



ITOCHU Corporation

Textile Company Overview

2019

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



Sustainable growth through a reinvented *sampo yoshi* approach※

※A part of the management philosophy of the Ohmi (our founded place) merchants emphasizing the importance of activities that are "Good for the seller, Good for the buyer, and Good for society" and a spirit originating from founder Chubei Itoh that ITOCHU remains true to today

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

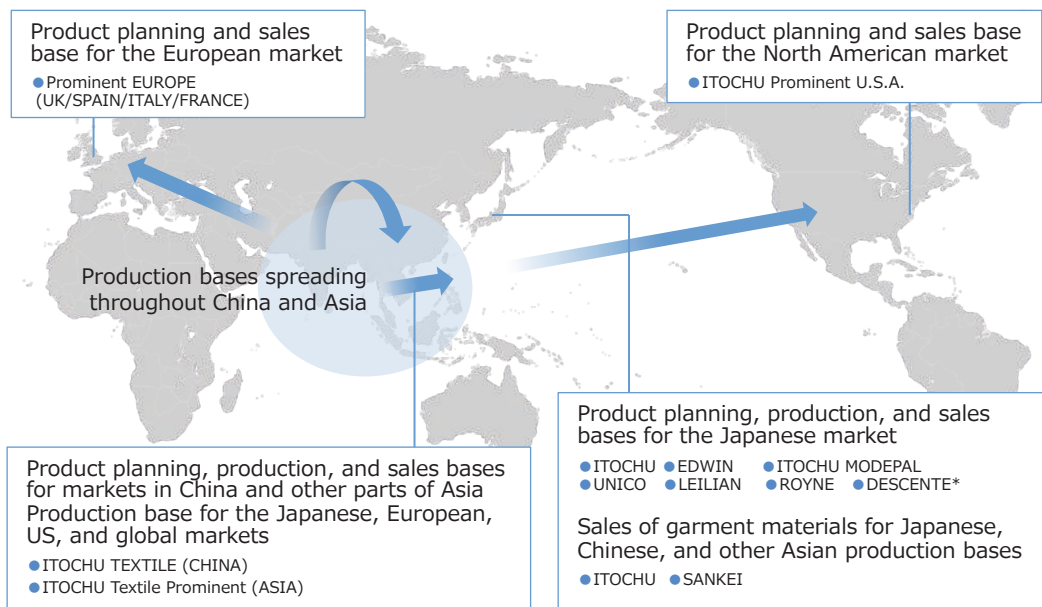
- Steady Advancement of Sustainable Initiatives

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.



Industrial Materials

Products handled: Fiber materials used for hygiene, automobile interior materials, electronics materials, building materials, etc.



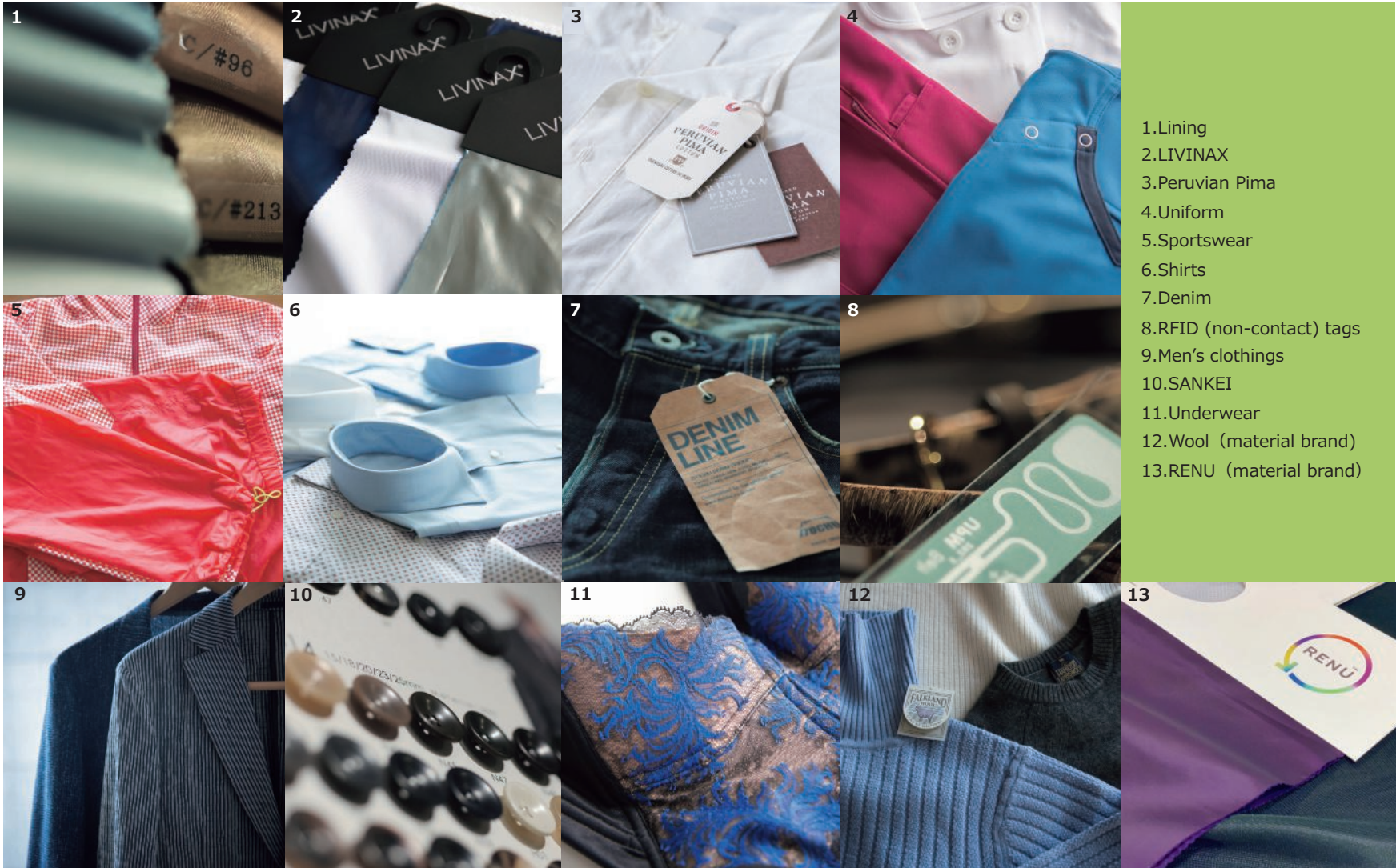
Brand business



● ITOCHU ● JOI'X 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*

Overview 3 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.

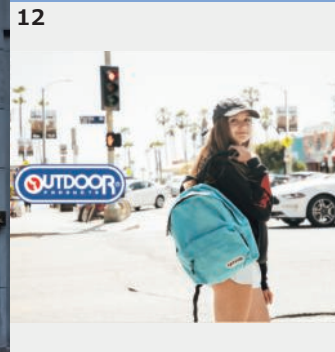


Overview 4 Brand Marketing Division 1

- 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.

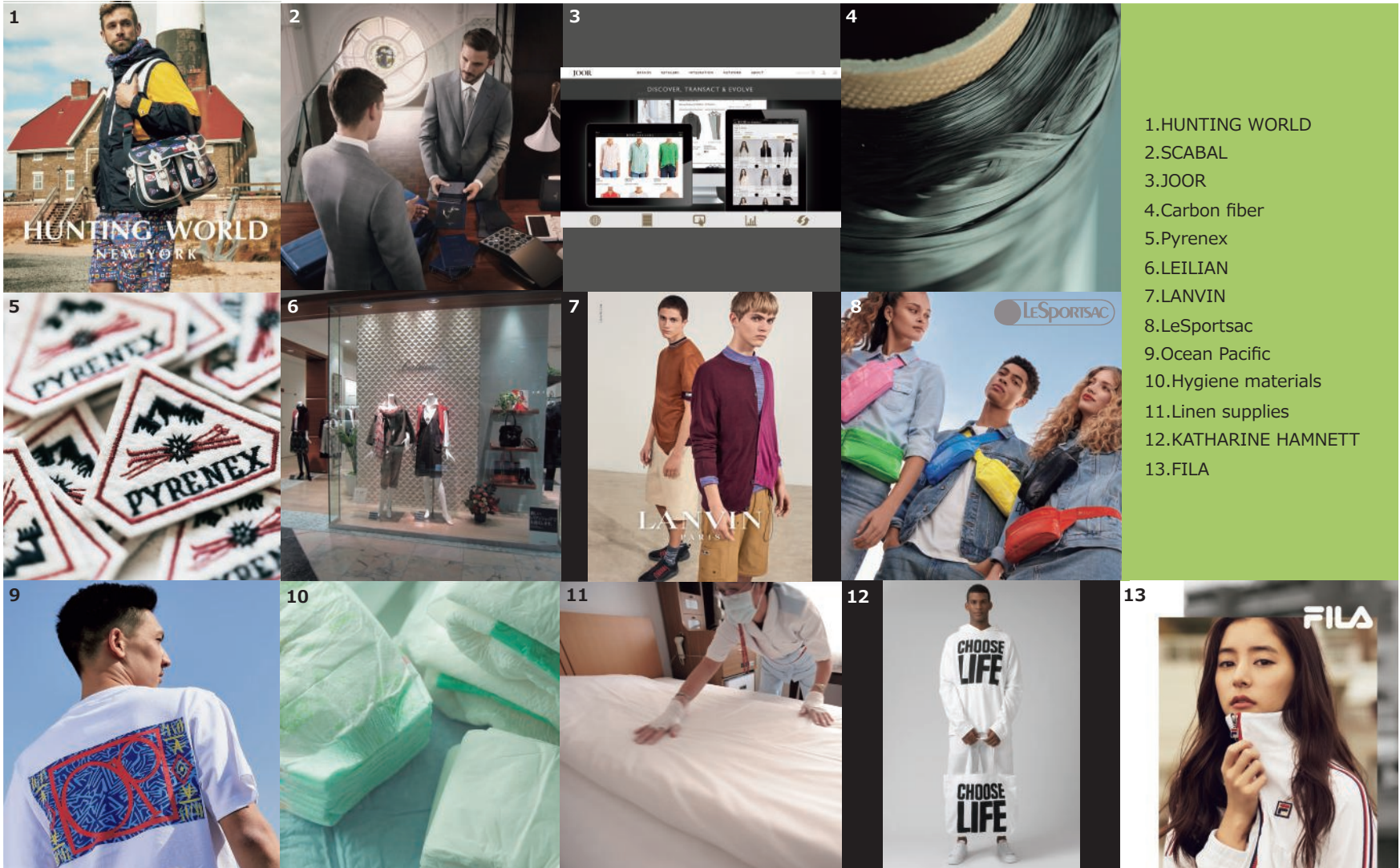


1. HEAD
2. Paul Smith
3. MINNETONKA
4. DAMIANI
5. Psycho Bunny
6. mila schön
7. CASTELBAJAC
8. CONVERSE
9. MooRER
10. Orobianco
11. Santoni
12. OUTDOOR PRODUCTS
13. Vivienne Westwood



Overview 5 Brand Marketing Division 2

- 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.

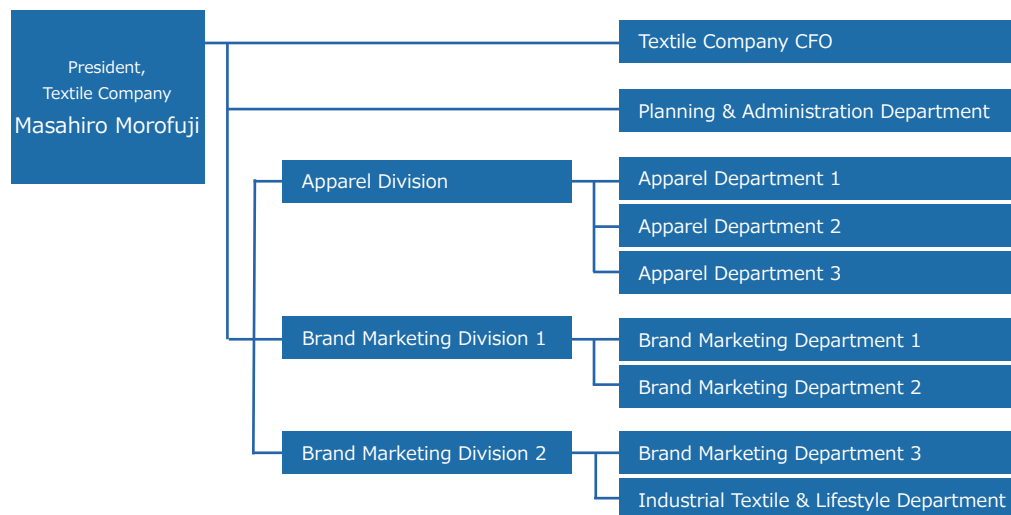


ITOCHU Corporation

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/>



Textile Company Organization



Performance

ITOCHU Corporation

Unit: 100 million yen

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

Textile Company

Unit: 100 million yen

(Years ended March 31)	2016	2017	2018	2019	2020
Gross trading profit	1,375	1,324	1,220	1,189	1,220
Trading income※	227	251	184	250	---
Consolidated net profit	145	252	125	298	330

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

