ITOCHU FY2021 Management Plan Overview 1

General Preview of Brand-new Deal 2020

- Entrenched the ¥500.0 billion level
- Substantial positive Progress
- Active dividend policy
- Progressed steadily according to medium-term management plan

Quantitative targets

- Consolidated net profit
- Core Free Cashflow after deducting shareholder returns
- Shareholder Returns

Qualitative targets

- Reinvention of Business
- Smart & Health Management
- Sustainability / ESG

Concept of FY2021 Management Plan

- New concept
- Current

FY2021 Management Plan

- Thoroughly instilling the "earn, cut, prevent" principles as the core of our business
- Consolidated net profit ¥400.0 billion
- Dividend per share ¥88

Maintain the progressive dividend policy
Maintain "Medium- to Long-Term Shareholder Returns Policy"
Textile Company Business Portfolio

- Apparel, Brand Business, and Industrial Materials are the three business fields we carry out globally.

**Apparel**
- Products handled: Textile materials, textiles, garment materials, textile products, etc.

**Industrial Materials**
- Products handled: Fiber materials used for hygiene, automobile interior materials, electronics materials, building materials, etc.

**Brand business**
- Participation in management / Trademark rights
- Exclusive import and distribution rights / Master license rights

**Primary brands handled:**
- CONVERSE, LeSportsac, OUTDOOR PRODUCTS, Paul Smith
- FILA, HEAD, Psycho Bunny, Santoni, Vivienne Westwood

ITOCHU (including overseas offices) *Equity-method associated companies
Apparel Division

- Based on unique, proprietary raw materials, build a value in which we take the initiative.
- Globally expand a diverse fashion-related businesses, from fabric raw materials and garment materials to men’s and ladies’ fashions, sportswear, and working wear.

1. Lining
2. LIVINAX
3. Peruvian Pima
4. Uniform
5. Sportswear
6. Shirts
7. Denim
8. RFID (non-contact) tags
9. Men’s clothings
10. SANKEI
11. Underwear
12. Wool (material brand)
13. RENU (material brand)
• Leveraging merchandising expertise to take import brands from Japan to Asia.
• Handle a range of brands from clothing to accessories, and maximize brand value in the global marketplace along with numerous sub-licensees and distributors.
• Globally expand a diverse brand businesses from import and license to M&A.
• Roll out business beyond the borders of industry or field, using “brands” as its opening, and construct a global network of a range of industrial materials from automobile applications to non-woven fabrics for paper diapers.

1. HUNTING WORLD
2. SCABAL
3. JOOR
4. Carbon fiber
5. Pyrenex
6. LEILIAN
7. LANVIN
8. LeSportsac
9. Ocean Pacific
10. Hygiene materials
11. Linen supplies
12. LAURA ASHLEY
13. FILA
Overview 6  Corporate Profile  As of April 1, 2020

ITOCHU Corporation

- Founded: 1858
- Incorporated: December 1, 1949
- Tokyo Headquarters: 5-1, Kita-Aoyama 2-chome, Minato-ku, Tokyo 107-8077, Japan
  TEL: 03-3497-2121
- Osaka Headquarters: 1-3, Umeda 3-chome, Kita-ku, Osaka, 530-8448, Japan
  TEL: 06-7638-2121
- Offices: 9 Domestic, 94 Overseas
- Common Stock: 253,448 million yen
- Number of Employees: 4,319
- URL: https://www.itochu.co.jp/en/

Textile Company Organization  As of July 1, 2020

- President, Textile Company: Masahiro Morofuji

- Textile Company CFO
- Planning & Administration Department
- Digital Strategy Department
- Apparel Division
  - Apparel Department 1
  - Apparel Department 2
  - Apparel Department 3
- Brand Marketing Division 1
  - Brand Marketing Department 1
  - Brand Marketing Department 2
  - Brand Marketing Department 3
- Brand Marketing Division 2
- Brand Marketing Division 3
- Industrial Textile & Lifestyle Department

Performance

ITOCHU Corporation

(Years ended March 31) 2017 2018 2019 2020 2021

| Gross trading profit          | 10,935 | 12,104 | 15,638 | 17,978 | ---   |
| Trading income※               | 2,884  | 3,169  | 3,615  | 3,994  | ---   |
| Consolidated net profit       | 3,522  | 4,003  | 5,005  | 5,013  | 4,000 |

Textile Company

(Years ended March 31) 2017 2018 2019 2020 2021

| Gross trading profit          | 1,324  | 1,220  | 1,189  | 1,075  | ---   |
| Trading income※               | 251    | 184    | 250    | 125    | ---   |
| Consolidated net profit       | 252    | 125    | 298    | 91     | 230   |

※Trading income based on Japanese business customs
※ (total of gross trading profit, selling costs and general management costs, and credit losses)