



**Hideto Takeuchi**  
President, Textile Company



From left:

<b>Hideo Nakanishi</b>	Chief Operating Officer, Apparel Division
<b>Manabu Fukugaki</b>	Chief Operating Officer, Brand Marketing Division
<b>Katsushi Adachi</b>	Chief Financial Officer
<b>Ryoma Omuro</b>	General Manager, Planning & Administration Department

## Textile Company

### Business Fields

- Brand business (import and licenses for garments, fashion accessories, lifestyle brands, etc.)
- Apparel (raw materials, textile fabrics, garment materials, textile products, etc.)
- Industrial materials (fiber materials for industrial and manufacturing use, lifestyle-related products, etc.)

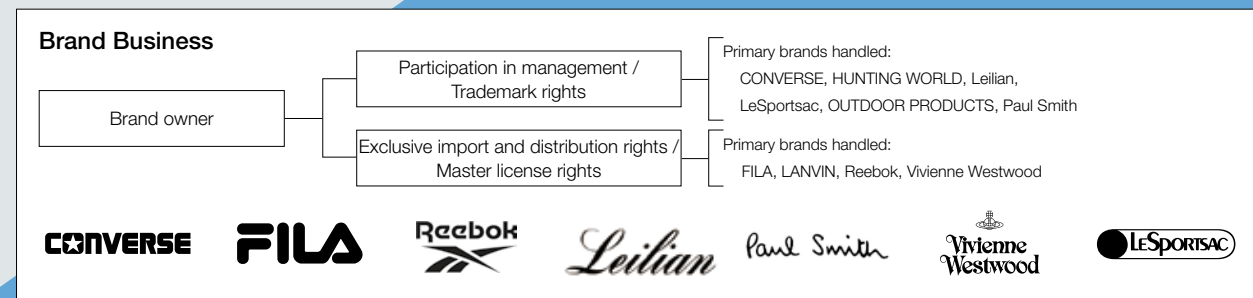
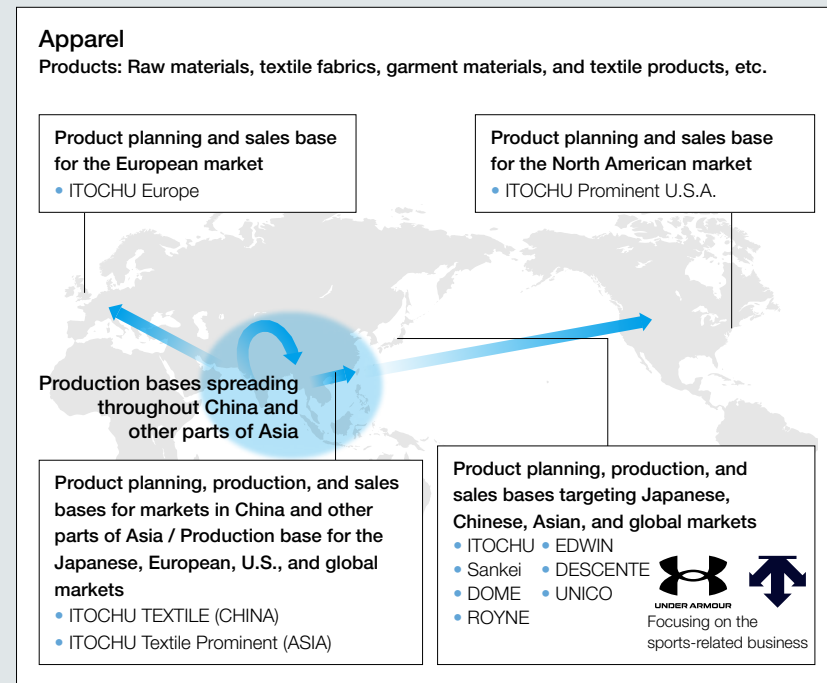
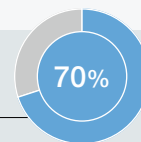
### Company Strengths

- Strong position as the unmistakable leader among general trading companies in the textile industry
- Full-spectrum value chain that includes everything from upstream to downstream operations in the textile industry
- Solid business relationships with blue-chip partners in each business area in Japan and overseas

## Business Development

Quantitative information ▶ Page 126–133

Percentage of Earnings from Domestic Business (image)



The list of major subsidiaries and associated companies is available on ITOCHU's website.  
[https://www.itochu.co.jp/en/files/ar2023E\\_12.pdf](https://www.itochu.co.jp/en/files/ar2023E_12.pdf)



## Specific Example of Realizing Business Transformation by Shifting to a Market-Oriented Perspective

### Acquisition of Marketing Rights and License Rights for Reebok in Japan

ITOCHU has acquired the marketing rights and license rights for Reebok in Japan, a brand that boasts outstanding designs and advanced functions that has earned it strong brand recognition and popularity worldwide. ITOCHU, which has extensive expertise and networks in the brand business, and JADE GROUP, Inc., which offers retail know-how centered on e-commerce, have jointly established RBKJ Corporation, a domestic business management company that began its operations in October 2022. By marketing a broad lineup of merchandise and strengthening promotional activities, we will further enhance the value of the Reebok brand in Japan.

ITOCHU will cater to market and consumer needs through the adoption of a market-oriented perspective to further strengthen the earnings base for business activities in the footwear-related business, which is a key component of the Textile Company.



"Instapump Fury," a signature Reebok shoes



Brand Marketing Section 5, Brand Marketing Department 1  
From left:  
**Megumi Mitsugi** (Dispatched), **Rie Mori**, **Keisuke Muraoka** (Right end)  
RBKJ Corporation  
Third from left:  
**Yuya Nishikawa** (Dispatched)

### FYE 2023 Review (Specific Accomplishments)

$$\text{Corporate Value} = \frac{\text{Created Value}}{\text{Cost of Capital} - \text{Growth Rate}}$$

- Acquired marketing rights and licensing rights for Reebok in Japan and jointly established a company managing domestic business operation in collaboration with JADE GROUP, Inc.
- Accelerated efforts in sustainability through investments in ECOMMIT Co., Ltd., which provides textile collection services, and RePEaT Co., Ltd., which licenses chemical recycling technologies for polyester products collected in Japan and overseas
- Expanded the earnings base of the brand business through measures including acquisition of sales rights and master license rights in Japan for the U.S. fast fashion brand "FOREVER 21," and acquisition of exclusive rights to import and sell the British lifestyle brand "Barbour"

### Growth Opportunities (Sustainable Growth)

$$\text{Corporate Value} = \frac{\text{Created Value}}{\text{Cost of Capital} - \text{Growth Rate}}$$

- In addition to further developing a hands-on management at DESCENTE LTD., which is positioned as the core of our sports-related business, and strengthening collaboration through the China business of French sports brand "le coq sportif," etc.
- Expanding business that caters to growing market of the sports-related business by making DOME CORPORATION, which is the exclusive distributor in Japan of the U.S. sports brand "UNDER ARMOUR," a subsidiary
- Expanding cross-divisional initiatives related to production and sales of the footwear-related business, which handles multiple leading brands
- Increasing the number of new commercial products handled such as cosmetics and lifestyle products by leveraging our brand business know-how cultivated over many years
- Expanding the recycled polyester material "RENU" and other products as a means of promoting initiatives that contribute to the sustainability of the textile industry
- Expanding our overseas business foundation in the industrial materials field through collaboration with blue-chip partners

### Risk Responses (Lower Cost of Capital)

$$\text{Corporate Value} = \frac{\text{Created Value}}{\text{Cost of Capital} - \text{Growth Rate}}$$

- Using RFID, IT, and data to visualize and optimize value chain, including the production and sales functions
- Respecting human rights throughout supply chains and promoting trade with companies that engage in sustainable practices
- Establishing stable operational infrastructure by updating the backbone systems (ERP) of Group companies, etc.

Notes: Items related to Sustainability Action Plans are indicated with a mark for the corresponding material issues. Details of the action plans are available on ITOCHU's website: <https://www.itochu.co.jp/en/csr/itochu/actionplan/>

- Evolve Businesses through Technological Innovation
- Address Climate Change (Contribute to a Decarbonized Society)
- Develop a Rewarding Work Environment
- Respect and Consider Human Rights
- Contribute to Healthier and More Affluent Lifestyles
- Ensure Stable Procurement and Supply
- Maintain Rigorous Governance Structures