



FYE 2022-2024 Medium-Term Management Plan Brand-new Deal 2023

Realizing business transformation by shifting to a market-oriented perspective

Profit opportunities are shifting downstream

Profit sources are shifting from upstream to downstream.

Breaking down the negative effects caused by silos is an urgent task.

We will advance business model evolution and growth opportunity creation.

Evolution of FamilyMart's business, the largest consumer base in the ITOCHU Group

Transform the entire value chain, starting from downstream

Expansion
of profit opportunities
through data
utilization and DX

Enhancing our contribution to and engagement with the SDGs through business activities

Sampo-yoshi* capitalism

To realize a sustainable society, we embrace to capitalism with greater emphasis on serving all stakeholders.

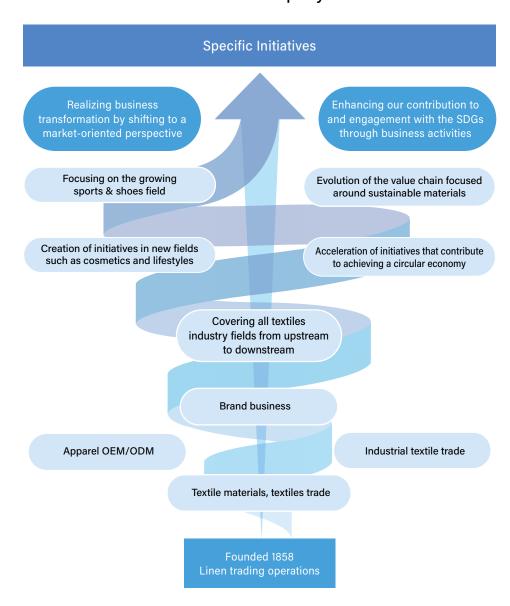
Through our business activities, we will contribute to the achievement of SDGs in such ways as maintaining the foundations of everyday life and protecting the environment.

Business expansion in accordance with a decarbonized society

Leading development in the recycling business

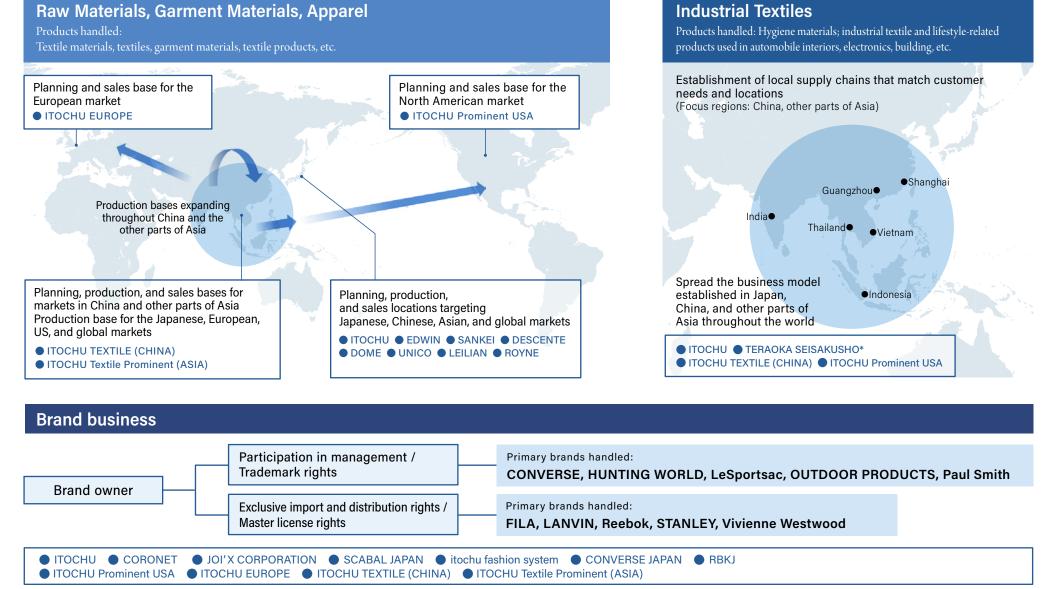
Sustained growth through strengthening the value chain

Growth Strategy for the Textile Company



^{*&}quot;Sampo-yoshi" is our corporate mission and the management philosophy of the merchants of Ohmi(where ITOCHU was founded). This meaningful phase emphasizes the importance of activities that are "good for the seller, good for society." Sampo-yoshi can be said to be the roots of today's idea of sustainability.

Apparel, Brand Business, and Industrial Textile & Lifestyle are the three business fields we carry out globally.



Developing business like no other globally.

● Apparel Department 1

Made up of Textiles & Garment Materials Section, Workwear Section, and Jeans & Casual Clothing Section

Constructing value chains in Japan and overseas by planning, manufacturing and trading fabrics, garment materials and textile products.

Apparel Department 2

Made up of Sportswear Section and Intimate Apparel Section, promoting ODM businesses including logistics and material proposals especially for sportswear and intimate apparel.

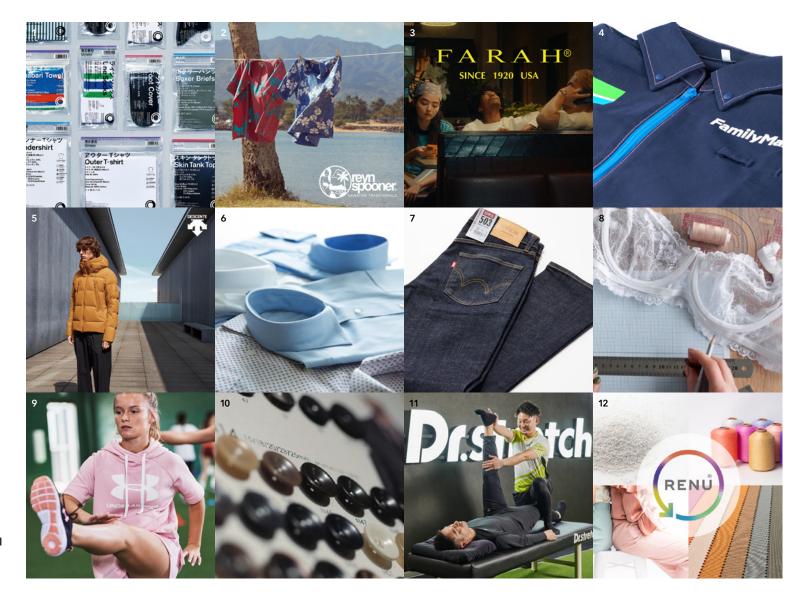
Apparel Department 3

Made up of Apparel Section, Textile Material Section, and Retail Clothing Section. Overwhelming competitiveness brought by constructing global value chains covering unique sustainable raw materials to garments.

- 1. Convenience Wear
- reyn spooner
- 3. FARAH
- 4. Uniforms
- 5. DESCENTE
- 6. Shirts
- 7. EDWIN
- 8. Intimate Apparel
- 9. UNDER ARMOUR
- Supplementary materials from SANKEI
- 11. Dr. Stretch
- 12. RENU (materials brand)

Constructing value chains with initiatives brought by sustainable raw materials.

Developing various businesses related to fashion from materials (raw materials and garment materials) to apparels (mens & womens fashion, sportswear, work wear and intimate apparel).



Expanding the brand business and industrial textile business globally

Brand Marketing Department 1

Expanding businesses based around luxury brands and sports brands.

It handles a wide range of items, from apparel and shoes up to lifestyle-related items.

Brand Marketing Department 2

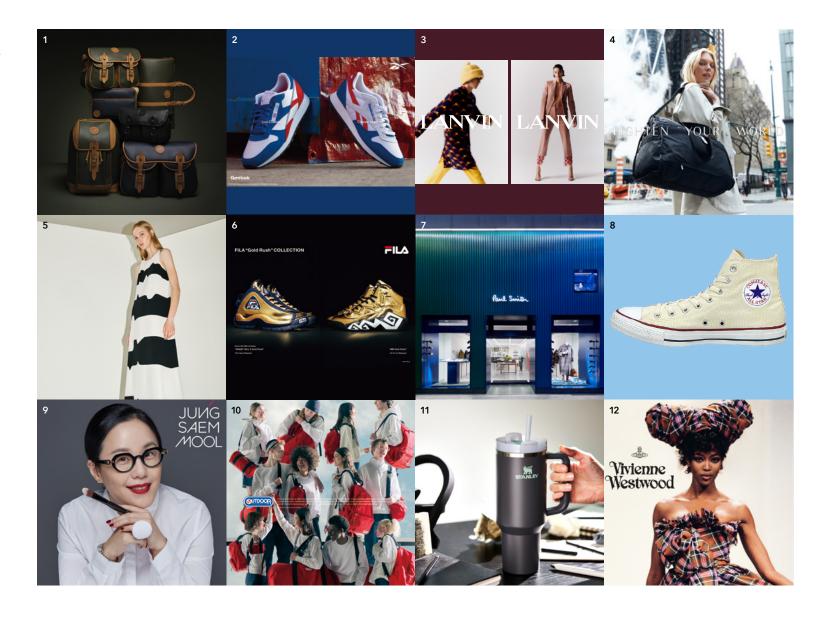
Expanding brand businesses both in Japan and in emerging markets, especially in Asia. In addition to luxury brands and mid-level brands, it also focuses on the bags business.

●Industrial Textile & Lifestyle Department

Expanding a diverse range of textiles globally, including various textiles for automobiles, hygiene materials, materials for electronics, and interior materials such as curtains and carpets.

- 1. HUNTING WORLD
- 2. Reebok
- 3. LANVIN
- 4. LeSportsac
- 5. mila schön
- 6. FILA
- 7. Paul Smith
- 8. CONVERSE
- 9. JUNG SAEM MOOL
- 10. OUTDOOR PRODUCTS
- 11. STANLEY
- 12. Vivienne Westwood

Along with constructing a composite business model that includes brand importing, licensing, and M&A, it expands all sorts of Industrial Textile globally, from industrial-use textiles to non-woven fabrics.



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 7 Domestic, 86 Overseas

Capital 253,448 million yen

Number of Employees 4,200

URL https://www.itochu.co.jp/en/

Textile Company Organization (As of April 01, 2023)





Textile Company CFO

Planning & Administration Department

Digital Strategy Department 1

Apparel Department 1

Apparel Department 2

Apparel Department 3

Brand Marketing Division

Brand Marketing Department 1

Brand Marketing Department 2

Industrial Textile & Lifestyle Department









