employee awareness of compliance, the Company periodically prepares documents to be distributed within the Group and shared on the intranet.

Compliance Program	This resource provides a straightforward introduction to compliance promotion activities, including objectives, systems, incident/accident response, and whistleblowing and consulting contact points.
Compliance Case Studies	These case studies provide easy-to-understand examples and response approaches for various major and minor compliance violations, including misconduct, harassment, labor issues, complaints, legal and regulatory violations, and information leakage.
Harassment Guidelines	These guidelines set out prohibited workplace behaviors with the aim of ensuring that employees and officers of the Group correctly understand the issue of harassment, and of creating a harassment-free workplace.

ENEX Group Awareness Survey

Incidents relating to accounting misconduct, embezzlement, harassment, and labor issues at various companies, organizations, and bodies are on the rise. The Group conducts a compliance awareness survey of its officers and employees to ascertain the state of compliance awareness and the penetration of the Corporate Philosophy in order to help prevent misconduct and compliance incidents. The results are used as a guide for improving compliance training and creating new initiatives.

Whistleblowing Contact Points

The Group has established inside and outside whistleblowing contact points to facilitate prompt reporting of violations of laws and internal rules, other forms of misconduct, and concerns about the potential for misconduct. As part of compliance training, the Group ensures that all employees are aware of the system of whistleblowing contact points and the protection given to whistleblowers. It has also a system in place for responding appropriately to whistleblowing reports and maintaining the transparency of those responses.

The Group ensures the effectiveness of the whistleblowing contact points through regulations that clearly define the responsibilities of the various parties that handle cases. These regulations prohibit unfavorable treatment, including termination of employment, as a consequence of whistleblowing, and mandate confidentiality.

Number of whistleblower reports received

Fiscal Year	FY2022	FY2023	FY2024
Number of Reports	35	27	26

IR Activities

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



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.



	FY2022 Results	FY2023 Results	FY2024 Results
Dates	June 14, 2023	June 19, 2024	June 18, 2025
Attendance	34	24	22

Main IR Activities

Posting of Financial Results Presentation Materials and Videos

In order to ensure the transparency of our business performance and strategies for our investors and shareholders, we post the financial results presentation materials and videos on our website, and we post a Factbook which summarizes industry-related data and our business performance trends in order to deepen the understanding of our company and industry.

Financial results presentation materials, etc.
https://www.itcenex.com/en/ir/doc/financial_statements/2025/index.html



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



Presentations to Individual Investors

Starting in FY2021, we have been holding online presentations to individual investors. The presentations cover a wide range of topics about the Group, from our business and performance trends to our capital policy. (Speaker: CFO)

	FY2022 Results	FY2023 Results	FY2024 Results
Meetings with Investors, etc.*	37	43	56
Financial Results Presentations for Institutional Investors, etc.	Held twice	Held twice	Held once
Small Meetings for Sell-side Investors	Not held	Not held	Held once
Presentations to Individual Investors	Held once	Held twice	Held once

* Attendees at meetings with investors: CFO, Investor Relations & Sustainability Office

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 2025.

As of August 27, 2025

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

JPX-Nikkei Index 400

This stock price index is jointly calculated by the JPX Research Institute (Japan Exchange Group) and Nikkei Inc. and is composed of "companies that are attractive to investors", and is an index in which companies are selected that utilize capital efficiently and perform management with an awareness of investors.



The Company has been selected as a constituent stock of the JPX Nikkei Index 400 for the third consecutive year. (as of August 29, 2025)

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 3,975 listed Japanese companies. This assessment of IR sites is based on 168 objective evaluation items that measure how well each website informs stakeholders in terms of understandability, user convenience, and amount of information. Our website has received the highest rating, AAA, for six consecutive years since 2019.



Gomez IR Site Ranking 2024

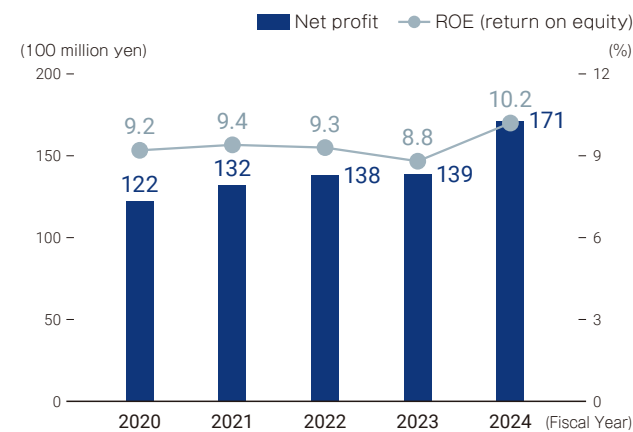
Broad Band Security, Inc. provides GOMEZ IR Site Ranking for the corporate websites of 3,838 listed Japanese companies, based on 233 evaluation items under the categories of usability and proactiveness and foresight in disclosure, among others. We received a Silver Award in FY2024.



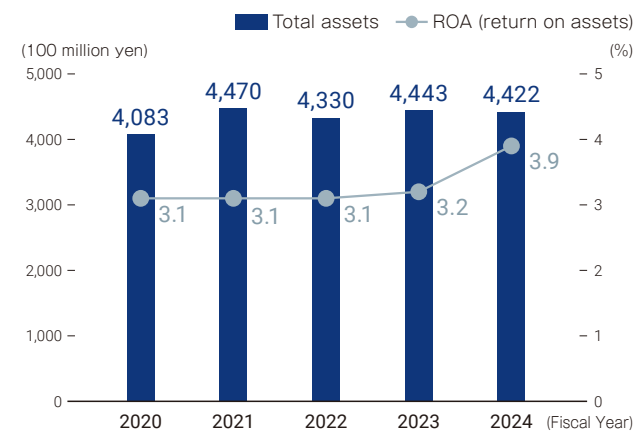
Financial & Non-financial Highlights

Financial

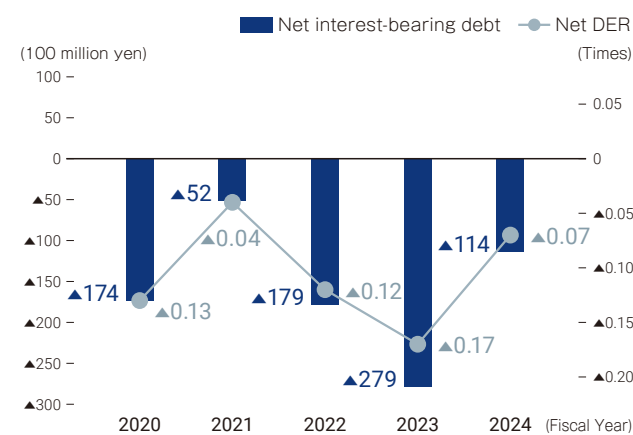
Net profit / ROE (return on equity)



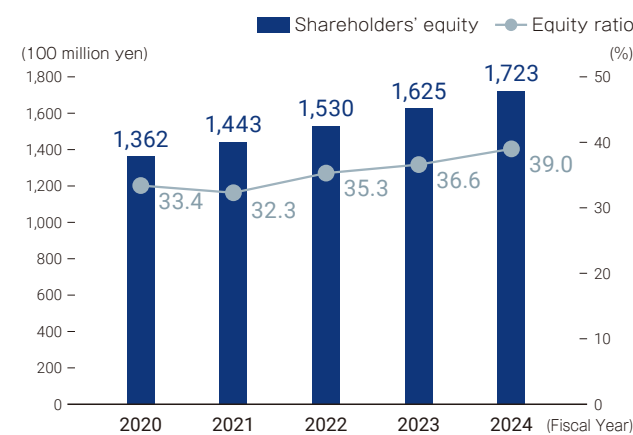
Total assets / ROA (return on assets)



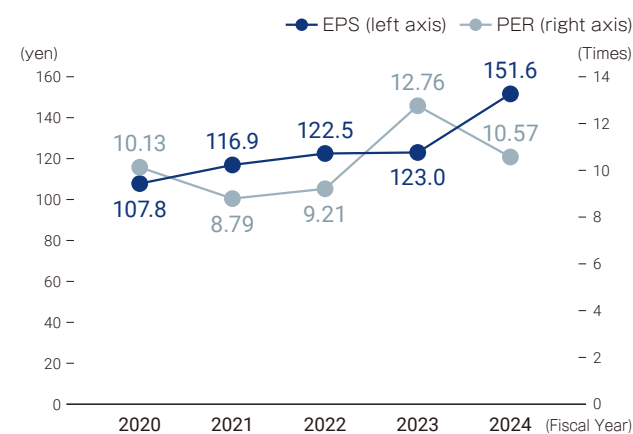
Net interest-bearing debt / Net DER



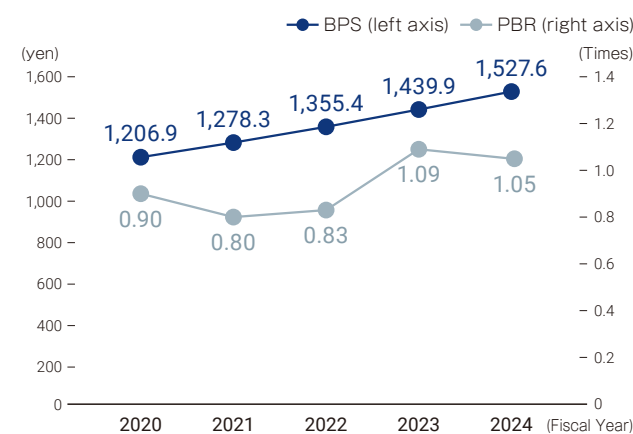
Shareholders' equity / Equity ratio



EPS / PER*



BPS / PBR*



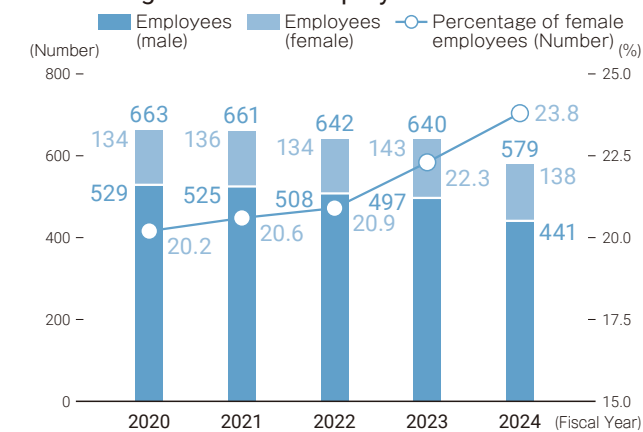
* EPS (earnings per share) = Net profit / Number of shares outstanding
 * PER (price-earnings ratio) = Share price (closing price at the end of the period) / EPS (earnings per share)

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

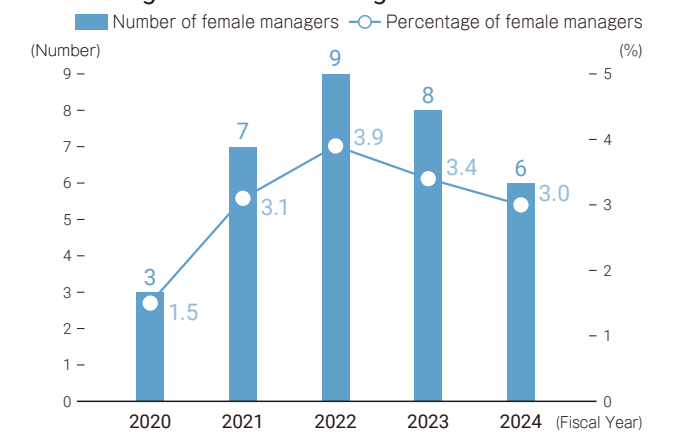
* The values in non-financial data are non-consolidated basis

Non-financial

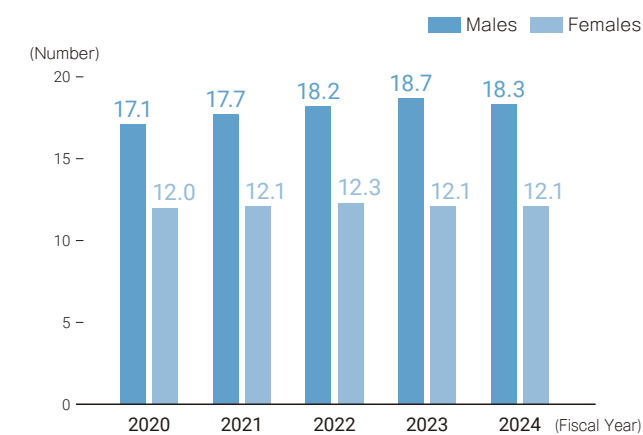
Number of employees (by gender) / Percentage of female employees



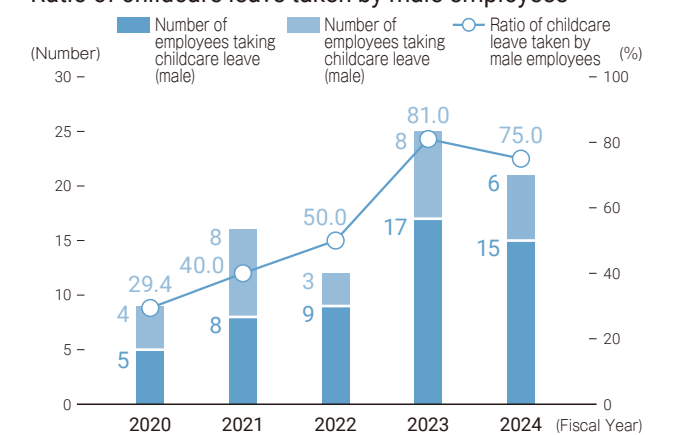
Number of female managers / Percentage of female managers



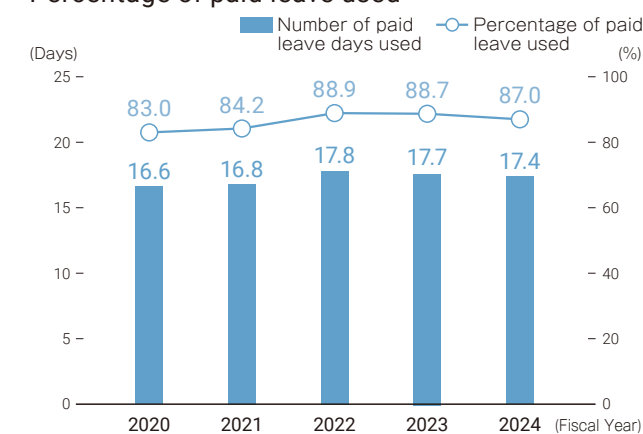
Average length of service (by gender)



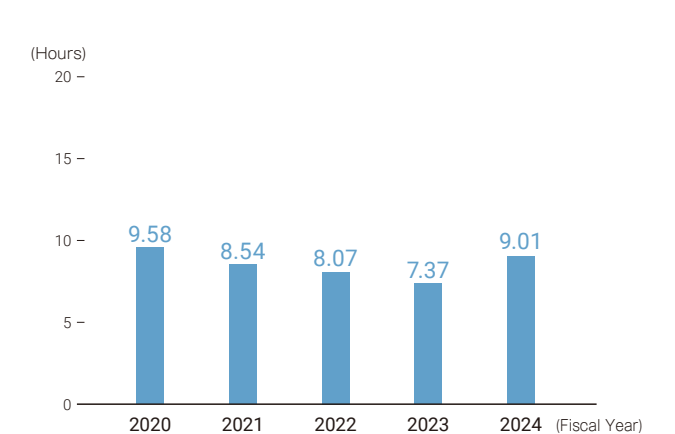
Number of users of childcare leave system (by gender) / Ratio of childcare leave taken by male employees



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



Average monthly overtime hours*



* As a general rule, overtime work after 8 p.m. is not allowed.

Financial Summary for 11 Years

	IFRS										
	FY2015/3	FY2016/3	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
Operating Results by FY (millions of yen)											
Revenue	936,841	723,645	695,060	744,767	1,007,086	897,427	739,067	936,306	1,012,018	963,302	924,481
Gross profit	85,720	89,562	93,604	88,822	84,210	86,418	86,889	83,591	89,556	88,612	94,423
Selling, general and administrative expenses	71,184	73,226	74,697	70,931	67,318	68,858	67,115	68,065	68,889	70,227	70,647
Profit from operating activities	13,100	16,384	19,678	17,153	17,851	19,257	19,346	20,929	21,368	23,587	26,896
Net profit attributable to ITOCHU ENEX's shareholders	5,503	7,469	10,405	11,025	11,559	12,056	12,168	13,194	13,832	13,887	17,102
Per share (yen)											
Net profit attributable to ITOCHU ENEX's shareholders	48.71	66.10	92.09	97.63	102.40	106.81	107.79	116.89	122.54	123.03	151.63
Shareholders' equity	862.30	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
Cash dividends	22	24	32	40	42	44	50	48	50	54	62
Financial position at the end of FY (millions of yen)											
Total assets	329,059	304,053	344,603	382,621	374,373	387,657	408,327	447,017	433,024	444,304	442,150
Interest-bearing debt	40,954	37,665	41,020	42,705	34,110	25,180	17,459	32,929	14,127	2,174	2,481
Net interest-bearing debt	24,770	16,841	18,293	20,132	15,385	5,937	▲17,382	▲5,216	▲17,886	▲27,929	▲11,449
Shareholders' equity	97,432	100,526	108,511	116,104	122,290	128,333	136,233	144,297	152,961	162,543	172,285
Cash flows at the end of FY (millions of yen)											
Cash flows from operating activities	34,336	30,322	17,831	24,239	25,403	28,106	40,214	39,955	34,799	34,538	31,709
Cash flows from investing activities	▲20,410	▲16,673	▲14,712	▲18,458	▲13,410	▲1,411	▲125	▲19,113	▲3,190	▲6,603	▲28,334
Cash flows from financing activities	▲12,115	▲9,059	▲1,195	▲5,850	▲15,857	▲26,196	▲24,528	▲17,625	▲37,747	▲29,916	▲19,431
Free cash flows	13,926	13,649	3,119	5,781	11,993	26,695	40,089	20,842	31,609	27,935	3,375
Cash and cash equivalents at the end of the period	16,184	20,824	22,727	22,573	18,725	19,243	34,841	38,145	32,013	30,103	13,931
Main indicators											
ROA (%)	1.7	2.4	3.2	3.0	3.1	3.2	3.1	3.1	3.1	3.2	3.9
ROE (%)	5.7	7.5	10.0	9.8	9.7	9.6	9.2	9.4	9.3	8.8	10.2
Shareholder's equity ratio (%)	29.6	33.1	31.5	30.3	32.7	33.1	33.4	32.3	35.3	36.6	39.0
Net interest-bearing debt – shareholder's equity ratio (NET DER) (times)	0.25	0.17	0.17	0.17	0.13	0.05	▲0.13	▲0.04	▲0.12	▲0.17	▲0.07
Dividend payout ratio (%)	45.2	36.3	34.8	41.0	41.0	41.2	46.4	41.1	40.8	43.9	40.9

(Notes) 1. Revenue excludes national and local consumption taxes.
2. As the Group began applying IFRIC 21 (Levies) in March 2015, the related main management indicators, etc. for the fiscal year ended March 2014 were adjusted retrospectively.
3. The amounts are rounded off to the nearest million.
4. Intermediary volumes have been included in the electricity sales volumes since the fiscal year ended March 2021.

Yearly sales volumes of main products

	FY2015/3	FY2016/3	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
Gasoline (thousand kl)	3,593	3,722	3,587	3,328	3,201	2,767	2,386	2,510	2,469	2,477	2,431
Kerosene (thousand kl)	1,502	1,471	1,448	1,590	1,565	1,229	1,145	1,054	915	858	842
Diesel oil (thousand kl)	3,302	3,321	3,271	3,401	3,499	3,288	3,164	3,282	3,217	3,154	3,173
LP gas (thousand tons)	619	601	597	618	573	543	500	485	475	445	438
Electricity (GWh)	409	873	2,431	2,671	2,874	2,605	2,393	2,692	2,245	2,266	2,555

Company Information

Stock Information and Company Overview (as of March 31, 2025)

Shares and Shareholders

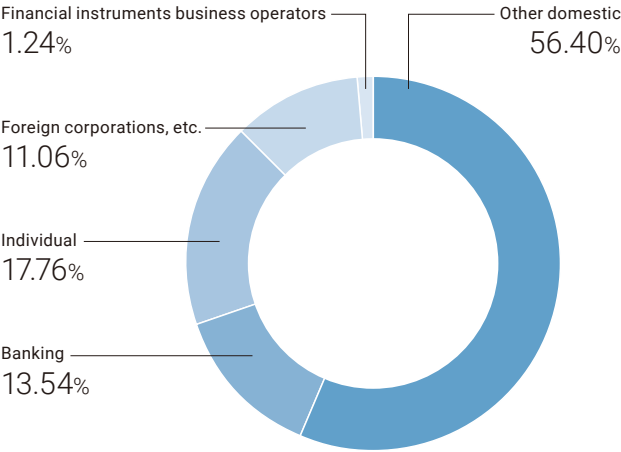
Authorized shares	387,250 thousand
Shares issued and outstanding	116,881 thousand
Shareholders	21,416
Shares per trading unit	100

Principal Shareholders

Name	Number of Shares (thousand)	Shareholding Ratio (%)
ITOCHU Corporation	62,844	55.62
The Master Trust Bank of Japan, Ltd. (trust account)	7,958	7.04
Custody Bank of Japan, Ltd. (trust account)	4,599	4.07
Enex Fund	2,965	2.62
Nippon Life Insurance Company	1,542	1.37
ITOCHU ENEX Employee Shareholding Association	1,402	1.24
STATE STREET BANK AND TRUST COMPANY 505001	799	0.71
THE BANK OF NEW YORK MELLON 140042	689	0.61
STATE STREET BANK AND TRUST COMPANY 505223	671	0.59
Nichireki Group Co., Ltd.	630	0.56

(Note) The above figures exclude treasury stock (3,897 thousand shares)

Shareholding Ratio by Owner



Shareholders' Meeting, etc.

General Meeting of Shareholders	Annually in June
Basis 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.

Company Overview

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
Affiliates (equity method applied)	25
Number of employees	Non-consolidated: 579 (non-consolidated basis, including 154 seconded to subsidiaries) Consolidated: 5,191
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

Societal Evaluations and Inclusion in Indices

(As of August 31, 2025)



For details, see here
<https://www.itcenex.com/en/csr/evaluation/index.html>



ITOCHU ENEX CO., LTD. Organization Chart (As of June 18, 2025)

