

[Chart 2] (1) Ensuring Diversity of Officers

Name	Role	Principal Specialized Area of Experience / Areas in Which Officers are Expected to Make a Particular Contribution				
		All Aspects of Management	Global	Marketing / Sales	Self-Transformation / DX	SDGs & ESG
Masahiro Okafuji	Chairman & Chief Executive Officer Representative Director	○	○	○	○	○
Keita Ishii	President & Chief Operating Officer Representative Director	○	○	○	○	○
Fumihiko Kobayashi	Representative Director	○	○		○	○
Tsuyoshi Hachimura	Representative Director	○	○	○	○	○
Hiroyuki Tsubai	Representative Director	○	○	○	○	○
Hiroyuki Naka	Representative Director	○	○	○	○	○
Masatoshi Kawana	Outside Director	◎				◎
Makiko Nakamori	Outside Director				◎	
Kunio Ishizuka	Outside Director	◎		◎		
Akiko Ito	Outside Director					◎
Makoto Kyoda	Full-time Audit & Supervisory Board Member					◎
Yoshiko Matoba	Full-time Audit & Supervisory Board Member		◎			◎
Kentaro Uryu	Outside Audit & Supervisory Board Member			◎		
Tsutomu Fujita	Outside Audit & Supervisory Board Member	◎	◎			
Kumi Kobayashi	Outside Audit & Supervisory Board Member				◎	

[Translation for Reference and Convenience Purposes Only]

ITOCHU Corporation

CORPORATE GOVERNANCE

■Chair □Member *Observer

Name	Principal Specialized Area of Experience / Areas in Which Officers Are Expected to Make a Particular Contribution				Governance, Nomination and Remuneration Committee	Women's Advancement Committee	Main Role, Career History, Qualifications, etc.
	Health & Medical Care	Finance, Accounting & Risk Management	Human Resources Strategy	Internal Control & Legal Affairs / Compliance			
Masahiro Okafuji	○	○	○	○	□		President, Textile Company; President & CEO, ITOCHU Corporation
Keita Ishii	○	○	○	○	□		President, Energy & Chemicals Company, ITOCHU Corporation
Fumihiko Kobayashi	○	○	○	○	□	□	General Manager of Human Resources & General Affairs Division; Chief Administrative Officer, ITOCHU Corporation
Tsuyoshi Hachimura		○	○	○			General Manager of Finance Division; Chief Financial Officer, ITOCHU Corporation
Hiroyuki Tsubai		○	○	○			CEO for Africa Bloc; CEO for Europe Bloc; President, Machinery Company, ITOCHU Corporation
Hiroyuki Naka		○	○	○			General Manager of Corporate Planning & Administration Division, Chief Strategy Officer, Chief Digital & Information Officer ITOCHU Corporation
Masatoshi Kawana	◎				□		Vice-president of Tokyo Women's Medical University Hospital; Doctor of Medicine
Makiko Nakamori		◎		◎	□	■	Certified Public Accountant in Japan
Kunio Ishizuka			◎		■		President and CEO/Chairman, Isetan Mitsukoshi Holdings Ltd.
Akiko Ito	◎		◎		□		Commissioner, Consumer Affairs Agency
Makoto Kyoda		◎		◎			CFO, Food Company, ITOCHU Corporation
Yoshiko Matoba			◎			□	General Manager of Research & Public Relations Division, General Manager of Human Resources & General Affairs Division
Kentaro Uryu		◎		◎	*		Managing Partner, URYU & ITOGA; Attorney-At-Law in Japan
Tsutomu Fujita		◎				□	Vice Chairman and a board member, Citigroup Global Markets Japan Inc.
Kumi Kobayashi		◎		◎		□	Certified Public Accountant in Japan; Certified Public Tax Accountant in Japan

Note 1: Knowledge and experience held by internal directors are indicated with ○, and areas in which full-time Audit & Supervisory Board Members, Outside Directors and outside Audit & Supervisory Board Members are expected to contribute in particular are indicated with ◎ as the above list shows.

Note 2: Women's Advancement Committee is comprised of the members mentioned above and General Manager of the Human Resources & General Affairs Division.

Note 3: Hiroyuki Naka assumed a position as the CXO and has left a position as the CSO as of April 1, 2024.

[Chart 2] (2) Reasons for Selections of Principal Specialized Area of Experience / Areas in which Officers are Expected to Make a Particular Contribution

Area	Reasons for Selection
All Aspects of Management	ITOCHU is a general trading company that operates in diverse business sectors. The oversight of business operations requires knowledge of this area in order to participate in discussions about business plans and strategies that can enhance corporate value based on the spirit of “ <i>Sampo-yoshi</i> .”
Global	Knowledge of this area based on understanding different cultures and geopolitics is required because ITOCHU operates on a global scale as a general trading company.
Marketing / Sales	Knowledge of these areas is required because promotion of “Earn” measures is a key element of ITOCHU’s operations, which depend on leveraging sales capabilities as a “Merchant,” from a market-oriented perspective.
Self-Transformation / DX	ITOCHU realizes sustained growth by drawing on comprehensive strengths as a general trading company accompanied by self-transformation in a flexible manner that reflects changes in the external environment. ITOCHU does not make DX itself a target. Instead, by self-transformation, ITOCHU steadily builds up individual projects that are expected to swiftly contribute to profit namely those that optimize supply chains, etc. while leveraging existing business foundations. Knowledge of these areas is required for taking these actions.
SDGs & ESG	ITOCHU aims for sustained growth with a commitment to capitalism with greater emphasis on serving all stakeholders, which is “ <i>Sampo-yoshi</i> capitalism.” ITOCHU sets to solve the seven identified material issues through business operations, including addressing climate change, to contribute to accomplishing the Sustainable Development Goals (SDGs). Consequently, knowledge of these areas is required.
Health & Medical Care	People is the most valued management resource of ITOCHU. Developing capability and enhancing the health is essential for maintaining a powerful workforce that can fulfill our Guideline of Conduct: “I am One with Infinite Missions.” Consequently, knowledge of these areas is required.
Finance, Accounting & Risk Management	Sustained growth requires strong financial foundation, accurate financial reports, and the analysis of risks when examining M&A and other projects. A quantitative framework of administrative divisions which support business divisions is also essential. Consequently, knowledge of these areas is required for constantly implementing the “Earn, Cut, Prevent” principles.
Human Resource Strategy	ITOCHU clearly identifies human resources as a key component of management strategy. Knowledge of this area is required in order to effectively implement various initiatives, such as work-style reforms to enhance corporate value.
Internal Control & Legal Affairs / Compliance	ITOCHU maintains an appropriate structure for the monitoring and audit of management in order to ensure appropriate and efficient execution of operation. Knowledge of these areas is required in order to make constant improvements to this structure and implement “prevent” measures.