

ITOCHU Corporation has developed the following General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children. Under this plan, we aim to be a "challenging but rewarding" company where diverse values are respected, and all employees can demonstrate their full abilities. (April 1, 2024)

General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace, etc (ITOCHU Corporation)

Target Period

April 1, 2024 – March 31, 2026

Background

- ✓ Our company has clearly established our human resource strategy as an important management strategy, and the top management has committed to creating a "challenging yet rewarding company" where all employees can fully demonstrate their abilities. Since formulating the diversity promotion plan in FYE 2004, we have consistently promoted the enhancement of individual and organizational capabilities sustainably, recognizing that diversity within the organization is crucial for achieving improved corporate value, and that the active participation of women is essential.
- ✓ In FYE 2022, we established the Women's Advancement Committee as a voluntary advisory committee to the Board of Directors. The committee is chaired by an outside director, and more than half of the committee members are outside officers, with more than half being women. By involving external perspectives, we demonstrate the company's commitment to promoting women's empowerment and have established a system to promote it as a company-wide policy.
- ✓ The viewpoint of women executives is an important element for our company, which focuses on consumer business. We have established executive officer selection rules specifically targeting women, while fostering a culture throughout the company such that the goal is not solely to promote women but to ensure their development into managerial positions and as executives. Recognizing the need for further improvement in awareness, we advance internal promotions.
- ✓ In order to further advance the promotion of women, we will continue to provide individual support to employees facing possible barriers to career development and strengthen the training pipeline for potential candidates.
- ✓ In addition to continuing the foundation of work style reform, we will continue to deepen the understanding of accepting diversity and avoiding unconscious bias, and respect diverse values.

Targets

1. Numerical targets for providing opportunities for female employees in their career development and professional life

- Female executives as a percentage of executive positions (including executive officers):30% (by 2030)
- Female employees as a percentage of employees in managerial positions: 10%
- Female employees as a percentage of workforce: 30%
- Female employees as a percentage of new employees: 40% or more

2. Numerical targets for establishing a working environment that supports the balance between professional and personal life

Rate of taking childcare leave and average length of childcare leave by gender:
100% (Male employees)

Details of Initiatives

1. Promotion and Support for Women's Advancement and Career Continuation (Options for Career and Life Plans, Individual Support)

- ✓ Providing planned management experience through secondments and overseas assignments.
- ✓ Supporting further success through the acquisition of specialized knowledge and skills in clerical positions.
- ✓ Addressing diverse health issues specific to women using Femtech.
- ✓ Expanding support for work-life balance by offering immediate arrangements for babysitting services in case of sudden illness of children or sudden business trips and providing individual support to expatriates posted abroad with only their children.
- ✓ Introducing support measures for autonomous work styles, such as temporary "reduction of authority and discretion" or "exemption from transfer obligations" based on the individual's wishes during childcare or caregiving situations (for career-track employees).

2. Workplace Awareness Reform

- ✓ Delivery of messages from top management internally and externally regarding the promotion of women's empowerment.
- ✓ Making it "mandatory" for male employees to take childcare leave. Cultivating an internal culture that respects diversity, where everyone can balance life events and building their careers.
- ✓ Promoting understanding of accepting diversity and avoiding unconscious bias.
- ✓ Establishing an environment that supports dual-income and shared parenting (implementing "workplace after-school program" during long vacations, etc.).
- ✓ Thorough implementation of flexible work styles such as Morning-Focused Flextime System and telecommuting.

*The progress of initiatives based on the General Employer Action Plan is regularly monitored.