Overview 1  ITOCHU Medium-Term Management Plan Brand-new Deal 2020

Vision

= Next-Generation Merchant

Best global partner playing an integral role in supporting prosperous lifestyles

Reinvented Business
Evolution of business model through new technologies and new partnerships

Reinvented Work-Styles
Advancement of work-style reforms to help employees create greater value through higher productivity and quality

Basic Policies

Reinvented Business
- Evolve business model by utilizing new technologies at all division companies
- Improve value across Group value chain centered on FamilyMart UNY Holdings
- Accelerate creation of new businesses in China and other parts of Asia by actively engaging in alliances with strategic partners

Smart Management
- Become an industry leader in teams of management efficiency indicators such as ROE and labor productivity
- Further advance work-style reforms efficiency

No.1 Health Management Company
- Ensure employees feel motivated and rewarded in their work and become the best company for employees’ families as well
- Improve the health of all employees and energize entire Group

FY2020 Management Plan

Fundamental Policy: Development of Foundations for Sustainable Growth

- Actively Promote Growth Investments, and Maintain High Efficiency
- Realizing New Visions of What a Trading Company Can Achieve “Market-oriented perspective and Escape from vertical-oriented mindset”
- Balanced Cash Allocation
- Steady Advancement of Sustainable Initiatives
Overview 2  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.
- Production planning, production, and sales bases for the Japanese market
  - ITOCHU●EDWIN●ITOCHU MODEPAL●UNICO●LEILIAN●ROYNE●DESCENTE*
- Sales of garment materials for Japanese, Chinese, and other Asian production bases
  - ITOCHU●SANKEI

**Industrial Materials**
- Products handled: Fiber materials used for hygiene, automobile interior materials, electronics materials, building materials, etc.
- Establishment of local supply chains that match customer needs and locations
  (Focus region: China and other parts of Asia)
- Spread the business model established in Japan, China, and other parts of Asia throughout the world
  - Qingdao●Shanghai●Shenzhen●Vietnam●Indonesia
- Primary brands handled:
  - ITOCHU●WATAKYU SEIMOA*●TERAOKA SEISAKUHO*●AYAH*
  - ITOCHU TEXTILE (CHINA)●ITOCHU Prominent U.S.A.

**Brand business**
- Participation in management / Trademark rights
- Exclusive import and distribution rights / Master license rights
- Primary brands handled:
  - ITOCHU●JOIX CORPORATION●BMI HOLDINGS●SCABAL JAPAN●itochu fashion system●CI SHOPPING SERVICE●MAGASeek*●T.KAWABE*
  - ITOCHU Prominent U.S.A.●Prominent EUROPE●ITOCHU TEXTILE (CHINA)●ITOCHU Textile Prominent (ASIA)●Paul Smith Group Holdings Limited*
  - 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.
**Overview 6  Corporate Profile**  As of April 1, 2019

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**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, 99 Overseas
- **Common Stock**: 253,448 million yen
- **Number of Employees**: 4,352
- **URL**: https://www.itochu.co.jp/en/

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**Textile Company Organization**

- **President, Textile Company**: Masahiro Morofuji

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**Performance**

**ITOCHU Corporation**

<table>
<thead>
<tr>
<th>(Years ended March 31)</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross trading profit</td>
<td>10,697</td>
<td>10,935</td>
<td>12,104</td>
<td>15,638</td>
<td>18,640</td>
</tr>
<tr>
<td>Trading income※</td>
<td>2,264</td>
<td>2,884</td>
<td>3,169</td>
<td>3,615</td>
<td>4,390</td>
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<tr>
<td>Consolidated net profit</td>
<td>2,404</td>
<td>3,522</td>
<td>4,003</td>
<td>5,005</td>
<td>5,000</td>
</tr>
</tbody>
</table>

**Textile Company**

<table>
<thead>
<tr>
<th>(Years ended March 31)</th>
<th>2016</th>
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<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross trading profit</td>
<td>1,375</td>
<td>1,324</td>
<td>1,220</td>
<td>1,189</td>
<td>1,220</td>
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<tr>
<td>Trading income※</td>
<td>227</td>
<td>251</td>
<td>184</td>
<td>250</td>
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<tr>
<td>Consolidated net profit</td>
<td>145</td>
<td>252</td>
<td>125</td>
<td>298</td>
<td>330</td>
</tr>
</tbody>
</table>

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