

Society



Society

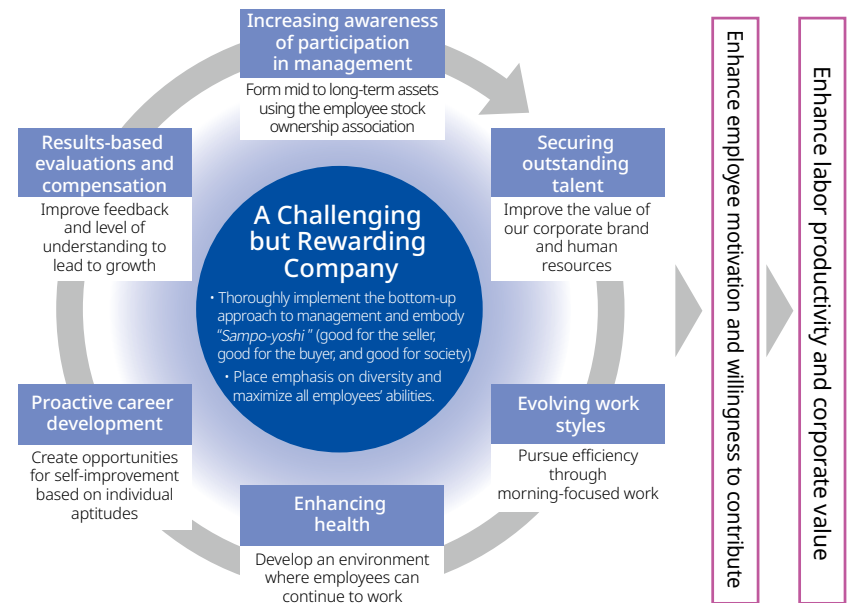
Labor Practices: Employment and Benefits

Policy and Basic Concept

In running a global business in a wide range of domains, more than 110,000 consolidated employees as of the end of FY2025 join together to operate as the ITOCHU Group. ITOCHU Corporation is implementing various initiatives that aim to create a working environment where our diverse body of employees can reach their full potential. Some of our notable initiatives include: enhancing our early morning-focused work system to promote work-style reforms, the establishment of various systems to support employees with caring duties, and the promotion of social activities among employees at our recreational facilities.

ITOCHU's Code of Ethical Conduct stipulates respect and consideration for human rights. Furthermore, ITOCHU's labor standards have been formulated in accordance with the principle of Elimination of Discrimination in Respect of Employment and Occupation of the International Labour Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work (and its Follow-up).* For this reason, ITOCHU is committed to providing wages at levels exceeding the statutory minimum wage and applies a consistent compensation system for the same qualifications and position level (equal pay for equal work) without gender discrimination, and develop a challenging but rewarding work environment.

*The ITOCHU Group expresses its support to the Declaration through its Human Rights Policy, Section 2. Endorsement of International Agreement.



Targets and Action Plan

Risks					Opportunities			
Decline in labor productivity, loss of excellent human resources, missed business opportunities, increase in health-related expenses, and other events that would result from failure to take appropriate measures.					Improvement of labor productivity, health and motivation, securing of excellent human resources, enhanced capability of responding to changes and business opportunities, and other events that will result from providing a motivating workplace environment.			
Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators (Non-Consolidated)	Degree of Progress
Headquarters	8 DECENT WORK AND ECONOMIC GROWTH	Labor Practices	Improving operating efficiency and preventing long working hours through work style reform	Human resources affairs	We will aim to improve labor productivity and employee engagement by promoting varied work styles.	- Conduct regular monitoring of employees' work situations. - Conduct employee engagement survey. - Promote the percentage of taking employee acquiring paid leave.	- Compliance to labor laws. - Rate of positive responses to the "employee engagement" item in the engagement survey: 70% or higher. - Paid leave acquisition rate at 70% or higher.	- Conducted monitoring of employee's working hours and working environment so as to prevent unpaid overtime work. - The positive answer rate to the "employee engagement" in employment survey which conducted in FY2025 was 71%, FY2024 was 68%, in FY2023 was 68%, in FY2022 was 67%. - Percentage of employee taking paid leave; 71% in FY2025.

* Percentage of employee taking paid leave; 61% in FY2021, 63% in FY2022, 66% in FY2023, 69% in FY2024.

Labor Practices: Employment and Benefits

Structures and Systems

When Group companies in Japan and overseas develop business in their respective domains and regions, the Division Companies of ITOCHU Corporation, the parent company, take the lead depending on the business area. The company presidents secure human resources and put the right person in the right position in accordance with laws/ordinances under the human resource strategy based on the management strategy. Furthermore, ITOCHU supports the creation of a management structure for ensuring that Group companies provide optimal labor environments for their employees.

Risk Assessment for Labor Practices in Business Investments and Financing Projects

When assessing potential investment and financing projects, in addition to economic aspects, ITOCHU uses an ESG checklist to identify and assess key ESG (environmental, social, governance) concerns relevant to the project, which includes topics related to labor practices – e.g. working conditions, occupational health and safety and stakeholder dialogue. We also monitor the progress and performance of our existing investment and financing projects and take necessary measures to make improvements.

For further details, please refer to the ESG Risk Assessment for New Business Investment Projects (P197).

Ensuring Compliance to Labor Standards

At ITOCHU, it is mandatory for employees upon recruitment to complete training on working conditions, which includes issues related to salary, working hours and holidays, occupational safety and health, benefits, and service regulations. We are working to ensure all employees comply with the labor standards of ITOCHU by making them available at all times on the Intranet in both Japanese and English. For domestic and overseas Group companies, in addition to supporting the development of optimal work environments, we are also promoting the adoption of labor standards equivalent to ITOCHU standards.

In addition, ITOCHU continues to dispatch HR staff every year to the Tokyo Labor University Lectures held by the Japan Institute for Labor Policy and Training, an affiliated organization of the Ministry of Health, Labour and Welfare. Based on the current situation regarding human resources and labor management in general, including skill development, working hours and compensation, the course systematically teaches the structure of wages, the current issues of the modern labor market with its increasingly diverse employment patterns and the state of labor-management relations from the perspective of labor economics.

Employee Engagement

ITOCHU Corporation believes that continuing to raise the level of employee engagement will improve corporate value.

We conduct an engagement survey* and disclose the result every year to identify and address issues in a timely manner, thereby establishing a PDCA cycle. To assess progress swiftly and accurately on these measures, we report the identified issues, etc. to the management, and decide on new measures and improvements. From this survey, we have identified issues such as “fostering job satisfaction among junior and mid-career employees,” “sharing personnel and ideas beyond the boundaries of organizations,” and “responding to diverse values.” After discussing possible solutions to these challenges at management meetings, we are now implementing concrete key measures. As a result, we have confirmed improvements in the scores of related survey questions. We will continue to promote initiatives aimed at realizing a “challenging but rewarding workplace,” with management and frontline employees working together as one, in order to ensure that employees are proud of working for ITOCHU Corporation, maintain a strong motivation to contribute to the company, and voluntarily seek to deliver results that exceed expectations.

*To ensure objectivity and transparency, this survey is conducted by having respondents answer directly and anonymously to an external contractor with questions such as motivation, happiness, stress, etc. The survey is administered once a year to all employees.

Recent Engagement Survey Score

	FY2022	FY2023	FY2024	FY2025
Engagement Score	67	68	68	71

• The score is affirmative response (%)

Promotion of Work-Style Reforms

As a business managed by a small group of people, ITOCHU Corporation believes that employees are its greatest asset, and that individual employees exerting their full potential will lead to improvement in corporate value. Since FY2010, we have aggressively promoted work-style reforms as we implement various measures aimed at creating an environment that allows all employees to apply their unique traits and feel secure as they focus on their work.

Labor Practices: Employment and Benefits

Evolving Our Morning-Focused Work System / Managing Work Time

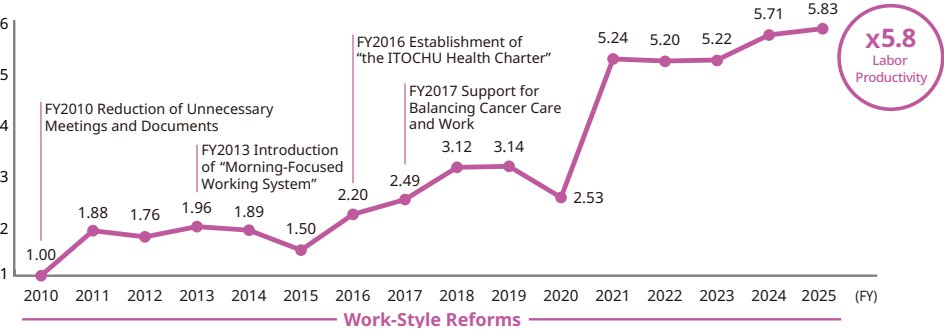
Our morning-focused work system, adopted in October 2013, has promoted workstyles that reflect the ITOCHU philosophy by encouraging a mindset among employees: leaving work early in the evening and coming to work early in the morning leads to more efficient work. This also had a significant impact on society by serving as a positive case study for the government's initiatives related to reducing long working hours.

The results of the employee engagement survey conducted in December 2021 pointed out a need for further initiatives related to supporting diverse workstyles. In response, in May 2022 we adopted a morning flex-time structure. We also adopted telecommuting. These initiatives allow early work start and end times, enabling them to dedicate their free time to self-improvement, childcare, and family care. These initiatives help increase motivation and lead to improvements in work productivity and in our corporate value.

In addition to ensuring compliance with labor union agreements and relevant laws, our basic policy is to reduce excessive working hours: to go beyond statutory requirements, we have established our own upper limits on working hours under the morning-focused work system, which in principle prohibits work after 8:00 p.m. and strictly prohibits work after 10:00 p.m. By regularly reviewing employees' working conditions through our Attendance Management System, we strive to monitor employees' working hours appropriately and reduce total working hours.

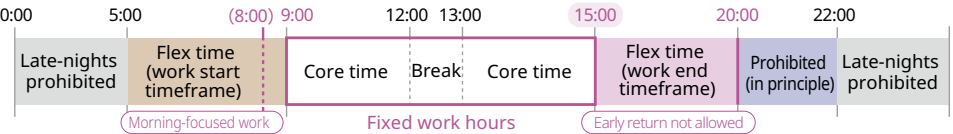
ITOCHE believes its initiatives as a pioneer in work-style reform will both empower individual employees to change their approach to work, and promote balanced operational reforms. In this way, the Company is striving to achieve a work environment that enhances operational effectiveness, helps maintain and improve employee health, support the activities of employees who face time constraints from raising children or caring for family members in poor health and allows a more diverse set of employees to make full use of their capabilities.

Change in Labor Productivity with FY2011 as a Value of 1



Outline of Initiatives

Morning-Focused Work System Diagram



Morning light meals distribution



Morning light meals distribution

- In principle, prohibit work between 8:00 pm and 10:00 pm and shift any remaining work to the next morning. 5:00 am to 8:00 am is the recommended timeframe for starting early morning work.
- For employees who start work before 7:50 am, up to 9:00 am pay the same overtime rate (25%) as employees who work overtime as an incentive.
- Work between 10:00 pm and 5:00 am is prohibited.
- We distribute three snacks to employees who arrive at work before 8:00 a.m.

Labor Practices: Employment and Benefits

Balancing Work with Childcare and Nursing Care

ITOCHU Corporation goes above and beyond the requirements of the law to arrange programs that help employees, regardless of gender, to balance work with childcare and nursing care. This allows the employees to continue making full use of their skills during their careers at the company, while remaining confident that they can handle stages of life where they must take care of children or elderly family members at home. In FY2016, in addition to introducing a lactation space, we introduced a telecommuting program for employees who meet certain conditions. Eligible employees include those with time constraints due to childcare or nursing care obligations, as well as those who face difficulty making the commute to work due to pregnancy, illness or other such reasons. We expanded the program to make all employees eligible starting in May 2022.

The number of male employees wishing to take childcare leave has been increasing, with the allowance for balancing childcare and work* introduced in FY2022 being a key driver. In response, after discussing in Women's Advancement Committee, ITOCHU has made it mandatory for male employees to take childcare leave (paid leave), starting from FY2024. As a result, childcare leave acquisition rate of male employees for FY2025 was 100%. In addition to enhancing job satisfaction of male employees, we believe that encouraging male employees to participate in childcare will foster a corporate culture that respects diversity, provide further support for female employees, and support dual careers and co-parenting.

A certain amount of allowance to subsidize for the extra cost (childcare cost, etc.) in case an employee takes more than four weeks of childcare leave and returns to work before the child turns one-year old.

Starting from FY2025, as an early initiative for a culture of accepting and utilizing diversity, ITOCHU introduced "preconception care" training for new employees, regardless of gender, to deepen understanding of life planning and health management, including pregnancy and childbirth.

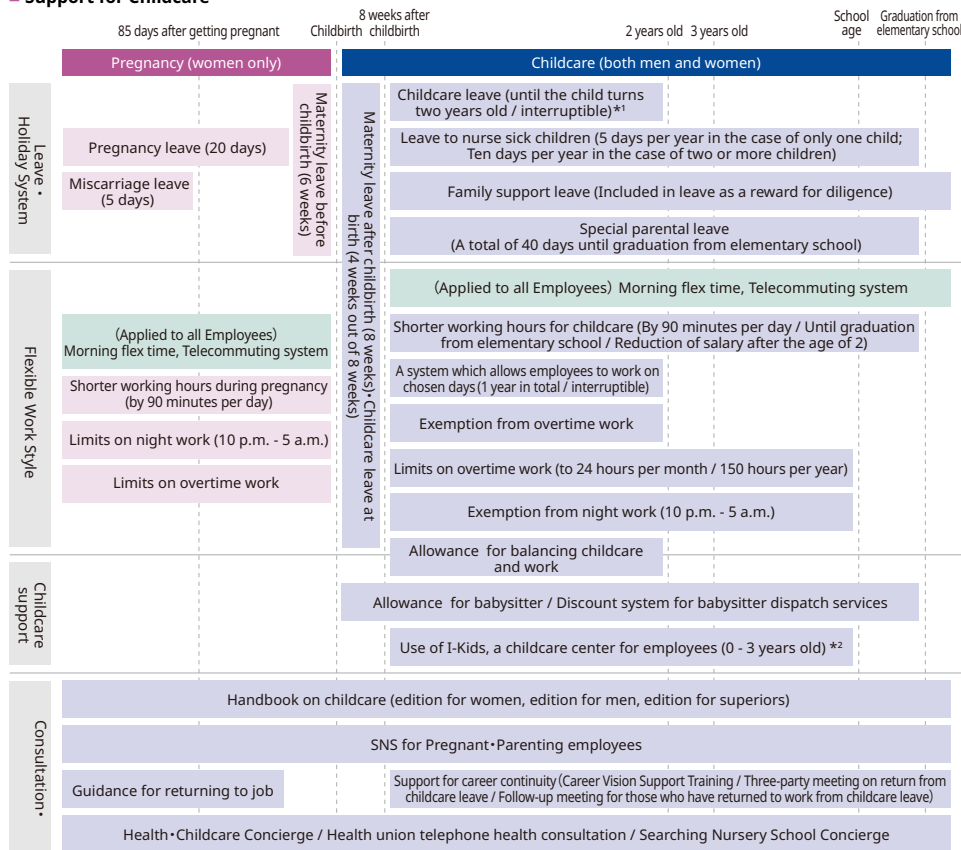
In addition, we continue to hold nursing care seminars in light of the fact that the importance of preparing for nursing care has also become a social problem. At the same time, we introduced a service to provide nursing care information online in FY2017. We then introduced a one-stop nursing care assistance service to meet the needs of those seeking advice in April 2019.

*A certain amount of allowance to subsidize for the extra cost (childcare cost, etc) in case an employee takes more than 4 weeks of childcare leave and returns to work before the child turns 1-year old.

Labor Practices: Employment and Benefits

Support Programs for Balancing Work with Childcare and Nursing Care

■ Support for Childcare

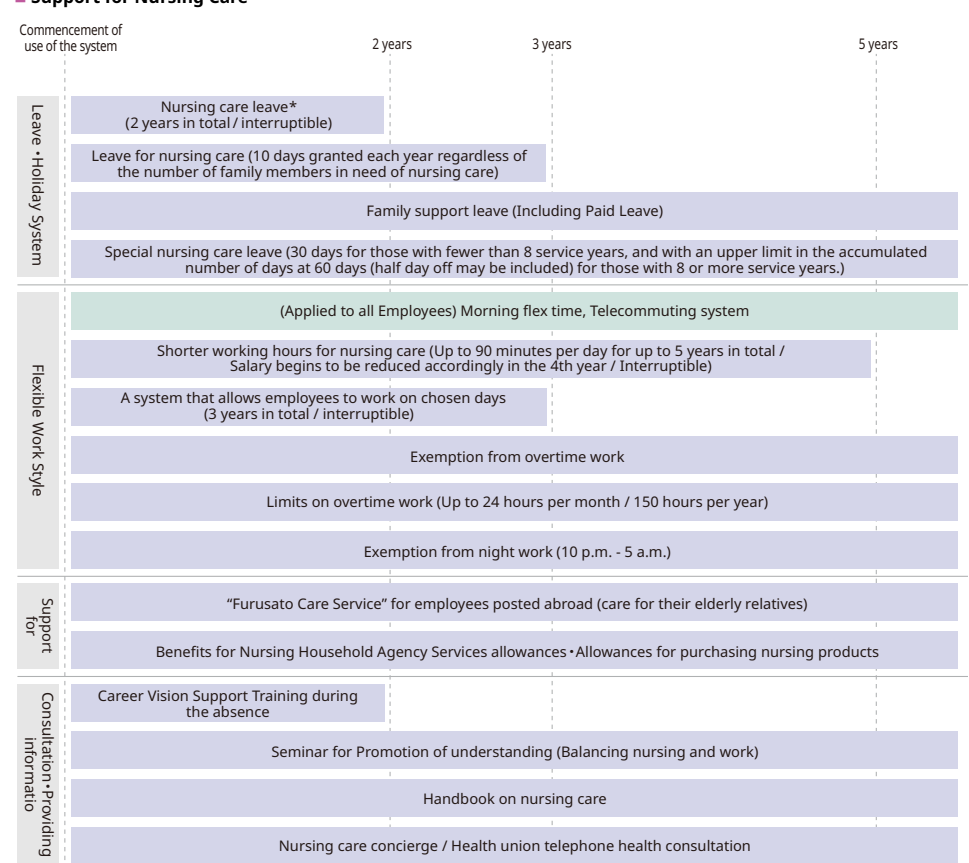


*1 Among the systems for taking time off or leave, only Childcare leave is unpaid. All other types of leave are paid.
 *2 Temporary childcare services are available until the child reaches school age.

Use of Childcare and Nursing Care Programs★

For details, please refer to ESG Data (P216).

■ Support for Nursing Care



*Among the systems for taking time off or leave, only Nursing care leave is unpaid. All other types of leave are paid.

Labor Practices: Employment and Benefits

Reemployment System

If an employee who chose to leave the company wishes, he or she can register with our reemployment system for five years. During the registration period, we devise ways in which to keep that employee in contact with our company. For example, we bear the cost for self-improvement and send corporate information.



ITOCHU Family Day for Visiting Mom and Dad at Work

Since FY2014, we have regularly invited employees' elementary-age children to ITOCHU Family Day for Visiting Mom and Dad at Work. The children come to work early in the morning with their parents, and participate in the event after eating a morning snack provided by the company. This event gives them an experience of morning-focused work. We also provide business cards personalized with their names made especially for the event, which they exchange with their parents' colleagues. They also attend a mock meeting in the executive meeting room and eat lunch in the employee cafeteria. These activities provide the children with a deeper understanding of the company where their parents work. The response from employees has been very positive for instilling an interest in what the children's parents do at their job and for sparking a desire to work at ITOCHU in the future. This event not only strengthens family bonds and understanding of ITOCHU, enhancing job satisfaction, but also contributes meaningfully to fostering a culture of accepting and utilizing diversity throughout the workplace.

Since FY2023, ITOCHU has been holding a workplace after-school program I-SUMMER School as ITOCHU Kodomo Domannaka Week (translates to a week dedicated to children at the very core). With the increasing demand for high-quality after-school programs, we set up a program during August, which is the school summer break, where the children can experience ITOCHU's original work-style reform, the morning-focused working system, working in the office, and learn about ITOCHU's business, history, and global mindset through ITOCHU's original contents. Based on the needs of our employees, we have held the I-SPRING School in March during school spring break. In line with the "ITOCHU Group Social Contribution Policy," this program is not limited to the children of ITOCHU employees but extends its reach to students from neighboring community. We will continuously strive to create a society where children can grow healthily and happily.



Demonstration of Drone at ITOCHU Kodomo Domannaka Week

Employee Benefits

ITOCHU Corporation employs a variety of welfare facilities and schemes to stimulate communication between employees and provide opportunities for exchange. Stimulating communication helps foster a sense of belonging and job satisfaction in individual employees. It also helps to invigorate the organization as a whole.

Employee Cafeteria

At ITOCHU Corporation Tokyo Headquarters, we have a cafeteria with a capacity of up to 870 seats, making it possible for over 1,200 employees on average to use the cafeteria.

We have taken steps to make the cafeteria a more attractive space for employees. With the aim of promoting employee health, we provide options such as Gram Deli, Power Salad, and vegetable dressings to encourage increased vegetable intake. We also offer set meals and side dishes aligned with monthly health themes. Additionally, we organize health events as part of our continuous efforts to enhance health awareness. We have revised our menus based on employee feedback as well.

Furthermore, we offer a seasonal event menu every month to make coming to the cafeteria fun. We also provide collaborative menus so that employees can easily enjoy the taste of famous restaurants in the cafeteria. The employee cafeteria is used by many employees.

*Can be used by both full-time and part-time employees.

Cooldown Rooms

In June 2012, ITOCHU Corporation introduced Cooledown Rooms on the first floor and first basement floor of its Tokyo Headquarters. These rooms seek to help beat the summer heat by keeping visitors comfortable inside the building and giving employees a comfortable place to work. To help fight global warming and save electricity in summer when demand for power is high, ITOCHU stipulates that air conditioners in the building not be set lower than 28 degrees Celsius. However, the Cooledown Rooms have lower ceilings than other rooms and can be cooled more efficiently. Cool air is supplied at 15 degrees Celsius to keep room temperature below 20 degrees. This makes them great spaces for visitors to the building and employees returning from sales activities to cool down on hot summer days. We also established a permanent history exhibition corner titled "ITOCHU History" so that many people can learn about the founding principles of our company while effectively utilizing the Cooledown Rooms.

*Can be used by both full-time and part-time employees

Labor Practices: Employment and Benefits

Shower Lounge and Shower Room

In the summer of 2016, ITOCHU installed a shower lounge on the third floor of our Tokyo Headquarters, and a shower room on the second basement floor. Their goal is to help create a workplace environment that encourages job satisfaction. The seeds of this idea were accounts from employees who often found airport shower rooms crowded when returning from business trips on early morning flights. In response to this feedback, ITOCHU established shower facilities at Headquarters so that employees returning from business trips can be more comfortable as they begin work. The facilities are equipped with overhead shower heads, which warm the body quickly in winter, and amenities like towels, hair driers, shampoo, and conditioner. The facilities have been well received, with employees reporting they are able to work in comfort. The facilities now stay open longer and can also be used by employees who exercise to improve their health. They are also open to employees of affiliate companies.



The state of the headquarters shower lounge

The Dormitory

In March 2018, ITOCHU Corporation opened the Hiyoshi Dormitory in the Kohoku ward of Yokohama, Kanagawa prefecture. The dormitory has approx. 360 units to house unmarried employees. It brings together unmarried male employees who had been scattered across four locations in the Tokyo Metropolitan area. The design concept for the dormitory is “under the same roof,” as opposed to positioning it as a mere welfare facility. Accordingly, it is equipped with a variety of common areas designed to bring residents together and deepen communication across boundaries like age and department. These include a dining room with shared kitchen, a multi-purpose meeting room, a large bathroom with a sauna, and communication spaces on each floor (including study areas and an open terrace). This contributes to human development through internal networks, and the preservation of our culture.

The dormitory is aiming to create an environment in which employees voluntarily reform their work-styles and improve their health based on the corporate policies such as health management. For example, it serves nutritionally balanced breakfasts and dinners in the cafeteria, it provides exercise opportunities in partnership with a nearby fitness club, and it prohibits smoking throughout the building, including private rooms, except in designated smoking areas.

Moreover, this dormitory is designed to function as a secondary office for the Tokyo Headquarters and is vital to our business continuity plan (BCP) for disasters. It uses the same Internet environment as our offices, and we have installed emergency generator equipment. We have also stocked the dormitory with food, water, emergency supplies and other items.*1

In March 2025, ITOCHU Corporation completed the integration of its two existing women's dormitories in the Tokyo metropolitan area into a newly constructed facility along the Denen-Toshi Line in Miyamae Ward. Guided by the Under One Roof concept, the new dormitory is designed to be a hub for internal networking and talent development, aiming to deepen vertical, horizontal, and diagonal communication across generational and departmental boundaries. To facilitate this, shared spaces such

as a relaxation lounge, an open terrace, and a communal kitchen have been incorporated to promote interactions among residents. Additionally, from the perspective of advancing health management, the dormitory features high-quality bedding to enhance the quality of sleep. These initiatives create an environment where employees beginning their careers at ITOCHU can fully focus on their work.

The facility is environmentally friendly, supporting decarbonization efforts by using timber for the majority of its structural elements, such as columns, beams, and seismic walls (excluding joints), reducing CO₂ emissions by 458 tons compared to steel construction. Despite its primarily wooden structure, it meets fire resistance standards equivalent to those of steel and reinforced concrete buildings, ensuring safety and security. Additionally, the residential block has been recognized as a model project in the FY2023 Sustainable Building Leading Projects (Wooden Construction Category) program for its role in increasing awareness of advanced wood construction technologies used to build housing and commercial buildings. The communal building is also wooden construction, creating a warm and natural atmosphere.*2

In response to the recent increase in applications from Business Expert (BX) employees from outside the Kanto region, ITOCHU Corporation began providing a dedicated dormitory for BX employees in March 2026. Unlike Career-Track employees, BX employees are not required to relocate for overseas assignments, allowing them to focus on their specialized roles within Japan while benefiting from a supportive living environment. Similar to the dormitories for career-track employees, this facility is designed not only to help employees build internal networks, but also to foster deeper communication across generations and departments both vertically, horizontally, and diagonally. The dormitory provides a living environment where BX employees can feel secure and fully focus on their work.*3

*1 Intended for full-time employees and some full-time employees from affiliated Group companies.

*2 Intended for full-time employees.

*3 Available to full-time employees who meet the eligibility criteria specified by the company.

SOGO-KAI Associations

SOGO-KAI associations are groups where fellow employees can assemble to enjoy the same sports or cultural activities. There are more than twenty such associations active within the company nationwide. They boast a combined membership of more than 1,000 employees. The associations are not limited to current ITOCHU Corporation employees. Many former employees and Group company employees also take part. These associations use sports and cultural activities to promote exchange and communication across different generations and organizations.

*Both full-time and part-time employees can join.



Performance Data

- Employee Status (as of March 31 for each respective year) (P214)
- Employees by Operating Segment (as of March 31, 2026) (P214)
- Overseas Bloc Employees by Region (as of March 31, 2026) (P214)
- Average Years Employed and Voluntary Resignation Rate (Non-Consolidated) (P214)



Labor Practices: Labor Union

Policy and Basic Concept

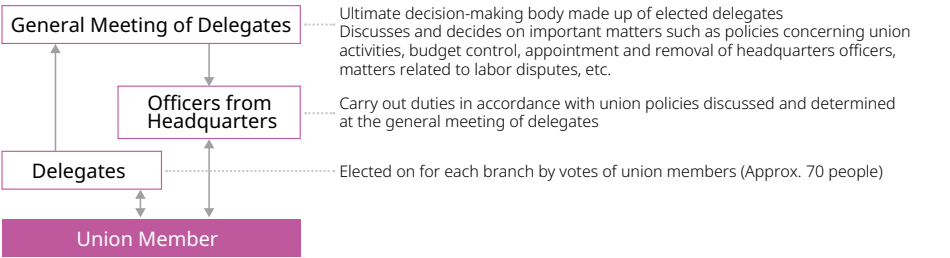
ITOCHU Corporation strives to achieve an environment in which employees can leverage their individual talents and concentrate on their work without worry. To this end, we maintain a system of rich employee benefits and employee welfare facilities. Our original employee welfare measures include a morning-focused work style and health management. These have met with praise both inside and outside the company, and have contributed to increased employee motivation.

The ITOCHU Labor Union engages in constructive discussions with the company on a wide range of issues with the aim of improving the working conditions and economic status of its members.

Structures and Systems

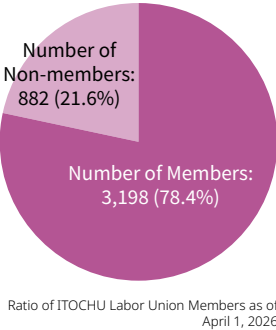
The objective of the ITOCHU Labor Union is to improve labor conditions and enhance the economic status of its members. The Labor Union carries out all required operations to fulfill this objective. (Article 3, Rules of the ITOCHU Labor Union)

- Headquarters: General meeting of delegates and officers at headquarters
- Branch: Four branches (Tokyo, Osaka, Nagoya, Tohoku)



The company is prohibited from taking any of the following actions:

1. Providing disadvantageous treatment to a worker because the worker is a union member, or on similar grounds
Example: Discharging or transferring a worker because the worker has gone on strike as a union member, or on similar grounds
2. Refusing to bargain collectively without justifiable cause
Example: Refusing to come to the bargaining table or sending someone without authority as a representative to attend a collective bargaining session as a representative
3. Interfering with or providing financial assistance for the organization or operation of a labor union
Example: Interfering with or interrupting the union's events or providing financial support for union operational expenses
4. Providing disadvantageous treatment, such as dismissal, to a worker in response to an allegation made by the worker to the Labor Relations Commission
Example: Providing treatment, such as dismissal or wage reduction, to a worker in response to an allegation made by the worker to the Labor Relations Commission, or to a similar action by the worker



Initiatives Together with ITOCHU Labor Union in FY2025

May 2025	Management Council with the Chairman & CEO
June 2025	Account Settlement Council with CFO
September 2025	Management Council with the President of General Products & Realty Company
December 2025	Management Council with the President of the 8th Company
April 2025 to March 2026 (Monthly)	Health Committee

Activities by the Headquarters of the Labor Union in FY2025

April 2025 to March 2026 (Twice a Week)	General Meeting of Officers
April, June, September 2025, January, March 2026	General Meeting of Delegates
September 2025, March 2026	Three Officers Meeting from Each Branch
April 2025 to March 2026	Parents' meeting of union members: 7 times Administrative track union members' meeting: 3 times

Labor Practices: Labor Union

Comments from the ITOCHU Labor Union President



Ayaka Kimura
President,
ITOCHU Labor Union

My name is Ayaka Kimura. I will serve as the ITOCHU Labor Union President in FY 2026.

I am fully committed to working towards achieving three missions I value most: To protect union members, to improve the company, and the mission I adopted last fiscal year, to create opportunities.

This fiscal year, I want to focus on the following five points.

1. Dialogue and checks with management, and promotion of opened culture
2. Realization of updated wage and personnel systems
3. Encourage working environment which supports autonomous career development
4. Support to maintain Work-Life Balance of parents, and support for employees' well-being
5. Strengthen support for secondees, expatriates, and union members working at branch offices

I will do my best this fiscal year to make this a company where all union members can work with enthusiasm.

The missions, action guidelines and vision of the labor union are as below.

• Missions (= the Purpose of the Union and the Values Forming the Basis of Our Activities):

Protect union members; Improve the company; Create opportunities

• Action Guidelines (= the Key Phrases We Value in Our Daily Work):

- Stay Ahead: Proactively adopt advanced concepts and work styles to ensure the organization constantly strengthens
- Engage in Dialogue: Conduct proposal-based and joint development-based activities while emphasizing dialogue with union members and management
- Be Reliable: Build a relationship of trust with union members and use that as the basis to perform activities with a sense of unity

• Vision (= Ideal Future State):

We are aiming to achieve a virtuous cycle of corporate management by improving the labor environment and the economic status of our members.

((1) An improvement in the labor environment thanks to the activities of the union accelerates the virtuous cycle of (2) active participation by union members, (3) improved company performance, (4) improved employee treatment, (5) improved morale and then back to (2) again)



Dialogue with the Labor Union

ITOCHU Corporation discusses a wide range of issues with the ITOCHU Labor Union in order to achieve our corporate mission “*Sampo-yoshi*.” In FY2025, we held management meetings: the first Management Council with the Chairman & CEO in ten years, an account settlement meeting and a management meeting with the CFO, and a management meeting with the President of the General Products & Realty Company and the 8th Company. Recurrently, active discussion between labor and management makes both cognizant of the challenges facing the company and keeps them on the same page. This builds a healthy relationship that enables them to consider and implement measures for improvement.

Dialogue with the Chairman & CEO and the President & COO

ITOCHU proactively establishes opportunities for the Chairman & CEO, the President & COO and employees to engage in direct two-way dialogue. In FY2025, we proactively engaged in dialogue with employees by creating opportunities to connect with employees, including visits to local plants and offices. The President had the opportunity to speak with employees directly in his own words about our management policy and effort needed to achieve that vision. At the same time, employees had the opportunity to present opinions and questions to the Chairman & CEO and the President & COO. These were important opportunities that helped enhance two-way communication.

Dialogue with the Division Company President

ITOCHU proactively establishes opportunities for the Division Company Presidents and officers to engage in dialogue with employees. Normally, all the employees under the control of an organization are gathered together once every half a year. The top management of that organization then speaks in their own words about the company-wide management policy, organization targets and strategies toward target achievement. It is possible for employees to give their opinions and ask questions at these dialogue meetings. These are valuable opportunities for all employees, including the top management, to think about what we should personally do to further grow the organizations to which we belong.

Labor Practices: Diversity

Policy and Basic Concept

ITOCHU Corporation views diversifying consumer needs with a market-oriented approach. We believe accepting and utilizing diversity (DE&I: Diversity, Equity, and Inclusion) is essential to provide new value.

ITOCHU respects human rights and prohibits all forms of discrimination, including that based on race, gender, religion, nationality and age. We are creating an environment where employees do not fall victim to

power harassment, sexual harassment, or SOGI (Sexual Orientation and/or Gender Identity) harassment in the workplace and where we accept diverse values. This is an environment where each of our employees is motivated to work and can demonstrate their abilities to the fullest through flexible work styles and individual support, and support for proactive career development, to achieve “A Challenging but Rewarding Company.”

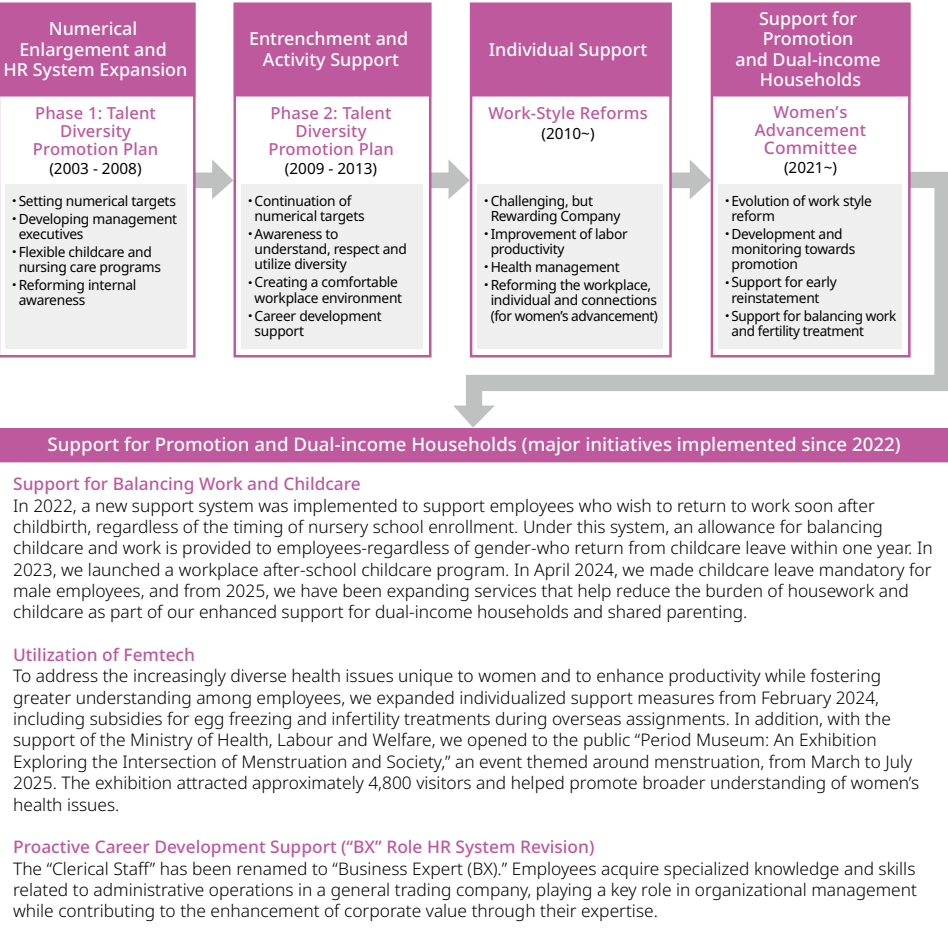
Targets and Action Plan

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators (Non-Consolidated)	Degree of Progress
Headquarters	5 8 10	Labor Practices	Creating an environment that allows diverse human resources to exercise their potential	Human resources affairs	We will prohibit all types of discrimination, including those based on race, gender, religion, nationality and age, and respect human rights. We will accept diverse values and create an environment where each employee maximize their ability with flexible working style and other supports.	- Continue fair and equitable recruitment and promotion. - Create a work environment in which employees accept and leverage diverse values. - In anticipation of an increase in dual-income couples, enhance support for balancing childcare, nursing care, fertility treatment and similar circumstances with work (including utilization of flexible working style). - Expansion of individualized support tailored to employees' life stages and career development. - Support for the active contribution of senior personnel over the age of 60. - Promote understanding and acceptance of LGBTQ and other sexual minority employees (e.g., employee education). - Give reasonable consideration to the work environment of employees with disabilities.	- Achieve the following plans by Year 2030. (1) Female board of directors (including executive officers) as a percentage: 30%. - Achieve the following plans by FY2026. (2) Female employees as a percentage of workforce: 30%. (3) Female employees as a percentage of new employees: More than 40%. (4) Female employees as a percentage of employees in managerial positions: 10%. (5) Percentage of male employees who take childcare leave: 100%. - Achieve the following plans as of March 2026 (6) The percentage of employment of those with disabilities over our entire group: 2.5% (Includes ITOCHU Uneedus Co., Ltd. and ITOCHU Human Resources & General Affairs Services Inc.). ★(1) to (5) are stipulated in the General Employer Action Plan under the Act on Promotion of Women's Participation and Advancement in the Workplace.	(1) Females Officers(including Executive Officers) as a percentage of all Officers: 28.3% as of March 2026 (2) Female employees as a percentage of workforce: 26.2% as of March 2026 (3) Female employees as a percentage of new employees: 42% in FY2025 (4) Female employees as a percentage of employees in managerial positions: 10.1% as of March 2026 (5) Percentage of male employees who take childcare leave: 128% as of March 2026 (6) The percentage of employment of those with disabilities over our entire group: 2.66% as of March 2026 (Includes ITOCHU Uneedus Co., Ltd. and ITOCHU Human Resources & General Affairs Services Inc.) ★(1) to (5) are stipulated in the General Employer Action Plan under the Act on Promotion of Women's Participation and Advancement in the Workplace. Expanded Support for dual-income Households and Shared Parenting The following initiatives have been introduced to support employees in balancing work with childcare, nursing care, and other personal responsibilities: - Career continuity support, such as temporarily reducing the scope of authority and discretion and exempting employees from mandatory relocation - Referrals to services that help ease the burden of housework and childcare, as well as financial assistance to cover related costs - Communication seminars that explore effective ways for spouses to share housework and childcare responsibilities and to foster better relationships with workplace stakeholders Preconception Care Programs based on the concept of preconception care are provided to younger employees as an opportunity to offer accurate knowledge about health changes across life stages and to help them learn, at an early stage, the importance of health management.

Labor Practices: Diversity

Initiatives for Women's Advancement

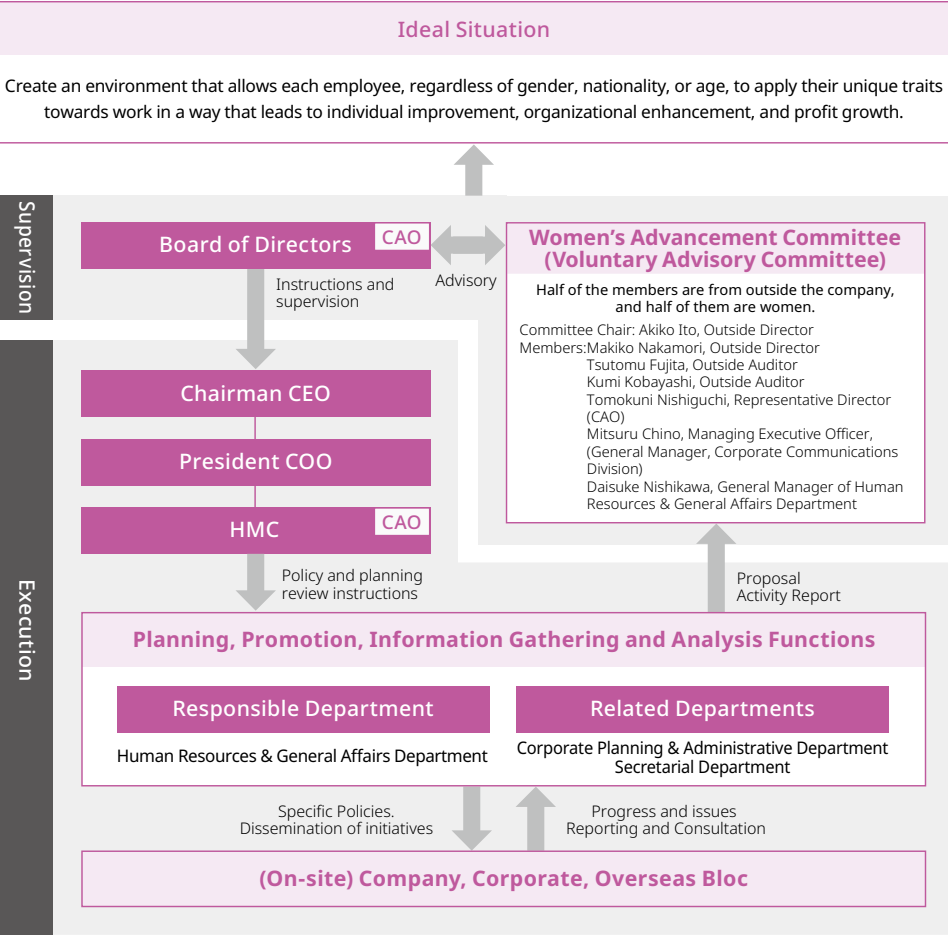
ITOCU Corporation has expanded systems to further the diversification of its talent including female employees and to entrench that diversification with the Plan for Promotion of Human Resource Diversification. We have tackled initiatives such as morning-focused work, health management and measures to support working while undergoing cancer treatment since FY2010. This is based on work-style reform to raise labor productivity by all employees working in good health with high motivation. Those initiatives have led to the formation of a working environment where not just employees with time constraints, but all our employees, regardless of gender, can demonstrate their abilities.



Labor Practices: Diversity

In December 2023, based on the recommendations of the Women's Advancement Committee, we established a special measure applicable exclusively to women for appointment as Executive Officers. This measure was approved by the Board of Directors, to promote the appointment of female Executive Officers starting in FY2024. Since 2024, a total of 12 female employees have been internally appointed. As a result, the proportion of women among all officers, including Executive Officers, reached 29% as of April 2026. Aiming to increase the ratio of female officers to 30% by FY2030, we are committed to fostering a diverse, strong, and resilient corporate culture.

■ Structure for Women's Advancement (As of April 2026)



CAO = CAO is a member

Encouraging Women's Empowerment in the Workplace

ITOCHU Corporation established a new rule for selecting female executive officers and promoted female employees from within to executive officers in April 2024. The most significant reason behind internal promotion was the need to raise awareness that the promotion of women itself is not the sole purpose, but cultivating a company-wide culture of training female managers and executives is. A diverse, strong, and resilient corporate culture and Board of Directors cannot be created overnight but will take years to develop.

ITOCHU positions Femtech to be the next initiative following work-style reforms. ITOCHU aims to be a company where female employees can take a more active role by removing barriers that may come in their way.

I believe, in such a company, anyone, regardless of gender, will be able to demonstrate their full potential.

M. Okafuji

Masahiro Okafuji

Chairman & CEO

Labor Practices: Diversity

Promoting Understanding and Fostering a Positive Work Culture

Since FY2018, ITOCHU Corporation has been holding Diversity Days as one of the initiatives to promote understanding and acceptance of diversity. ITOCHU has also increased the frequency of awareness campaigns targeting all employees. Through executive training programs and other initiatives, we are promoting understanding of the importance of diversity and support systems.

Additionally, we are establishing a workplace environment where discriminatory remarks about sexual orientation/gender identity and comments premised on unconscious gender stereotypes are not tolerated. Employees also have access to consultation services.

In FY2025, one Company independently organized a seminar for female employees, providing an opportunity for participants to reflect on their future career plans through presentations by our female Executive Officers and managers. In addition, one of our female Executive Officers spoke at a diversity promotion seminar hosted by the Japan Foreign Trade Council. The seminar was attended by more than 200 participants from member companies, and she shared her perspectives on career development and management.

For more details, please refer to Diversity promotion seminar hosted by the Japan Foreign Trade Council (Japanese only) (<https://www.jftc.jp/ebook/geppo832/?pNo=28>).

In FY2024, we held several seminars on the theme of utilizing Femtech, focusing on topics such as egg freezing and menopause support, with participation from over 100 employees. Additionally, to promote understanding of Femtech, we installed Femtech-related product vending machines called Femtech-kun®—offering items such as menstrual products, health and femcare goods, fertility support items, and menopause-related products—at our Tokyo Headquarters and ITOCHU SDGs STUDIO from August 2024 to May 2026.

In FY2025, we made an online content available to all employees featuring an occupational physician explaining women's life stages and related health issues. In addition, we held a seminar on the use of Kampo medicine to help alleviate autonomic nervous system imbalance and menopausal symptoms, providing opportunities for employees of all ages and genders to deepen their understanding of health issues.



Vending machine for Femtech-related products

Support for LGBTQ and Other Sexual Minorities

In FY2018, we installed a multipurpose restroom on the internal meeting room floor, making it available not only to our employees but also to all visitors to our building. In addition, we have worked to create a workplace environment that does not tolerate discriminatory remarks related to sexual orientation or gender identity, or comments based on unconscious assumptions about gender roles. In FY2020, we also established an external consultation desk dedicated to LGBTQ and other sexual minorities, in addition to our existing employee consultation desks. This system allows employees to consult anonymously with experts not only about their own concerns, but also about how to interact with colleagues and business partners.

During ITOCHU Diversity Days in FY2025, we held workshops aimed at fostering a workplace environment in which diverse values are respected and all employees can fully demonstrate their abilities. These workshops focused on deepening understanding of LGBTQ issues and balancing childcare and work from the perspective of those directly affected. As part of these initiatives, we distributed original ALLY stickers so that employees could express their support as allies, and we also worked to strengthen internal support systems. At regular meetings with employees who had expressed their support as ALLYs, we held discussions aimed at eliminating unconscious bias and organized seminars led by external experts. In addition, in leadership training sessions, we administered a quiz to approximately 700 organizational leaders using topics such as LGBTQ issues and Femtech, in order to raise awareness of unconscious bias and human rights.

Examples of Support for LGBT and Others 1.
Installed Multipurpose Restrooms (FY2018)

Examples of Support for LGBT and Others 2.
Established a Consulting Desk for LGBT and Other Sexual Minorities (FY2020)

Labor Practices: Diversity

Diverse External Support Programs

We respect the diverse values of our employees and their families. We are creating an environment where all our employees can demonstrate their abilities with peace of mind.

Program	Category	Overview
Concierge for health-childcare	Health, Childcare	Employees in Japan and abroad and their families can anonymously consult online with a counselor in charge (a nurse and a midwife certified as a public health nurse) who understands ITOCHU System about their mental and physical health and childcare concerns.
Sick childcare and babysitter services	Childcare	ITOCHU contracted with sick childcare and babysitter services, available for reservations 24 hours a day, 365 days a year, including same-day emergency requests. The service can also be used during business trips. Additional financial support is provided to help cover the costs.
Searching Nursery School Concierge	Childcare	Explains basic knowledge about how to search and select licensed nursery schools. Help to estimate the selection index for licensed nursery schools, lists neighboring nursery schools, and provides one-stop information.
Nursing Concierge	Nursing	A one-stop service and consultation service from temporary response to problem resolution by our company specialist counselor. Specific problem resolution includes introduction of our company system, introduction and arrangement of care managers, introduction and arrangement of nursing homes, coordination and arrangement of nursing insurance applications, etc.
Frozen Egg Bank	Egg Freezing	To support employees' options in balancing career and life plan, from FY2023, ITOCHU started subsidizing egg freezing fee.
Consultation desk for LGBTQ	LGBTQ	Consult outside experts anonymously for concerns about sexual orientation and gender identity. Available to all parties.
Border - Less Medical Concierges	Lifestyle Disease	Each employee, whether domestic or foreign, is tutored by a public health nurse or nurse in close collaboration with a specialist in their particular lifestyle disease.

Working Together with Persons with Disabilities

To provide persons with disabilities with a workplace that is motivating and rewarding, we established ITOCHU Uneedus Co., Ltd., in Yokohama, Kanagawa Prefecture in 1987 (It was certified by the Ministry of Health, Labor and Welfare as the first special-purpose subsidiary in Kanagawa Prefecture.) The employment rate for persons with disabilities in ITOCHU Corporation is 2.66% as of March 2026. We are promoting an expansion in the recruitment and range of work of persons with disabilities toward the increase in the statutory employment rate.

Initiatives by ITOCHU Uneedus Co., Ltd.

ITOCHU Uneedus Co., Ltd. is involved in businesses such as dry cleaning, printing, document digitization, photograph services, mail collection and delivery, and laundry and cleaning with persons with and without disabilities coming together as one to support each other. To expand business as well as to create a more welcoming workplace environment for employees with disabilities, in November 2015 the company relocated to new offices in Yokohama's Tsuzuki Ward with the extensive equipment in a universal design. The company is currently involved in business in four locations: its Aoyama Office, Hiyoshi Office and a dry-cleaning service store called Yotsuba Cleaning (Asahi-ku, Yokohama) in addition to its head office in Yokohama's Tsuzuki Ward. Furthermore, from September 2024, the company opened the Yotsuba Cleaning second store in Kohoku Ward, Yokohama City, and from January 2025, it also started the employment transition support business in Sumida Ward, Tokyo. It will continue to proactively encourage social participation by people with disabilities and to provide value to society through its work with the aim of creating a work environment where it is possible to feel the joy of working in the future.



Head office building of ITOCHU Uneedus Co., Ltd.
(Tsuzuki-ku, Yokohama)
● <http://www.uneedus.co.jp/> (Japanese only)



Work in the cleaning department



Work in the print service department

Labor Practices: Diversity

Support for Seniors' Success

ITOCHU Corporation employs all those who so desire under the Employment Extension System after they reach retirement age at 60 years old from the perspective of the decreasing birthrate and aging population in Japan and activity support for diverse personnel. This means we are developing an environment in which post retirement employees can continue to work utilizing the wealth of knowledge and experience they possess even after they have reached the retirement age. We also hold training for employees at the age of 58 years old and future course selection briefings for employees.

Therefore, we are supporting work styles and money plans after the extension of the employment of employees. Furthermore, we hold career design training for employees between 48 and 55 years old. Those employees take an inventory of their own career and skills and then visualize their experience and strengths. Upon that, we provide them with the opportunity to consider re-learning career skills (re-skilling) they will need in the future. We even have some employees who continue working with us after they reach the age of 65 years old. We will do yet more to create an environment where post retirement employees can continue performing motivating and rewarding work. In addition, we have built a platform to support our former employees. We support the activities of our former employees even after they have left our company. This initiative includes providing opportunities for social contribution activities, Pro bono, and volunteers, management staff of KIDS PARK, workplace after-school childcare program operated by our company, and Japanese language instructors for our overseas local staff.



Online Japanese Lesson taught by our former employees for overseas national staff.

Performance Data

- Number of Hires by Gender and Adoption Rate for Mid-Career (P215)
- Employee Status (as of March 31 for each respective year) (P214)
- Share of Women in Career-track / Managerial / General Managerial / Executive Positions (as of March 31 for each respective year) (P215)
- Gender Pay Gap (as of March 31 for each respective year) (P215)
- Use of Childcare and Nursing Care Programs (P216)
- Employment of Disabled Persons (as of March 1 for each respective year) (P216)

Accolades for ITOCHU Corporation

ITOCHU Corporation's initiatives in creating environments that bring out the best in employees have won much praise.

We received the Ministerial Award for Women Empowering Companies in FY2020. In FY2024, we were recognized as a Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting, a designation jointly administered by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for listed companies with particularly outstanding gender-inclusive work-life balance support that enables both dual careers and co-parenting.

In addition, in FY2025, we were selected as a Nadeshiko Brand in recognition of our initiatives and achievements in providing consistent career development support from hiring through promotion, as well as gender-inclusive work-life balance support that enables both dual careers and co-parenting, following our previous selection in FY2021 and FY2023.

Furthermore, in January 2025, we received the Excellence Award in the Tokyo Metropolitan Government Women's Participation Promotion Award (Corporate Category) in recognition of our community-engaged workplace-based after-school care initiatives and the implementation of a morning-focused flextime system.

For more details, please refer to Evaluation by Society (Diversity). (P269~P270)



Nadeshiko Brand Awards Ceremony



Tokyo Women's Empowerment Award Ceremony

Human Resources Development

Policy

In order to achieve the Group's corporate philosophy of *"Sampo-yoshi,"* (good for the seller, good for the buyer, and good for society), one of the three important measures to enhance our corporate brand value is reinforcement of human capital. By reinforcing human capital, ITOCHU aims to pursue further labor productivity and sustainably enhance our corporate brand value. Emphasizing a market-oriented perspective, ITOCHU will listen to the voices of the market, society, and consumers and focus on implementing the following measures:

1. Securing Excellent Talents by Leveraging the Advantage in Recruiting Market

In order to achieve higher results with fewer employees compared to other companies in the same industry, ITOCHU will secure outstanding human resources who resonate with our corporate philosophy of *"Sampo-yoshi."*

2. Continuous Development of Diverse Management Talents Through Officer Appointment System

Based on the diverse customer needs in the consumer goods industry, ITOCHU is promoting women's active participation by diversifying the organization and management in decision-making. ITOCHU will also accelerate downstream investments and foster a "culture of continuous learning" within the company to further expand and strengthen our business infrastructure, focusing on nurturing management talents and global talents.

3. Enhancing Employee Motivation and Pursuing Further Labor Productivity

ITOCHU has been implementing advanced initiatives in workstyle reform, such as Morning-Focused Working System, and creating opportunities for challenging experiences and early promotion based on performance. ITOCHU aims to realize a "Challenging but Rewarding Workplace" where all employees can maximize their abilities.

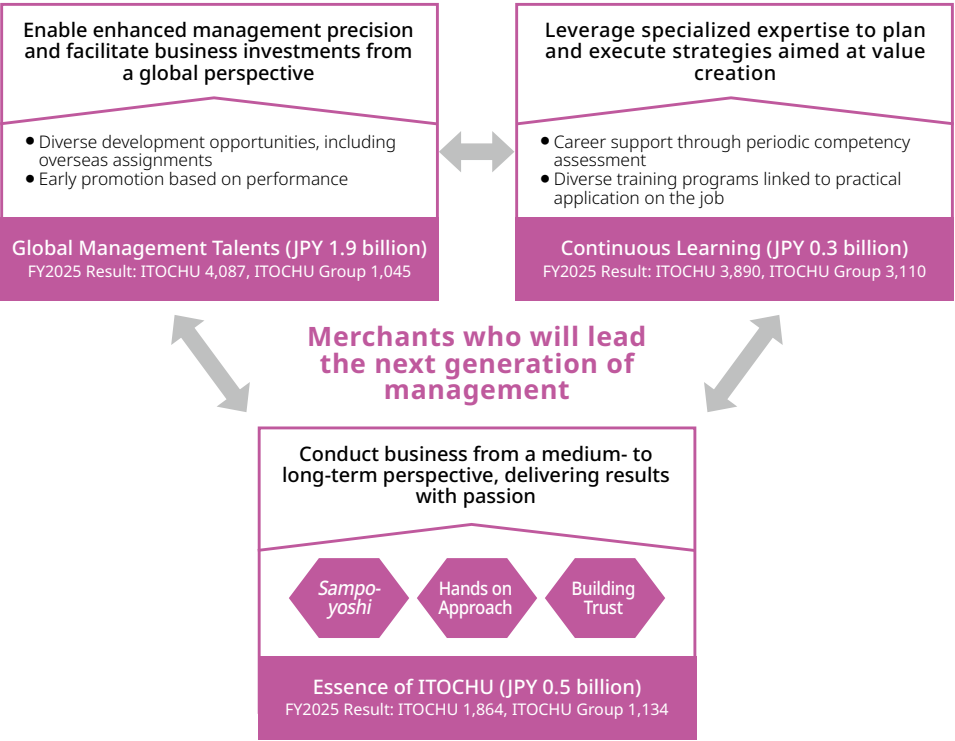
Tomokuni Nishiguchi

<Head of Human Resources>

Member of the Board, Senior Executive Officer

Chief Administrative Officer

In addition, since FY1999, ITOCHU has positioned the investment in human capital as a continuous investment for enhancing corporate value, and ITOCHU has reviewed them throughout the company to link them to talent development. In FY2025, our total investment in employee development (E&D expenses) amounted to 2.7 billion yen, with an average investment of 664,000 yen per employee.



Through these efforts, ITOCHU will nurture employees in line with our Guideline of Conduct, "I am One with Infinite Missions," in response to changes in the social environment and customer needs and achieve our Group's corporate philosophy of *"Sampo-yoshi."*

Human Resources Development

Targets and Action Plan

Based on our employee training policy, ITOCHU Corporation works to achieve the following goals.

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators (Non-Consolidated)	Degree of Progress
Head-quarters		Labor Practices	Sustainable development of employees' capabilities	Human resources affairs	We will develop training programs on a global basis and provide opportunities to learn proactively that respond to the changing times and business needs with a market-oriented mindset to foster employees who can constantly change their business to meet their needs while inheriting the corporate philosophy. We will also utilize training programs to continuously produce excellent human resources.	- Continue to develop and provide training programs at all jobs levels. - Continue and enhance overseas deployment of interns and language trainees. - Offer diverse career path options and experience in diverse work through regular rotation. - Foster career awareness among employees by enhancing personnel assessments, career vision training, career counselling systems and other programs/systems.	- Annual training-related expenses exceeding one billion yen. - The number of employees who joined human development program (cumulative total number) 50,000 or more. - Percentage of career-track employees who are deployed overseas in their first eight years at the company at 80% or higher.	- Annual training-related expenses forecast: 2.7 billion yen in FY2025 - The number of employees who joined human development program (cumulative total number): 53,811 - Overseas dispatch rate for career-track employees in up to their eighth year since joining the company: 86% (As of FY2018, there were 743 employees required to be dispatched, of which 637 have actual overseas dispatch experience.)

Structures and Systems

ITOCHU Corporation implements a global personnel strategy. Specifically, we established leadership standards and we constructed the Talent Management Process to hire, develop, utilize and promote excellent talent who will expand overseas revenues worldwide.

We provide a selective online training program as support for career formation according to diverse values. This program enables employees to take courses on various topics such as management skills, digital transformation, finance, marketing, languages and others anytime, anywhere. It is utilized by about 1,000 employees every year. We have so far stationed a total of about 130 overseas bloc employees in our headquarters from the perspective of career formation. The purpose is to deepen their understanding of the

corporate philosophy, to acquire knowledge and experience through the headquarters' business, and to build a human network. Currently, there are about 780 overseas bloc employees among management personnel (equivalent to managerial positions). We will continue to work with each company and overseas bloc to proactively train and promote excellent employees in the right place regardless of their nationality. This will lead to a further business expansion overseas.

*We have created the ITOCHU Global Classification (IGC). The IGC is a global grading system based on positions and duties at all levels worldwide. We use it to place, promote and train personnel regardless of nationality.
*We have set behavioral requirements that leaders should possess on a global basis. We use these in the recruitment standards and evaluation standards.
*Relevant data: (P214)

Human Resources Development

Training System

The ITOCHU Corporation training system consists mainly of selective training for future management personnel and selective training for career development based on meetings with superiors in addition to mandatory training when an employee is appointed an organizational manager or is posted overseas. There is a wide range of training opportunities at various levels, not only for Headquarters employees, but also for those at certain

overseas bloc companies and Group companies.

Overseas blocs arrange their own training systems to teach the skills and expertise required for their business and markets. In combination with the headquarters training system, they develop management talent capable of global success.

Job	ITOCHU Employees					Group Company Employees	Overseas Local Employees				
	Mandatory		Selective		Selectable						
Officers	Executive Training					Executive Training	Leadership in Action				
General Manager	Job-level Training for Newly Appointed General Managers	Workshop for Organizational Managers	Pre-dispatch Training for Overseas Assignments (Cross-cultural Understanding, Management)	Visits to Foundation Site of ITOCHU	ITOCHU Management Program	Senior Executive Program	Organization Enhancement Program	Management Training Management Basics	GLP		
Section Manager	Training for Newly Appointed Section Managers				Subsidiary Management Training	Pre-Manager Program	Market-in Training	Leadership		Carrer Managemnt Training	Revitalizing People & Organization
	Training for Deputy General Managers (Newly Appointed)					Coaching for Overseas Organizational Managers		Coaching for Deputy General Managers		Appraiser	Life plan
Mid-career	Training for Newly Appointed GRADE3 Employees				Lead Employee Training	Mid-career Training		Business Administration Training (Advanced)		Dispatch to Specific Foreign Language Course/ English Master Course	ITOCHU MBA •Integrated Thinking (CLDP) •Cross Border Experience
								Organization Communication	NS UTR		
Junior	Training for Newly Appointed GRADE2 Employees				Business Administration Training (Basics)			Problem Solving		GNP	
	Courses for Basics										
New Graduates	Onboarding							Management Sense Training			
Business Expert	Training for Newly Appointed BAND S and GRADE B Employees	Common skill training			BX Overseas Dispatch		BAND S Follow-up Training	Self Branding			
						Custom Training by Division Company or Head-quarters, Linked to Areas of Expertise	Business Expert, Specialist Training				
Prospective Staff	Onboarding for Prospective Staff							Lead Employee Training			
								Step-up Training for Young Employees			
								Second-year Training			
								Onboarding for New Employees			
								Training for Prospective Staff			

*For head office employees, in addition to the aforementioned corporate-wide training, we also conduct division company- and administrative division-specific training programs.

Legend: Group Company Employees can participate

Human Resources Development

Training Results

- Relevant data: Time/Cost Allotted for Employee Skills Development Training (P217)
- Relevant data: Attendance in Major Training (P217)

Key Points for Better Training

In FY2013, we created a training scheme for talent who shoulder administrative responsibilities at Group companies from the perspective of group management. Specifically, in FY2014, we started Business Management Training for young employees to learn about accounting work efficiently in a short period of time through practice to strengthen the acquisition of basic knowledge on business management and risk management techniques. Additionally, we have a replete lineup of Group company employee trainings and conduct joint new employee training and mentor training, among others, so that domestic Group company employees can upgrade their skills and expand their networks within the Group.

Furthermore, we conduct trainings in the Global Development Program and the Short-Term Business School Dispatch to develop global management talents with an overseas perspective.

Most recently, we have been providing all our employees with opportunities for training and lectures aimed at studying cutting edge business model cases and acquiring IT expertise such as generative AI according to our Management Policy. The aim of these training programs is to develop personnel to put into practice digital transformation focused on profitability to drive evolution of business.

- Relevant data: Number of Overseas Local Employee Management Personnel (March 31, 2026) (P217)



Participants from 20 countries around the world of the Global Development Program in the autumn of 2025

ITOCHU Morning Activity Seminar

In September 2016, we began conducting early-morning training sessions and presentations as one measure to encourage shifts beginning in the early morning, and as one measure to encourage shifts beginning in the early morning, and as an initiative to deepen employees' knowledge, develop their abilities, and boost their vitality. The themes of these seminars are focused on the next generation of business and health. We held these seminars a total of 2 times with the participation of 1,135 people in FY2025. We received comments from the participants like the following: "I felt really energized after hearing such an interesting presentation before work." We plan to hold these seminars on a periodic basis in the future.



Seminar by Mr. Takaoka



Seminar by Mr. Okada

Morning Activity Seminar Results for FY2025

Date	Theme	Speaker
September 2025	Marketing Management to Build Earning Power	Kozo Takaoka CEO, K & Co./ Former CEO, Nestlé Japan Ltd.
September 2025	Empower Your Business with AI Literacy - Live Demo: How to Communicate with Generative AI	Koki Fukuda CEO, BlendDigi Inc.
December 2025	Management for Improving Organizational Performance	Takeshi Okada Chairman, IMABARI. YUME SPORTS INC. Representative Director/ Former Manager of the Japan National Football Team
December 2025	Turning Customer Challenges into Profit: Creating New Business and Business Model Strategies	Tomonori Yako CEO, INDUSTRIAL-X Inc.
March 2026	Designing Experiences That Moves People - Insights from a Former Nintendo Wii Evangelist (How to Design Systems That People Want and Choose)	Mitsuyuki Tominaga President and COO, ASICS Corporation

Human Resources Development

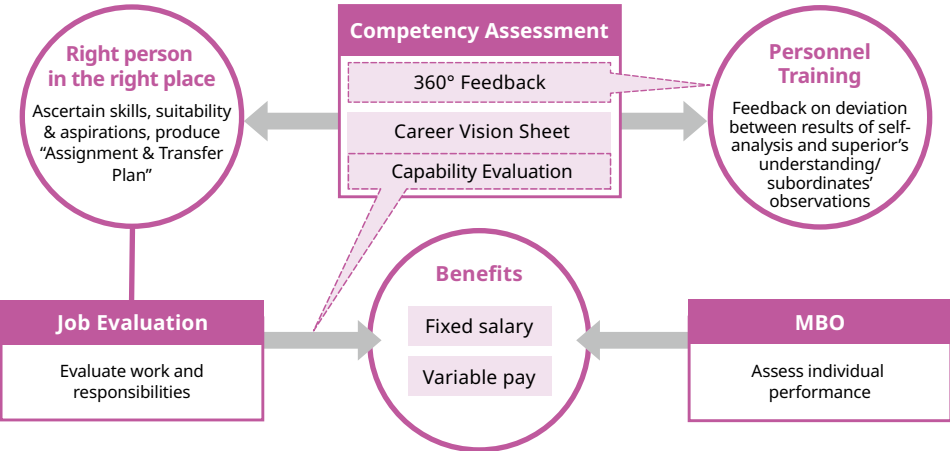
HR Appraisal and Assessment System

ITOCHU aims to achieve a “Challenging but Rewarding Workplace” where all employees can maximize their abilities. The HR Appraisal and Assessment System is a core part of the human resources organization that helps employees fully demonstrate their capabilities in a motivated and rewarding manner, and we have introduced an evaluation and reward system that provides clear incentives based on performance. It covers all ITOCHU Corporation employees. One part of the system is Management By Objectives (MBO), by which we assign individual employees with targets that match up with the management plan, then confirm execution. This approach helps us carry out business strategies. Our compensation system is centered on performance-based evaluation and rewards, with annual salaries determined by job roles and responsibilities, skills and experience, and achievements. Our variable pay (bonuses) is based not only on individual performance evaluations using Management by Objectives (MBO) but also takes company performance into account. Moreover, we have implemented a stock incentive plan that grants company shares according to overall corporate results, which helps foster a stronger sense of ownership and participation in management among our employees.

In addition, we comprehensively grasp individual employee's competencies, expertise, past career, aspirations and suitability. We have established a human resources assessment system that we utilize in placement and transfer planning and an employee commendation system that recognizes employees who have made significant contributions in quantitative and qualitative terms and teams that have produced results based on the corporate action guidelines. In order for these components of the HR Appraisal and Assessment System to function, we believe it is critically important that superiors conduct fair and impartial evaluations and meet with their subordinates to provide feedback. 360° feedback*, assessor training, and one-on-one interviews enlighten superiors so that they will encourage employees to develop and grow.

*Multifaceted observation: A system by which feedback from observations by the organization managers themselves and subordinates are used to review everyday personnel management that the organization manager typically does not notice, followed, if necessary, by initiatives to make improvements or upgrade capabilities. We make sure to apply this approach every year at domestic headquarters and branch offices.

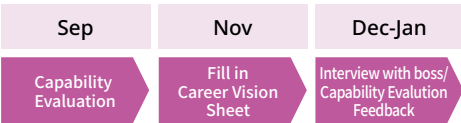
Overall Picture of the Personnel Evaluation Systems



Management By Objectives (MBO) Flow



Competency Assessment Flow



Career Development Support

Home Organization System

To ensure consistent development and placement of our employees from the time they join the company until retirement, we have introduced the Home Organization Management System. Under this system, each employee is assigned to a “home organization”—either a business division or a corporate department—upon joining the company. Even if the employee is transferred to different departments through rotations, their home organization remains unchanged in principle.

As a company engaged in diverse, global businesses, this system allows us to ensure that each employee is continuously developed and supported by their home organization, regardless of their current assignment. This long-term commitment enables strategic talent development and optimal placement throughout the employee's career.

Individual Career Development Support

To foster the next generation of leaders who will drive the company's future growth, we have established a rotation guideline for young career-track employees. This includes foundational training for up to two years and overseas assignments in principle within the first eight years of employment. Based on these guidelines, each division determines its own policies for talent development and employee rotation.

We also hold annual Career Meetings, where organizational leaders explain their development policies directly to junior employees and engage in dialogue to align expectations around career paths and long-term goals within the organization.

In addition, for young career-track employees, we formulate an eight-year development and placement plan (Individual Career Plan Image) starting from the time of joining the company. Through regular one-on-one meetings with organizational managers, employees are encouraged to approach their daily responsibilities with a clear vision for the future.

Furthermore, at the end of the initial development period, employees participate in a Career Reflection Meeting, where they can reflect on their career journey and communicate their aspirations and preferences directly to the head of their home department.

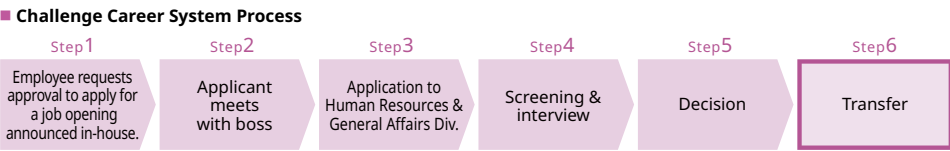
Through these initiatives, we actively support young employees in taking ownership of their career development.

Human Resources Development

Challenge Career System

We have introduced the Challenge Career System as a measure to support employee-led career development of personnel for Career-Track employees and Business Expert employees. With the system, employees can check a list of job openings announced on the company intranet, then inform their superior of their desire for a transfer. With the superior's approval, they can go through interviews with the desired division and, if successful, may make a transfer beyond organization boundaries. The aim of this system is to strengthen organizational capabilities by motivating employees and supporting them to independently develop their careers with the provision of career selection opportunities. Approximately 20 employees successfully transfer to new roles each year.

In FY2025, openings for positions such as overseas office managers were introduced, further expanding the range of possible career paths. The system continues to evolve, enabling employees to pursue more diverse careers across the company. We remain committed to developing talent by providing frameworks that support diverse career opportunities.



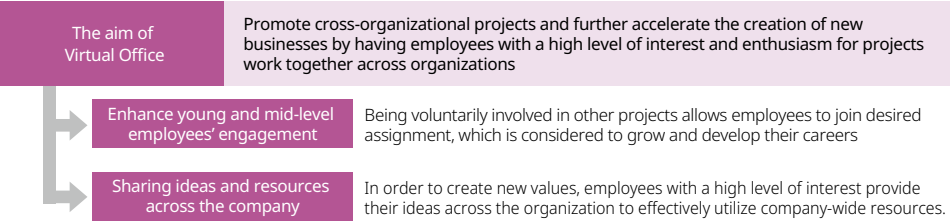
Virtual Office

We introduced the Virtual Office in FY2023. The aim of the Virtual Office is to promote business by sharing ideas and resources across organizations and to support the growth and career development of our employees. It is a mechanism which solicits cross-organizational projects company-wide. Employees themselves can then use small blocks of spare time outside of their main work to engage in the projects in which they have a high level of interest and enthusiasm.

In FY2025, approximately 50 employees from across the company—representing diverse locations, age groups, and job functions—came together to drive forward a total of 11 projects.

To accelerate the progress of these initiatives, we provided participants with various forms of support, including training programs on new business development, peer-to-peer knowledge sharing session, partial funding for project activities, and an award ceremony recognizing outstanding achievements.

Moving forward, we will continue to support the creation of new businesses by enabling passionate employees to engage in work they are truly driven by and fostering cross-organizational collaboration.



Career Counseling

The Career Counseling Center provides wide-ranging counseling and support services for the diverse careers of all employees. We have established a self-career dock system that provides opportunities for career counseling together with the training held at each milestone after an employee joins the company. All the center's counselors are nationally certified career consultants. They support the independent initiatives of those seeking advice about balancing work with childcare and nursing care, communication in the workplace, and other areas in addition to future career according to the situation of each employee. The counselors also support mid-career hires to smoothly adapt to life at ITOCHU and assist with the success of middle-aged and older employees. There are over 800 consultation visits to the center each year. Here, visitors are provided complete confidentiality so they can feel at ease conversing with a counselor. The center's aim is for employees to develop an awareness about how to independently shape their career.

ITOCHU Internship

ITOCHU Corporation provides an internship to students which allows them to tackle various challenging issues based on past business cases. We conduct case study-based internships in both trading and business investment areas and create new business projects. Young and mid-level employees from ITOCHU are assigned as mentors to provide detailed advice and consultations, fostering mutual understanding. We do this so that they can think about their careers in terms of working in a general trading company.

◦ ITOCHU RECRUITING Website (Japanese only) (<https://career.itochu.co.jp/student/>)

Occupational Safety and Health Management

Policy and Basic Concept

Occupational Safety and Health Management for our Employees

ITOCHU Group believes improving employee health is a cornerstone supporting the enhancement of its human resource capabilities which will, in turn, enable the fulfillment of its Guideline of Conduct, “I Am One with Infinite Missions.” Based on this concept, the Company has established the ITOCHU Health Charter. Moreover, we have developed a robust health and safety management structure aimed at, for example, helping employees who strive to balance cancer care and work. In addition, our industrial physicians support our Group companies such as by providing information on occupational health and safety. With the health of each of our employees as our top priority, our entire Group will strive to realize a working environment where our employees can work with peace of mind.

ITOCHU Health Charter (Enacted in June 2016)

1. Taking Responsibility for Employee Health

ITOCHU will take responsibility for the good health of each employee by actively supporting initiatives they take to maintain or improve their health.

2. Contributing to Society by Maintaining Good Health

ITOCHU will develop soundly over the long term based on an understanding that the good health of its employees is the foundation of the happiness of the employees themselves as well as their families, customers and wider society.

3. A Legacy for Future Generations

ITOCHU will carry out its infinite variety of missions as a company in which healthy employees who are fulfilled both spiritually and physically unleash their individual strengths.

Going forward we will pioneer various initiatives that lead the way toward work-style reform and health management. And we will build an environment that allows employees to find meaning in their work.

Occupational Safety and Health Management along the Supply Chain

Beyond our employees, ITOCHU Corporation also implements comprehensive measures to ensure the occupational safety and health of the stakeholders within our supply chain, including the companies we invest in and contractors. In FY2013, we formulated ITOCHU Corporation's Sustainability Action Guidelines for Supply Chains to communicate our expectations for partners along the supply chain. The Guidelines covers key safety and health related issues such as management of working hours, management of health and safety, and management of employee health.

We believe it is important to gain the understanding and cooperation of all of our suppliers and contractors regarding our procurement-related policies. In keeping with this belief, in FY2013 we

followed up on the Guidelines with approximately 4,000 suppliers with whom we have continuing relationships, in order to raise awareness and understanding of our expectations. In January 2015, we made it a mandatory procedure to inform all new suppliers and contractors of the Guidelines. We anticipate that these activities will lead to an enhanced understanding among our business partners regarding our approach to sustainability.

Safety and Health Related Risk Assessments for Investment Projects

ITOCHU Corporation considers ESG (Environmental, Social, and Governance related) aspects to be crucial in assessing potential risks for investment projects. In addition to financial risks and opportunities, our due diligence and risk assessment process for prospective investments therefore includes the use of a comprehensive ESG Checklist, which covers seven core subjects aligned with the ISO26000, as well as 33 sub-issues. One of the core subjects concerns Labor Practices, which includes sub-topics covering safety and health-related issues, such as labor standards, occupational safety and health, and stakeholder engagement to enhance health and safety practices. Our assessment of safety and health related risks for investment projects does not simply end at the initial investment. We conduct continuous management assessments and ensure that we monitor companies in our portfolio, ultimately to contribute to as much enhancement of business practices among investees as possible.

For more details, please refer to ESG Risk Assessment for New Business Investment Projects. (P197)

Combatting Global Health Issues

ITOCHU Corporation has operations worldwide, with about 800 employees stationed overseas. As such, global health issues including HIV/AIDS, tuberculosis, and malaria, which are widely recognized as three of the deadliest infectious diseases today, are a major concern to our business, and we have implemented various initiatives in response.

With regards to our employees and their families, we conduct detailed preparatory seminars regarding safety and medical practices prior to overseas dispatch, including information on said global health issues. We also provide employees stationed abroad and their families with mandatory vaccinations aligned to the recommendations published by local governments. Vaccinations are administered by our Health Administration Center or a nearby travel clinic. Once dispatched, our employees and their families have access to specialized health care service companies that we partner with, which can provide information on local hospitals, details on how to avoid infection, and emergency treatment of illnesses.

In terms of community involvement, we have strived to enhance partnerships that can maximize our contribution to combatting global health issues. Since 2017, we have been supporting Friends of the Global Fund, Japan (FGFJ) (<https://fgfj-en.jcie.or.jp/>) through our membership in the Japan Center for International Exchange (JCIE), which is responsible for the operation of FGFJ. We also work with Dole Philippines, one of our subsidiaries, to combat global health issues including HIV/AIDS, tuberculosis, and malaria, in the local communities. We will continue to expand initiatives in this area to fulfill our social responsibility as a global company.

Occupational Safety and Health Management

Targets and Action Plan

Based on our policies regarding the management of occupational safety and health, ITOCHU Corporation aims to achieve zero workplace accidents and death incidents involving employees and contract employees* in

FY2025 as well, and will work toward the following underlying targets.
*Contract employees are those who work in offices managed by ITOCHU

Division Company	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators (Non-Consolidated)	Degree of Progress
Headquarters								
Develop a Rewarding Work Environment		Labor Practices	Improving the health of employees*	Human resources affairs	We will improve the health of employees to create an environment that will enable individual employees to better demonstrate their capabilities. We will build a system that helps employees with cancer or long-term illness to create a balance between treatment and work, thereby fostering a culture of mutual support.	- Establish well-equipped in-house clinics and a system for supporting each employee in receiving personalized medical care. - Improve the lifestyle-related indicators (drinking, sleeping, smoking, etc.) - Follow-up for health checkup consultation result. - Promote support system for balancing cancer care and work with the partnership with the National Cancer Center Japan. - Life security while absent or taking leave and providing scholarships. - Grant special leave for cancer and designated intractable diseases. - Establish international emergency medical structure. - Conduct stress check every year. - Conduct counselling by clinical psychologists.	- Improve the percentage of taking the cancer screening consultation and health checkup consultation. - Improve presenteeism and absenteeism. - Decrease in the number of employees taking absences and leave, and reduction in the job turnover rate. - Decrease in the number of employees requiring specific health guidance and employees restricted from traveling overseas. - Improve the utilization rate of the Cancer Treatment and Work-Life Balance Support Plan. - Improve Sleep Restfulness.	- Percentage of employees who receive regular medical checkups in Japan: 99.4% (As of March 25th, 2026) - Percentage of employees who take cancer screening consultation: 99.5% in FY2025 - Percentage of employees who take detailed examination for physical findings: 100% in FY2025 - Percentage of productivity loss due to presenteeism: 32.0% in FY2024 - Average Days of absenteeism: 2.1 days in FY2025 - Number of employees taking leave due to mental health issues: 4 persons in FY2025 - Percentage of employees who receive specific health guidance: 77.9% in FY2024 - Percentage of employees utilize the Cancer Treatment and Work-Life Balance Support Plan: 94.1% in FY2025 - Percentage of employees who get enough rest through sleep: 65.4% in FY2025
Metals & Minerals Company								
- Respect and Consider Human Rights - Ensure Stable Procurement and Supply	 	- Mining - Electric Power/ Mining/Oil and Gas Fields	Sustainable mine development that pays continuous careful attention to the risks in occupational safety and health and environmental risks, and that contributes to local communities' well-being	Mining business	- We will promote sustainable development of natural resources by fully committing to EHS (environment, health, occupational safety) and harmonious coexistence with local communities in areas which our mines operate. - We will improve local infrastructure such as medical care and education.	- Ensure the thorough application of the EHS guidelines and employee education. - Contribute to local communities through activities for improving medical care, education and infrastructure.	- Implementation of annual internal seminars to ensure our employees are fully aware of the EHS guidelines. - EHS seminar attendance rate: 100%. - Rate of checks implemented on EHS compliance in existing and operating projects to be possessed in long term and new mining business: 100%. - Donations to medical care and education, and building infrastructure in local communities. - Carry out CSR activities in all existing and operating projects to be possessed in long term (100%).	- We held internal EHS (environment, health and occupational safety) guidelines training courses for supervisors and staffs engaged in mining projects. The attendance rate of the training was achieved 100%. - We checked the proper compliance to the EHS guidelines for nine existing projects and one another resource-related project. - We carried out social activities at the communities where our projects are located.

*For more details about improving employee health, please refer to Initiatives for Health Management (P167)

Structures and Systems

ITOCHU Corporation considers employees to be assets. One of the company's vital responsibilities is to ensure health and safety in the workplace so that employees can reach their full potential. We have built a robust system led by the President & Chief Operating Officer, not just for incidents, accidents, disasters and other emergencies, but also health management. This ensures that both ITOCHU Corporation employees working around the world and their families stay healthy and safe.
To implement our corporate mission of being *Sampo-yoshi* (good for the seller, good for the buyer, and good for society), ITOCHU Corporation also discusses the content of efforts and the implementation situation

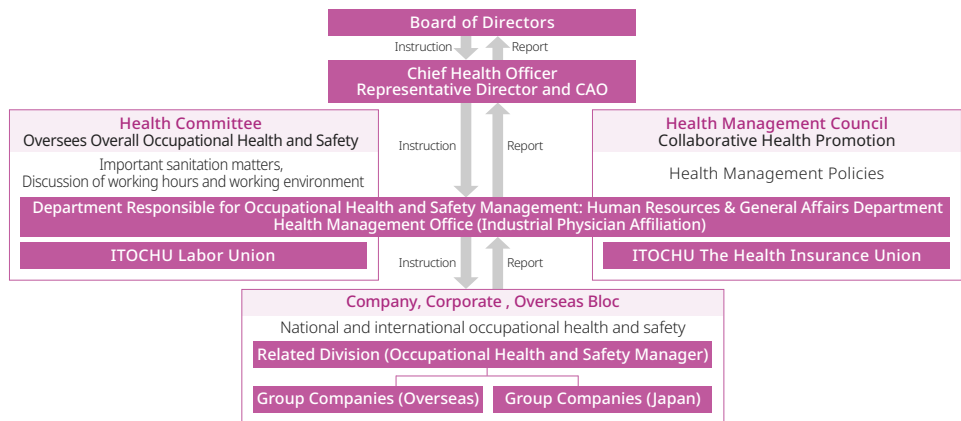
of occupational health and safety with the ITOCHU Labor Union, which counts approximately 80% of employees as members. (see Labor Union (P149)). The Labor Union also collects opinions and identifications relating to health and safety in the workplace from employees. Including the content of those, recurrent, active discussion between labor and management makes both cognizant of the challenges facing the company and keeps them on the same page. This builds a healthy relationship that enables them to consider and implement measures for improvement.
See (P218) for the number of employees who have undergone training on health and safety standards.

Occupational Safety and Health Management

Overview of ITOCHU Corporation's Occupational Health and Safety Management Organization

The labor safety and health management of the ITOCHU Group designates the Chief Administrative Officer (CAO) as the Chief Health Management Officer and is promoted under the supervision of the Human Resources and General Affairs Department, which is responsible for managing labor safety and health in each Division Company, headquarters, and overseas blocks.

In our domestic Group companies, we establish Health Committees and other bodies based on the Labor Safety and Health Act to discuss and make plans, evaluations, and improvements regarding the prevention of health disorders and the promotion of health. In particular, our subsidiary companies with factories and other facilities strive to maintain workplace labor safety and health by obtaining ISO 45001 certification.



We have a standard management and escalation procedure for all matters regarding occupational safety and health, both domestic and abroad under CAO as the Chief Health Management Officer. For each of our Companies, Headquarters, and Overseas Blocs, we have appointed an Occupational Health and Safety Officer, who is responsible for overseeing the execution of relevant initiatives. These Officers also serve as contact points to which workplace incidents and death incidents are reported to within their related divisions.

Officers are also expected to relay and escalate these reports to the head office's Human Resources and General Affairs Division. This division identifies dangers in those reports and conducts surveys relating to accidents. It determines and executes corrective measures if necessary.

The Human Resources and General Affairs Division meets with industrial physicians about important matters relating to health (e.g., the infectious disease situation and preventative measures) and risks in working hours and working environments. The Health Committee then meets once a month to share information between labor and management.

With regards to Health Management related initiatives and concerns, we hold a monthly Health Management Council, with the participation of labor unions as representatives of employees, to share progress and any concerns or risks regarding occupational health and safety. We publish the minutes of our meetings on the intranet and communicate them to employees on a monthly basis.

Any critical issues identified in the Health Committee or the Health Management Council are escalated via

the Human Resources and General Affairs Division to the Chief Administrative Officer (CAO), who holds the highest level of responsibility regarding health and safety. The CAO is responsible for reporting highly important issues to the Board of Directors and the Chairman & CEO. Matters that are not urgent are reported to the Board of Directors once a year, through the same reporting process.

In addition, we periodically report matters relating to the ITOCHU Health Charter, health management, and occupational health and safety to the Board of Directors. Based on instructions with respect to health management and occupational health and safety reports from the Board of Directors and operational issues identified by the Health Committee, we have established a system to improve our occupational health and safety-related initiatives, and for occupational health and safety-related policies to be formulated, reported on, and reviewed by the Board of Directors as necessary.

Participation in Labor Standards Initiatives

We are a member of the Mita Labor Standards Association and work closely with the Mita Labor Standards Inspection Office, from which we seek guidance and advice to ensure compliance with labor-related laws and to promote the creation of a healthy, safe, and comfortable workplace where employees can work through mutual communication.

Operation of Occupational Safety and Health Management based on the International Guidelines and Standards

Operation based on the EHS Guidelines

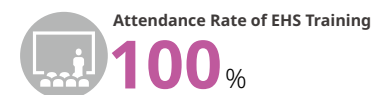
The Metals & Minerals Company has established and is operating Environment, Health and Occupational Safety (EHS) Guidelines for its metal and mineral, coal and uranium mining businesses. EHS guidelines support us to work on sustainable mining development leading to the stable supply of resources.

It is our obligation to avoid and reduce the EHS risks such as environmental pollution, health hazards of workers and operational accidents caused by our business activities (e.g., exploration, development and production). To that end, we have prepared EHS guidelines as technical reference documents summarizing the EHS issues and recommendations for risk management. For through implementation of the guidelines, we also utilize checklists available in Japanese and English.

EHS Guidelines apply to new investments, as well as projects in which we are already participating. We communicate intensively with our partners for consultation and improvement on resource development with greater consideration for EHS aspect. In FY2025, we performed checks on nine existing projects and one other resource-related project. We then set items requiring continuous follow-up.

We have prepared guidelines in line with global standards such as the International Finance Corporation (IFC) and standardized processes with checklists. Meanwhile, we continuously review the processes so that we can operate the guidelines flexibly to suit the individual risks of each project.

Most of all, it is important that organization members have an in-depth awareness of the importance of EHS compliance. Accordingly, we aim to thoroughly share information on this throughout our organization by conducting awareness activities using concrete case studies every year. We held internal training courses for supervisors and company employees belonging to sections engaged in resource development in FY2024. The attendance rate of those subject to this training was 100%.



Occupational Safety and Health Management

Subsidiaries that have ISO 45001 Certifications

Our group companies also maintain occupational health and safety by establishing and operating management systems in accordance with ISO 45001, the international standard for occupational health and safety management systems. As of March 31, 2026, 15 (accounting for 2.5%) of our company's domestic and overseas subsidiaries had acquired ISO 45001 certification.

Health Administration Center

The Health Administration Center serves as the clinic for our headquarters in Tokyo and employs about 20 medical and dental specialists, 8 nurses and 4 dental hygienists as well as 1 x-ray technician, 2 clinical laboratory technicians, 3 pharmacists and 1 clinical psychologist. For more than 30 years public health nurses have acted as “border-less medical concierges” who provide individual health guidance customized to the situation of every employee, both in Japan and overseas. This is based on close cooperation with medical specialists for various lifestyle-related diseases. In this way, the center supports ITOCHU Corporation health management through individual health management for each employee. Specifically, in addition to the specialized disease management, the center provides general practice medicine (internal medicine, orthopedic surgery, psychiatry and dentistry), checkups, various vaccinations, and examinations. It also offers medical counseling and provides information.

Mental Health

Concerning mental health, we have set up a stress management room in the company and offer counseling by a clinical psychologist. Employees can also seek counseling from a company physician or see a psychiatrist in-house. Our Health Insurance Union has set up a health consultation website called Health & Mind Online that enables employees to seek consultations by phone or online. In addition, we have been conducting stress checks once a year since 2015. The rate of those taking these checks has reached 99.0% (FY2025).

Safety Measures for Employees on Travel or Stationed Overseas

ITOCHU Corporation operates worldwide with roughly 800 employees stationed overseas. We also send as many as 5,700 people a year on overseas business travel. Therefore, we are also working to offer health management to overseas staff to establish an environment where they can demonstrate their abilities with peace of mind even in unfamiliar situations. Since close communication between overseas locations and Japan is vital to overseas security management, we have stationed overseas safety specialists at our headquarters. They regularly exchange information about politics, economics, public safety and other factors with personnel and general affairs representatives assigned to main global offices. They then disseminate appropriate measures internally and to group companies. We have also established a system to cover regions where information is more difficult to obtain through contracts with international security consultant firms. In terms of education, we have been conducting overseas crisis response training in-house. We mainly provide this training to those who we plan to station in countries and regions with poor security and employees who we expect to frequently send on business trips to such countries and regions. In addition, we hold overseas safety seminars and related events primarily for personnel responsible for overseas safety.

Measures to Address Medical Issues and Prevent Infectious Diseases Overseas

Prior to being dispatched, all employees and their families stationed abroad are recommended to undergo mandatory vaccination in line with governmental recommendations for each international region/country. ITOCHU's Health Administration Center provides employees with vaccination services – in case specific vaccinations are not available, we direct our employees to nearby clinics that specialize in vaccinations. All vaccination costs are also covered by the company. We provide both the employees and their families with thorough preparatory seminars on health and safety matters regarding the countries they are assigned to. Global health issues such as tuberculosis, and malaria are especially crucial for certain countries. Therefore, we ensure that the preparatory seminars cover these issues, and also provide follow-up seminars following their return to Japan.

Once our employees and their families arrive in their assigned countries, we provide medical support in various ways, such as partnering with a specialized health care service company (International SOS (<https://www.internationalsos.com/>), Wellbe (<https://www.wellbemedic.com/en/>), Emergency Assistance Japan (<https://emergency.co.jp/english/>) etc.), to provide information on any potential issues that may occur, information on how to address and manage health emergencies, and support during emergencies, such as those that require emergency treatment and transportation.

Workplace Vaccination Program

- As prevention of infectious diseases, we provide workplace vaccination targeted for each region as required.

Occupational Safety and Health Management

Basic Overseas Health Management Support

- **Border-Less Medical Concierges:** Employees and their families can reach out via e-mail or phone call to occupational health nurses supported by specialized physicians, and receive advice on health-related issues as necessary.
- **Introduction of Local Medical Facilities:** We are able to introduce reliable local medical facilities in the countries we operate in, where employees can receive necessary medical services.
- **Routine Health Checkups:** In addition to pre-dispatch comprehensive medical examinations, we provide employees and their families with annual health checkups. These checkups can either be conducted upon short-term return to Japan, or in the countries where they are stationed in – including surrounding countries.
- **SECOM Furusato Care Service:** We provide support for the elderly family members remaining in Japan of employees we have stationed overseas. Our support covers a medical care system run by SECOM, which can be accessed year-round, at any time of day. The service allows for elderly family members to receive phone-based health support from a specialized nurse center.
- **Emotional Support:** We support the emotional well-being of our employees on overseas assignments.

Health-Related Emergency Support

- **International SOS, Emergency Assistance Japan:** This is a service that we provide employees and their families to support them in addressing acute medical conditions. The service provides access to a multi-language call-center where users can inquire about any local issues regarding safety, including terrorism, social disturbances, and medical concerns. Additionally, if our employees or their family members encounter any emergency such as injuries or acute medical conditions, they can access International SOS to request relevant support, which includes arrangements for appropriate transportation, accompanying doctors and nurses, as well as access to medical institutions that are equipped to address the emergency.

Addressing Health and Disease Related Issues in Local Communities

ITOCHU Corporation engages in community investment in the Philippines to address global health concerns. This is conducted mainly through the Mahintana Foundation Inc. (MFI), an NGO that was developed by the Dolefil* SR Division of Dole Philippines, one of our subsidiaries. Along with MFI and local municipalities, ITOCHU has engaged in comprehensive development initiatives for over 40 years, including the creation of industries and labor markets, environmental conservation and reforestation, education, provision for basic needs, enhancement of employee benefits, and health and safety. Specifically regarding health and safety, global health concerns such as HIV/AIDS, tuberculosis, and malaria are particularly crucial, and we have implemented the initiatives listed below to prevent outbreaks of infectious diseases among employees and the local community:

*Dole Philippines's Pineapple Division

Social Issues	Initiatives
Infectious Diseases	Vaccinations, education and training for dengue fever prevention, extermination of insects, and promotion of vitamin A consumption
Healthcare	Promotion of vitamin A consumption, provision for pregnancy support, dental services, and education and training on adolescent health issues

Regarding malaria, the positive impacts of these prevention initiatives are continuing to spread, with an increasing number of surrounding regions reporting to be free of malaria infections.

Performance Data

- Safety initiatives in Japan incorporate countermeasures against large-scale disasters like earthquakes. These include creating a business continuity plan, preparing disaster supplies such as drinking water, food, and toilets, conducting emergency drills, and training employees to use our safety confirmation service. We encourage employees to prepare for large-scale disasters by making sure they have a way to contact their families in the event of an emergency, keeping a pair of comfortable walking shoes at work, and being sure they know their way home on foot.
- Occupational Health and Safety Data (P199)
 - Performance Benchmarking Against Industry Average (Wholesalers and Retailers with Over 100 Employees) (P218)
 - Attendance in Training Related to Health and Safety Standards (P218)
 - FY2025 Number of Employees that Received Our Main Health and Safety-related Trainings (P218)

Initiatives for Health Management

We established the ITOCHU Health Charter in FY2016. The charter states that each employee is responsible for maintaining and improving their health, that ITOCHU will actively support their efforts to do so, and that the good health of our employee is the foundation of their happiness as well as their families, customers and society more broadly. ITOCHU has set up Health Administration Centers at its Tokyo and Osaka Headquarters and is distinguished by the “concierge” assistance it extends to individual employees with the involvement of industrial physicians and health nurses in a way that transcends regional boundaries. We are aiming to raise the health awareness of each employee with the ITOCHU Health Navi (Health Management System) we introduced in February 2021. This system allows all employees to view health checkup results via a PC or smartphone and permits centralized management of lifestyle data, such as the number of steps walked in a day, weight, blood pressure. In addition, we created the Strategy Map for Health Management in ITOCHU in August 2021. This map visualizes the positions and effects of various measures. These steady initiatives have been recognized. We received the Minister of Health, Labour and Welfare Prize during the Award for Companies Promoting Cancer Control in the Action Plan for Promotion of Cancer Control sponsored by the Ministry of Health, Labour and Welfare in February 2018. And we were selected as a Health and Productivity Stock in 2016, 2017, 2024 and 2025 in the Health & Productivity Management Outstanding Organization Recognition Program that is chosen by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. We have also been highly praised such as by being selected as a Health & Productivity Management Outstanding Organization (White 500) every year since FY2016 when we started applying to the program.

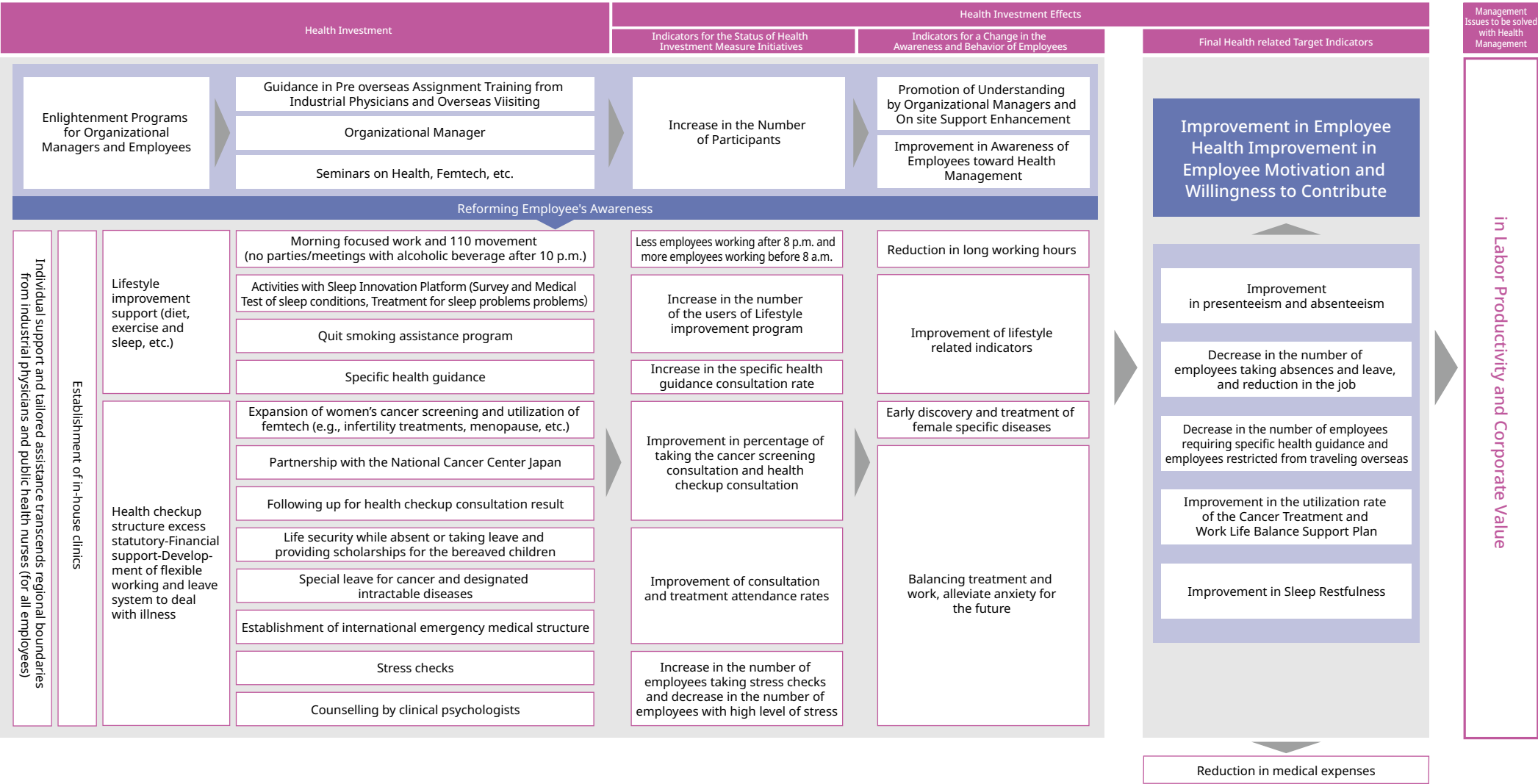
The relevant laws and ordinances (e.g., the Industrial Safety and Health Act and Health Promotion Act) form the basic premise of all our initiatives. We comply with laws and ordinances – from the implementation of regular health checkups and stress checks to the protection of personal information.

Occupational Safety and Health Management

The Strategy Map for Health Management

ITOCHU recognizes that employees, our irreplaceable management resource, are diverse in terms of their race, gender, religion, nationality and age. We promote health management focused on the following initiatives so

that each of our employees achieves their infinite missions and so that we realize a permanent improvement in our corporate value.

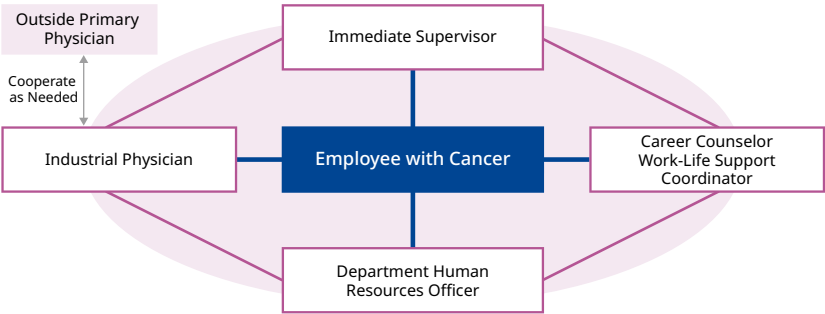


Occupational Safety and Health Management

Support for Balancing Cancer Care and Work

We have been working from the three perspectives of prevention, treatment and coexistence as support for balancing cancer care and work since FY2017. The aim of this is to build workplaces where employees can truly feel at home even if they have cancer and where they can continue to work with peace of mind. Furthermore, in addition to conducting periodic Medical Checkups in partnership with the National Cancer Center, we also provide scholarships along with employment at ITOCHU Group companies to bereaved families of employees who had such diseases. These initiatives are leading to an improvement in the sense of security felt by our employees.

■ ITOCHU Corporation Support System for Balancing Work and Cancer Treatment



■ Overview of Support Measures for Balancing Cancer Care and Work

Prevention	Treatment
• Alliance with the National Cancer Center Research Institute (early detection through special checkups, contribution to research) • Fostering awareness of preventing lifestyle diseases • Subsidies for smoking cessation treatment costs • Checkups for various cancers through regular health screenings	• Alliance with the National Cancer Center Research Institute (immediate collaboration with medical specialists and access to leading-edge treatments) • Providing Full Company Assistance for Expense for Advanced Cancer Treatment (Not Covered by Insurance) • Assignment of medical specialists to health management offices
Coexistence	
• Construction of Support System for Balancing Cancer Care and Work • Establishment of coordinator (consultation desk) • Creation of a guidebook and education of organization heads • Reflection in Evaluation Indicators of the Balancing of Cancer Care and Work • Reduction of anxiety about the future • Fund for education of children up to graduate school graduation • Support for bereaved spouses via the provision of employment opportunities at the ITOCHU Group • Development of Flexible Work and Leave Programs • Shortened work hours, selection of work days, working from home • Special leave: 18 days per 3-year period • Payment of Illness Allowance during Leave of Absence	

Initiatives Aimed at Improving Sleep Quality

We believe that improvements in both the quality and quantity of sleep, which have an affinity for our morning-focused work system, contribute to enhancing our labor productivity. Since April 2022, we have joined the sleep management consortium Sleep Innovation Platform® and participate as a member of the working team focused on developing service for health management support. Since FY2023, we have initiated the Nishikawa Sleep Improvement Program developed by Nishikawa Corporation for our domestic employees. This program provides consulting services, sleep improvement supplements, and applications to solve the sleep issues detected by the sleep surveys for each employee. From FY2024, we collaborated with sleep specialists to implement a medical test for Sleep Apnea Syndrome (SAS), with the test costs covered by our company. Also, we built a system that any employees, whether domestic or overseas, can receive treatment for SAS. In FY2025, we implemented a sleep improvement program for female employees residing in the Women's Dormitory, by using app-linked high-precision sensing mattresses.

Occupational Safety and Health Management

Application to Group Companies

Due to our consolidated management, our initiatives with regards to occupational health and safety, and safety management, cover not only our employees (including contract employees) but also those of our Group companies.

Specifically, Group companies also implement measures such as stress checks, safety initiatives in Japan, information on safety measures overseas, collaboration with overseas security and medical service companies, and seminars prior to overseas assignments. Group companies are increasingly adopting a morning-focused work style, and the Group overall is striving to reduce the total number of working hours and promote employee health. In addition, we are working to strengthen the labor management of the overall ITOCHU Group by regularly conducting workshops that hone the knowledge and expertise of our personnel, and assessments of labor and human resources.

Details of Personnel and Labor Support Provided to Group Companies in FY2025

- Labor management case study workshops**

These workshops focus on case studies that highlight possible labor management cases including mental health problems and working hours management. Participants gain specialized knowledge and learn how to handle these types of problems. In FY2025, basic workshops were held from July to August, and advanced workshops were held from December to January, with approximately 50 participants.
- ITOCHU Group Human Resources and General Affairs Liaison Council**

This council aims to allow those in charge of human resources and general affairs from our Group companies to exchange information and strengthen relationships. Activities include discussing the latest trends in human resources and general affairs, sharing information about ITOCHU Corporation measures and support situation, and updating one another about the content of revisions to laws. In FY2025, there were 203 participants from 108 companies.
- Human resources and labor management assessments**

These are assessments aimed at checking whether rules, systems, and management related to overall personnel and labor affairs are operated in an appropriate manner. These include labor contracts, internal rules, occupational health and safety, and time management. We have conducted assessments of 78 companies since starting this initiative in FY2016.
- ITOCHU Group Human Resources and Labor Management Portal Site**

We provide a portal site to share the regulations and expertise of ITOCHU with group companies. The aim of this site is to strengthen the human resources and labor management in Group companies.

External Appraisal/Assessment

ITOCHU Corporation received the Minister of Health, Labour and Welfare Prize during the 2017 Award for Companies Promoting Cancer Control in the Action Plan for Promotion of Cancer Control, which is sponsored by the Ministry of Health, Labour and Welfare. The award was granted in recognition of our Support Measures for Balancing Cancer Care and Work, which began in FY2017. We were selected as a Company with Outstanding Cancer Control Promotion in the initial year in the Companies with Outstanding Cancer Control Promotion Recognition Program that was newly established in FY2020. We also received an award of excellence, during the Tokyo Metropolitan Government awards commending companies that implement excellent initiatives to help cancer patients balance cancer treatment and work.

Moreover, our Balancing Cancer Care and Work Support System was acknowledged in FY2018. We received the Award of Excellence in the Corporate Human Resources category at the Nihon no Jinjibu HR Awards 2018. The Nihon no Jinjibu HR Awards are awards that honor innovators in fields such as human resources, personnel development and labor management. We also received the Gold Award at the 1st gan-ally-bu Awards. The gan-ally-bu Awards are awards aiming for workplaces and a society where it is possible to work actively while receiving cancer care.

ITOCHU Corporation was selected as a Health and Productivity Stock in 2016, 2017, 2024 and 2025 in the Health & Productivity Management Outstanding Organization Recognition Program that is chosen by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. In addition to honors such as those, we have been selected as a Health & Productivity Management Outstanding Organization (White 500) for ten years in a row from FY2016.

We succeeded in these areas thanks to positioning work-style reforms and Health and Productivity Management as important management strategies. We introduced a morning-focused working system ahead of other companies, and cooperated with industrial physicians and the Health Insurance Union to promote aggressive measures for improving health throughout the company.

For more details, please refer to Evaluation by Society (Occupational Safety and Health Management). (P271).

Respect and Consideration for Human Rights

Policy and Basic Concept

Respect and consideration for human rights is an important issue for ITOCHU as we deploy our business activities in various regions around the world. ITOCHU also asks all our stakeholders to approve, understand and put into practice the human rights policy of ITOCHU in addition to education for employees to respond to this important issue.

The ITOCHU Group Human Rights Policy

The ITOCHU Group has adopted the “ITOCHU Group Human Rights Policy” (hereinafter “the Policy”), drafted based on our Corporate Mission, Guideline of Conduct, Code of Ethical Conduct, and The ITOCHU Group Sustainability Policy. This Policy iterates our commitment to respect the human rights of our stakeholders and address negative impacts that may arise from our business activities.

1. Policy Scope and Our Expectations Toward Business Partners

This Policy applies to all worldwide executives and employees of the ITOCHU Group, including contractors and temporary employees. The ITOCHU Group also expects business partners and other relevant stakeholders to comply with this Policy.

2. Endorsement of International Agreement

The ITOCHU Group supports international agreements on human rights, including the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and the United Nations Global Compact, which we have been a signatory to since 2009. We will also implement measures aligning to the United Nations Guiding Principles on Business and Human Rights.

3. Legal Compliance and Respect for Internationally Recognized Human Rights

The ITOCHU Group will comply with the laws and regulations in the respective countries and regions where we perform our business activities in addition to Japan. If there is a contradiction between internationally recognized human rights and the laws and ordinances of a country or region, we will pursue a method to maximize respect for international human rights principles.

4. Management Approach

The ITOCHU Group will build structures to realize this Policy. The Sustainability Officer will bear the responsibility to oversee the compliance and implementation situation of this Policy.

5. Human Rights Due Diligence

Based on the United Nations Guiding Principles on Business and Human Rights, the ITOCHU Group will implement human rights due diligence in order to identify, prevent and mitigate negative impacts on human rights and fulfill our commitment to accountability.

6. Remedy and Rectification

If the business activities of the ITOCHU Group induce a negative impact on human rights or if involvement in such becomes clear, we will strive to remedy and rectify that through appropriate procedures and dialogue.

7. Dialogue and Consultations

The ITOCHU Group will leverage external human rights expertise in its implementation of human rights due diligence and will engage in dialogues and consultations with our stakeholders – especially those potentially subject to adverse impacts from our business activities.

8. Education and Awareness

The ITOCHU Group will provide appropriate education to all executives and employees (including contractors and temporary employees) and strive to raise human rights awareness in order to incorporate and implement this Policy in our business activities.

9. Communication on this Policy and Our Relevant Initiatives

This Policy will be approved by senior executive in charge of sustainability and be reported to our Board of Directors and we will widely publish it to the public. We will also report on our human rights initiatives based on this Policy on the ITOCHU website and in our Sustainability Report.

Tomokuni Nishiguchi
Member of the Board
Senior Executive Officer
Chief Administrative Officer
Established in April 2019
Revised in April 2020

Respect and Consideration for Human Rights

Individual Policy

Response to Modern Slavery and Human Trafficking

ITOCHU is committed to initiatives to ensure that there is no modern slavery or human trafficking in our supply chain and business activities. We are participating in the United Nations Global Compact. Together with this, we are reflecting the concept of the United Nations Guiding Principles on Business and Human Rights in our business activities. Our existing principles contain initiatives to ensure that modern slavery and human trafficking do not occur in our sales activities and supply chain across the world.

* Refer to: Status of Initiatives at ITOCHU Europe PLC. (Slavery and Human Trafficking Statement)
 (<https://www.itochu.com/uk/en/sustainability/society/#ModernSlavery>)

Consideration for Foreigners

If foreign workers, interns and trainees are accepted in our supply chain, we pay full attention so that we comply with the labor related laws and ordinances in the country concerned and so that we do not commit acts contrary to the purpose of that acceptance system. We do this from the point of view of respect for human rights and relief because such people are liable to become the target of illegal acts due to their low social and economic status.

Respect for the Rights of Children

ITOCHU supports the United Nations Convention on the Rights of the Child and Children's Rights and Business Principles. We respect the four pillars of the United Nations Convention on the Rights of the Child - a child's right to life, development, protection and participation.

ITOCHU has adopted the development of the future generation as one of the ITOCHU Group Basic Activity Guidelines on Social Contribution. We perform activities to support the healthy development of the young people who will be responsible for the future generation.

* Refer to: Growth of Future Generations (<https://www.itochu.co.jp/en/csr/social/future/index.html>)

Policy on the Use of Security Guards

In order to ensure the safety of our business operations in various parts of the world, ITOCHU uses security personnel. When necessary, we may employ armed security personnel. We are aware of the potential risk of human rights violations that may accompany the handling of weapons, and employ personnel in each country based not only on adherence to local law but also on international standards.*

*United Nations Global Compact, Voluntary Principles on Security and Human Rights, Code of Conduct for Law Enforcement Officials, Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, etc.

Respect for the Rights of Indigenous People

We recognize that indigenous people have their own culture and history when we conduct business activities in regions where indigenous people live as part of our commitment to respect human rights. We respect and take into consideration the rights of indigenous people established in the laws of the countries and regions where we perform our business activities and international agreements (e.g., the Declaration on the Rights of Indigenous Peoples and the International Labour Organization (ILO) Convention 169). When examining new business investment projects, we also strictly enforce prior checks concerning the impact on the rights of indigenous people by that business.

Job Creation and Employment Concept

The ITOCHU Group works to make local contributions by local hiring during the diverse business activities we engage in around the world. We strive for coexistence with the local regions in which we operate and to contribute to the development of international society. We comply with the statutory minimum wage and strive to pay at least a living wage when we hire local employees. Doing so leads to human resource development in the region and helps stimulate local economies. Moreover, we believe this contributes to sustainable development. When an ITOCHU Group company in Japan or overseas engages in business activities in a particular region, as the parent company, ITOCHU supports the formation of a management structure for ensuring that the company complies with relevant laws and provides an optimal labor environment for its employees. (Group companies report to Division Companies based on their operating domain and the Division Company provides direct support.) The ITOCHU Group is comprised of some 270 companies in Japan and overseas, and works to balance business and regional development by hiring and training local staff.

Respect and Consideration for Human Rights

Policy on Decommissioning of Mining Operations

Mining projects can have adverse impacts on the environment and society in the area where the development is to take place, including water, air, land and soil, landscape, and local residents. We believe it is important to minimize any effects on the environment and society, including biodiversity and human rights. It is therefore important to have a long-term plan in advance that takes into account the impacts during the project study and development stage, the operational stage, and also after the mine decommissioning and closure in the future. When decommissioning mining operations, the ITOCHU Group undertakes appropriate measures based on laws and regulations as well as a mine decommissioning plan. In our mineral resource development and operational business, we have prepared Environment, Health, Safety (EHS) guidelines based on international standards such as the International Finance Corporation (IFC)'s Environment, Health, Safety (EHS) guidelines. In accordance with these guidelines, we have developed a rehabilitation and mine closure plan that takes various stakeholders into account, and we undertake long-term monitoring after closure to minimize the negative impacts of mining business and maximize social benefits.

Oaky Creek Coal Mine Rehabilitation

Through ITOCHU Minerals & Energy of Australia Pty Ltd, our wholly owned subsidiary, we are participating in the active Oaky Creek coking coal mine in Queensland, Australia. The Oaky Creek project has developed a rehabilitation plan for the mine area in advance of its closure based on the decommissioning policy mentioned above and reviewed and assessed by experts for environmental and social impacts that might occur prior to or after the mine closure. Decommissioning and rehabilitation costs are periodically re-evaluated and reflected in the business plan. By conducting rehabilitation according to the closure plan, the project prevents soil and water pollution, promotes the restoration of the ecosystem, and ensures the health and safety of local residents.

For example, pits created by coal mining are backfilled using topsoil excavated during the mining process, and are then rehabilitated back to a level suitable for final land use. It is also important to conduct appropriate management of wastewater quality to prevent water pollution caused by chemical residues. In addition, appropriate management for waterways is taken. Regarding underground mining areas, detailed geological surveys are undertaken at the time of decommissioning, and measures are undertaken to prevent land subsidence and manage mine affected water.

After decommissioning, coal-washing equipment, pipelines, conveyor belts, and other surface equipment are completely removed, and ground-leveling operations are undertaken.

After backfilling and levelling are completed, planting begins. Following restoration, long-term monitoring is undertaken on land stability and plant growth.



Depression from Mine Development



Completed Rehabilitation

Respect and Consideration for Human Rights

Targets and Action Plan

Risks					Opportunities			
● Business delay or business continuity risk resulting from the occurrence of a human rights problem in business activities that expands (geographically). ● Decline in credibility that may result from defects in the social infrastructure services we provide.					● Stabilization of business or securing of excellent human resources resulting from harmonious coexistence with local communities. ● Establishment of safe, stable supply system for product enabled by the consideration of human rights and improvement of work environment in the supply chain.			
Materiality	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Textile Company								
● Respect and Consider Human Rights ● Ensure Stable Procurement and Supply		Value Chain	Establishing a value chain reflecting consideration for human rights and the environment	Textile products in general	We will promote dealings with companies which respect human rights and which engage in environmental management throughout their entire value chains.	Strive to understand at an early stage the human rights, social and environmental risks in supply chains by continually conducting surveys on major suppliers.	Conduct on-site visit surveys and questionnaires at more than 50 major suppliers a year on an ongoing basis.	In FY2025, sustainability surveys were conducted for 77 suppliers in China and the Asian region. As a result, no significant issues were identified. Appropriate feedback is provided on survey responses from suppliers to promote a sustainable supply chain.
Machinery Company								
Respect and Consider Human Rights		Supply Chain	Establishing a supply chain reflecting consideration for human rights and the environment	Overall electric power and plant projects	We will contribute to improving the quality of life of all stakeholders in the supply chain and business investment destinations.	Set rules on due diligence related to social and business environmental safety for suppliers and business investment destinations based on the distinctive characteristics of each business, implement due diligence, and strengthen monitoring continuously.	Implementation rate of due diligence regarding social and environmental safety for suppliers and business investment destinations in new development projects.	We continue operations to check the core subjects outlined in the social responsibility guidelines by employing a company-wide ESG checklist across all new development investment projects. Prior to investment execution, we conduct Due Diligence on each development project, assessing its social and environmental integrity based on project-specific characteristics.
Metals & Minerals Company								
● Respect and Consider Human Rights ● Ensure Stable Procurement and Supply	 	● Mining ● Electric Power/ Mining/Oil and Gas Fields	Sustainable mine development that pays continuous careful attention to the risks in occupational safety and health and environmental risks, and that contributes to local communities' well-being	Mining business	● We will promote sustainable development of natural resources by fully committing to EHS (environment, health, occupational safety) and harmonious coexistence with local communities in areas which our mines operate. ● We will improve local infrastructure such as medical care and education.	● Ensure the thorough application of the EHS guidelines and employee education. ● Contribute to local communities through activities for improving medical care, education and infrastructure.	● Implementation of annual internal seminars to ensure our employees are fully aware of the EHS guidelines. ● EHS seminar attendance rate: 100%. ● Rate of checks implemented on EHS compliance in existing and operating projects to be possessed in long term and new mining business: 100%. ● Donations to medical care and education, and building infrastructure in local communities. ● Carry out CSR activities in all existing and operating projects to be possessed in long term (100%).	● We held internal EHS (environment, health and occupational safety) guidelines training courses for supervisors and staffs engaged in mining projects. The attendance rate of the training was achieved 100%. ● We checked the proper compliance to the EHS guidelines for nine existing projects and one another resource-related project. ● We carried out social activities at the communities where our projects are located.
Food Company								
● Respect and Consider Human Rights ● Ensure Stable Procurement and Supply	 	Supply Chain	Establishing a supply chain reflecting consideration for human rights and the environment	Provisions field	We will develop a procurement structure compliant with third-party body certification and supplier-specific codes of conduct.	● We will promote procurement compliant with supplier-specific codes of conduct in coffee bean and cacao bean producing countries. ● We will strengthen the handling of oil certified by the RSPO - a third-party certification organization for palm oil. ● We will support the establishment of a promotion and distribution system in Japan for MSPO/ISPO in cooperation with domestic industrial associations. The aim of this is to encourage the use of certified oil systems in producing countries.	● Coffee beans: Promotion of procurement of products compliant with supplier-specific codes of conduct or certified products based on our procurement policy. ● Cacao beans: Promotion of procurement of products compliant with supplier-specific codes of conduct (sustainable products) based on our procurement policy. ● Palm oil: Procurement of palm oil based on our procurement policy. Promotion of the disclosure of the set KPI indicators and supplier information. Targets for 2030 ● Coffee beans: Aim for a 50% switch to sustainable coffee beans. ● Cacao beans: Aim for a 100% switch to sustainable coffee beans. ● Aim for a 100% switch to sustainable palm oil.	Result in FY2025 ● Coffee Beans (certified products): procurement ratio 34% ● Cacao beans (traceable products): procurement ratio 55% ● RSPO Certified Palm Products/Oleo chemicals: Palm Oils 38% ● Oleo Chemical Products 63% Support Achievements to Each Producing Country (Qualitative) ● Coffee Beans To contribute more directly to Ethiopia's coffee industry, we partnered with related company to donate coffee seedlings.
● Respect and Consider Human Rights ● Ensure Stable Procurement and Supply	  	● Forest ● Stable Supply of Resources	Establishing a supply chain reflecting consideration for human rights and the environment	Fresh food field	We will contribute to increased employment and an improved living environment by fostering local industries.	We will diversify producing areas to disperse weather risks in our Dole business. In addition, we will develop new producing areas to expand employment and improve the living environment through the growth of local industries.	● Cultivate pineapples in Sierra Leone to develop a producing area followed by the development program in the Philippines. ● Start the commercial production and export of pineapple processed foods in Sierra Leone.	● Employment: 2,742 people as of March 2026 (2,625 full-time employees, 117 part-time and contract employees) ● Pineapple production: Approximately 10,000 t in FY2025 ● Providing medical treatment for local persons. Through a non-profit organization, with whom the partnership agreement is signed for medical collaboration, we provide maternal healthcare services to employees, their families, and local residents. (In FY2025, 356 children were born in our clinic)

Respect and Consideration for Human Rights

Structures and Systems

ITOCBU promotes the formulation and implementation of action plans with respect and consideration for human rights serving as one of our key issues. Under the sustainability promotion structure, the person responsible for this issue is the Sustainability Officer while the Sustainability Management Division serves as the secretariat to constantly prevent negative impact on human rights in collaboration with the persons responsible for ESG in each division. The secretariat establishes this system and performs a review every year together with the ESG officers in each division. This content is deliberated on and reported to the Sustainability Committee. Important matters are also discussed and reported to the Board of Directors.

■ Structure for Promoting Human Rights: Sustainability Promotion Structure Chart (P16)

Human Rights Due Diligence

The ITOCHU Group is fulfilling our responsibility to respect human rights based on The ITOCHU Group Human Rights Policy established in April 2019. Specifically, we continuously identify and assesses the negative impact from the corporate activities of the ITOCHU Group on human rights that may affect society. We then work to prevent and mitigate such impact by taking the appropriate steps. Therefore, following the procedures detailed in the UN Guiding Principles on Business and Human Rights, we establish a human rights due diligence mechanism to assess a wide range of human rights issues, including five core labor standards (Freedom of Association and Collective Bargaining, Forced Labor, Child Labor, Discrimination, Occupational Safety and Health) set out in “The ILO Declaration on Fundamental Principles and Rights at Work.” In addition, we disclose information on the progress and results of our action.

Impact and Assessment on Human Rights

Targeting business areas in our company, we identified salient human rights issues on which we should focus our efforts to prevent any negative impact by referring to international guidelines and indicators, such as SA 8000, with the cooperation of the external professional organization, and conducted several risk mapping.

■ Human Rights Due Diligence Procedure



■ Identified Issues

Child Labor, Forced Labor, Health and Safety, Freedom of Association and Right to Collective Bargaining, Discrimination, Disciplinary Practices, Working Hours, Remuneration

■ Implementation Process:

- Country Risk Mapping: Assessment on identified issues in the countries of the Suppliers’ location
- Business Area Risk Mapping: Study on human rights items to consider, including identified issues

Issues	Textile	Machinery	Metals & Minerals	Energy & Chemicals	Food	General Products & Realty	ICT & Financial Business	The 8th
Child Labor								
Forced Labor								
Health and Safety								
Freedom of Association and Right to Collective Bargaining								
Discrimination								
Disciplinary Practices								
Working Hours								
Remuneration								
Migrant Workers								
Human Trafficking								
Indigenous Human Rights								
Impact on Local Communities and Residents								
Land Acquisition and Resettlement								

- Merchandise Risk Mapping: Survey of merchandise risk levels by country

The following merchandise should be handled with particular consideration.

Selected Merchandise: cotton, clothing, palm oil, coffee, tuna, natural rubber, wood products

In our company, we continuously take into account country, business area and merchandise risk, and promote responsible procurement in consideration of human rights.

Respect and Consideration for Human Rights

Implementation Status

We have started conducting human rights due diligence for each business sector based on the impact on and assessment of human rights as described above, starting with the Food Company in FY2020. We have confirmed that there were no significant negative impacts in the business fields in which we have carried out assessments in the past. In the next few years, we plan to implement human rights due diligence sequentially in all business sectors.

- Progress of Human Rights Due Diligence FY2025
 (https://www.itochu.co.jp/en/csr/pdf/due_diligence_en_2025.pdf)
- Progress of Human Rights Due Diligence FY2024
 (https://www.itochu.co.jp/en/csr/pdf/due_diligence_en_2024.pdf)
- Progress of Human Rights Due Diligence FY2023
 (https://www.itochu.co.jp/en/csr/pdf/due_diligence_en_2023.pdf)
- Progress of Human Rights Due Diligence FY2022
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- Progress of Human Rights Due Diligence FY2021
 (https://www.itochu.co.jp/en/csr/pdf/human_rights_due_diligence_en_2021.pdf)
- Progress of Human Rights Due Diligence FY2020
 (https://www.itochu.co.jp/en/csr/pdf/human_rights_due_diligence_en_2020.pdf)

At the same time, in order to mitigate human rights and labor risks in the supply chain, we continuously conduct supply chain sustainability surveys to major business partners in all business areas every year.

◦ Refer to: Sustainability Survey Initiative (P193)

New Business Investment Projects

For more details, please refer to “ESG Risk Assessment for New Business Investment Projects (P197)”.

Existing Business

When entering into business with new suppliers, ITOCHU informs all applicable suppliers in advance of the Sustainability Action Guidelines for Supply Chains. If a matter in violation of the purpose of this policy is confirmed, we seek corrective measures from that supplier. At the same time, if it is judged that correction is difficult even though we have made continuous requests for correction, we deal with this under a stance of reviewing our business with that supplier.

We also perform due diligence with the seven core subjects of ISO26000 serving as the mandatory survey items (including modern slavery and human trafficking) when making new investments with major suppliers. We conduct additional due diligence with external specialist organizations for investment projects requiring a professional point of view.

Supply Chain Management

For more details, please refer to Sustainability in the Value Chain (P193) and Response to Suppliers in Violation of this Policy (P196).

Risk Assessments

We conduct risk assessment on human rights including modern slavery and human trafficking. We do this through group company fact-finding surveys in which we visit sites together with external experts as appropriate. This is in addition to our supplier surveys in due diligence. We have also established policies and responses for procurement by product in regards to products with a significant impact on society and the global environment. This is an attempt to reduce the risks in our supply chain.

◦ Refer to: Human Rights Audits in the Poultry Industry in Thailand (P195)

Grievance Mechanism

The ITOCHU Group has multiple points of contact for receiving concerns and complaints from stakeholders. If we are found to be involved in a negative impact on human rights, we take appropriate measures to remedy the situation.

Consultation Desk for Supply Chains

ITOCHU is a regular member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), which provides the Engagement and Remedy Platform in accordance with the United Nations Guiding Principles on Business and Human Rights. This platform allows any stakeholder in the supply chain to report violations or suspected violations of international and national codes of conduct. By accepting grievances through third-party channels, we strive to ensure fairness and transparency, promote dialogue and redress more than ever, and remedy identified affected parties. When receiving reports, we ensure the anonymity of the person making the report and the confidentiality of the report.

◦ JaCER Grievance Platform (<https://jacer-bhr.org/en/application/index.html>)

Periodic updates of information in response to the report through JaCER, including the nature of the report and its status, will be disclosed on the website of JaCER while ensuring the anonymity of whistleblowers.

Respect and Consideration for Human Rights

Consultation Desk for Employees

We have established an employee consultation desk called 7830 (Nayami Zero) to respond to worries and consultations from each individual employee. We have also posted the HR Help Guide Book on the Intranet and have widely informed employees about the consultation desk. This means we have established a structure in which it is possible for employees to consult with us.



HR Help Guide Book on the Intranet

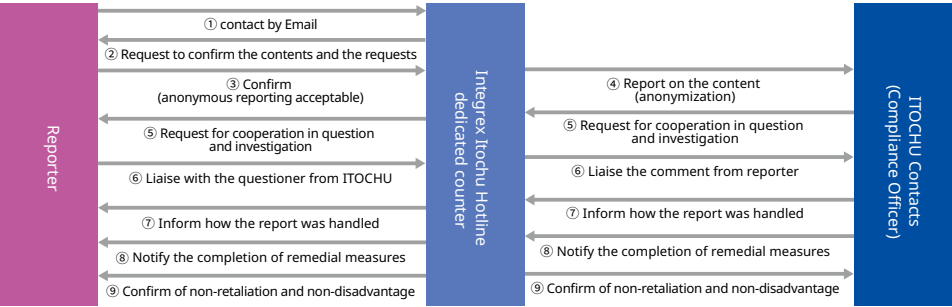
Career Counseling Center

ITOCHU established Career Counseling Center ahead of other companies. This center accepts workplace culture, human relations, treatment and harassment related consultations in addition to consultations on individuals' careers by telephone, fax and e-mail. Full-time career counselors with national qualifications as career consultants deal with these consultations.

Hotline

In addition to a direct hotline to those responsible for compliance in each division, we have also established multiple whistleblowing contacts both in Japan and overseas (including external whistleblowing contacts that utilize specialized company and external lawyers). We accept reports from employees who have an employment relationship with ITOCHU, those who have been dispatched to ITOCHU under a worker dispatch contract from a company that has entered into that contract with ITOCHU (temporary employees), and employees of group companies. It prohibits the unfavorable treatment (e.g., retaliation) of whistleblowers and allows whistleblowers to provide information anonymously.

■ Flow When Received a Report by the Japanese External Report Reception Desk (Integrex Inc.)

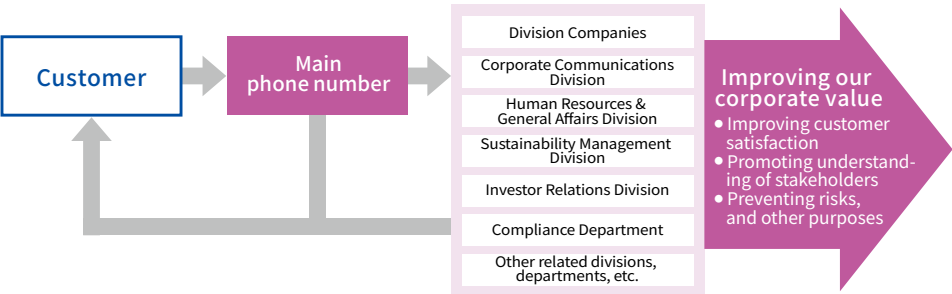


ITOCHU Corporation applied for recognition under the Whistleblowing Compliance Management System (Phase 1: self-declaration of conformity), which was newly introduced by the Consumer Affairs Agency of Japan. Our conformity with certification standards was confirmed and our registration was accepted as of April 10, 2019 (first to be registered in this system in Japan).

Consultation Desk for the General Public (including Stakeholders)

ITOCHU Corporation has established a system to accept opinions, proposals, and grievances and to accept inquiries from the general public and all our stakeholders, as described below.

At ITOCHU Corporation, we make use of opinions and suggestions from customers to improve customer satisfaction, facilitate stakeholder understanding, prevent risks, and other purposes, thereby helping to improve our corporate value.



＊ Refer to: Inquiries (https://www.itochu.co.jp/en/csr/editing_policy/index.html#h2_07)

Respect and Consideration for Human Rights

Initiatives

Implementation of Fair Recruitment

Human resources are the greatest management resources for ITOCHU – a company deploying a variety of businesses globally. ITOCHU conducts activities to recruit those newly graduating from universities and graduate schools every year.

◦ Relevant data: Number of Hires by Gender and Adoption Rate for Mid-Career (P215)

We also offer internships (work experience workshop) every year separate to our recruitment activities. The aim of these internships is to provide support to university and graduate school students in forming their careers. We provide opportunities to deepen knowledge about the business of trading companies and about working in a trading company.

ITOCHU recruits employees chiefly on the basis of their personal character. We recruit employees fairly and impartially without concern for their race, gender (including sexual minorities such as LGBTQs), religion, nationality, age or otherwise. We have provided human rights education with lecturers from the Tokyo Metropolitan Human Rights Promotion Center and have also reflected that content in our interviewer education. We have also established a watchdog system in which employees are selected and notified to serve as watchdogs to establish a fair recruitment screening system.

Training Programs

We raise awareness about the relationship between our corporate activities and human rights in our various internal training programs. We develop the mind to respect human rights that should be possessed as an ITOCHU person in our new employee training. For example, we hold training to acquire consideration for race, gender (including sexual minorities such as LGBTQs), religion, nationality and age from the basic concept of human rights and points of concern. We raise the problem of sexual harassment (including discriminatory behavior and harassment toward sexual orientation and gender identity) and abuse of authority in internal training aimed at organizational heads. We provide education and instruction for measures when harassment has actually occurred and when we have received reports of such. We strive to create an environment that does not allow harassment on a daily basis. Through these initiatives, we are aiming for a thorough understanding toward human rights. We are also striving to raise awareness in various regions by looking at consideration for human rights in our supply chain in pre-overseas assignment training. There were 1,416 participants in our human rights training in FY2025.

◦ Relevant data: FY2025 Human Rights Training Record (P217)

In addition to the above training, we provide opportunities for officers and employees of ITOCHU all over the world to learn about business and human rights with online general sustainability education.

◦ Refer to: Sustainability Awareness Activities at ITOCHU (P19)

Sustainability Seminars

We have continued to hold internal seminars since FY2007 on human rights issues. The aim of this is to adopt insight and opinions from those outside the company. We made business and human rights (in the supply chain) a theme in FY2018. We then looked at the fact consideration for human rights is becoming even more important as a trend in society surrounding sustainability in FY2019 and FY2020.

We are continuing to conduct awareness activities for business and human rights. The purpose of these is to learn about the latest trends concerning corporate activities and human rights problems and to make use of that in our business as a general trading company which deploys various businesses across the world and which plays an important role in the supply chain.

◦ Refer to: Seminar Details (P19)

Various Publications

We are endeavoring to raise awareness of human rights. The aim of this is to ensure that human rights violations do not occur in the workplace. We are doing this through various publications that we distribute to all our employees and publish on the Intranet.

- We convey our basic concept on respect for human rights through The ITOCHU Group Code of Ethical Conduct and The ITOCHU Group Human Rights Policy to all our employees.
- We call on our employees not to induce human rights violations in business in our compliance handbook. We do this by establishing pages on respect for human rights and harassment with concrete examples.
- We have described checkpoints in a handbook on communication with our suppliers. This is so that those in charge of surveys can understand the actual state of the management of human rights and labor practices in suppliers even more clearly and so that they can then offer advice on making improvements. This ensures that the supply chain sustainability survey mechanism functions. At the same time, we utilize this in keeping those in our company informed.

Respect and Consideration for Human Rights

Countermeasures against Harassment

ITOCHU is raising awareness on the importance of making systems well-known and engaging in communication through organizational head training. We are doing this so that pregnant employees and employees persevering with their work while being engaged in childcare and nursing care can also contribute to their workplaces with a sense of their work being worthwhile. This is without employees in the workplace being subjected to abuse of authority or sexual harassment (including disadvantaging and harassing employees who are applicable to sexual minorities). Superiors encourage employees with restrictions due to balancing their work with childcare or nursing care to make use of the related systems appropriately. In addition to this, we are also ensuring employees are fully informed about the importance of reviewing work content, work division and work styles over the entire workplace. Furthermore, we have thoroughly established a workplace environment which does not allow discriminatory remarks relating to sexual orientation or gender identification and remarks made under unconscious assumptions of gender segregation. We have also established a consultation desk where employees can safely seek advice regarding harassment from both internal and external parties, including business partners and clients.

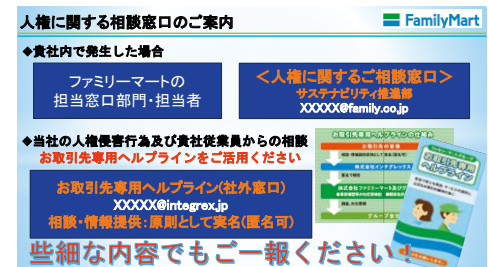
The following are clearly defined as prohibited acts in human rights violations under the work regulations: discrimination relating to work by race, gender, religion, creed, nationality, body, illness, age or any other irrational reason; sexual harassment (including discriminatory behavior and harassment relating to sexual orientation and gender identity); and workplace bullying. The regulations stipulate disciplinary action to be taken against such behavior. In FY2023, we conducted Harassment Prevention Training targeting all manager level employees including those seconded from the company and assigned overseas (approx. 1,800 individuals). During the training, there were lectures from experts on the causes and mechanism behind harassment and shared lessons learned from cases studies. We are striving for the elimination of any kind of harassment from all workplaces.

Furthermore, FamilyMart Co., Ltd., a Group company, formulated its Basic Policy on Customer Harassment in 2024 to maintain an environment in which store staff can work with peace of mind. The policy identifies the conduct it covers, including verbal abuse, threats, excessive demands, and requests for apologies without reasonable grounds, and sets out the company's commitment to taking a firm stance against malicious incidents. To raise awareness among both frontline staff and the general public, FamilyMart has disclosed the policy on its official website and is seeking customer understanding and cooperation by, for example, displaying posters in stores. The company has also developed and distributed a response manual to stores nationwide, which sets out initial response procedures and reporting channels based on specific case examples, and is implementing a support system to ensure that frontline staff do not feel isolated when responding to such incidents. By formalizing and disclosing this policy, FamilyMart is working to build a foundation for sustainable and safe store operations and to create a retail business that respects human rights.

Human Rights Training for Ready-made Meal Manufacturers

FamilyMart, a group company, holds a regular (approximately once a year) Information-sharing Meeting on Human Rights Issues in the Supply Chain for managers involved in the hiring of ready-made meal manufacturers who supply products to FamilyMart stores and the formulation and implementation of labor-related policies. The aim of these meetings is to promote understanding of and prevent human rights risks.

The ITOCHU Group will continue to work to reduce human rights risks across our entire value chain.



Trainings at FamilyMart include information on consultation desks for human rights

Pineapple Production Business Promoting Local Employment, Supporting Living Infrastructure, and Improving Productivity

For more details, please refer to Community Contribution in Social Contribution Activities. (P213)

Cooperation with Stakeholders

Participation in Workshops on Human Rights Issues

- Business and Human Rights Academy (UNDP)
- Dialogue and Remedy Workshop (JaCER)
- Human Rights Education Subcommittee (GCNJ)

*In line with the revised company selection criteria for the Corporate Human Rights Benchmark (CHRB) undertaken by the World Benchmarking Alliance (WBA), we are not currently included in the CHRB assessment.

Responsibilities to Customers

Policy and Basic Concept

ITOCHU Corporation, which engages in multifaceted corporate activities in a wide range of fields in various regions around the world, believes that meeting the expectations of society through our business activities will maintain sustainability and lead to further growth.

We have limited direct access to consumers in much of our business due to our characteristics as a trading company. Nevertheless, we recognize the importance of quality and safety management. We fulfill our responsibilities to customers by promoting initiatives to ensure this concept penetrates into the value chain.

Product Safety

ITOCHU Corporation complies with our obligations as stipulated in safety related laws and ordinances for the products we handle. We are striving to ensure safety by formulating product safety manuals for each company based on our policy of providing even safer products with greater peace of mind to our customers. We will continue to work on providing safe products with peace of mind in the future. We will do this while promoting internal education, setting up departments responsible for product safety, establishing information transmission routes and reviewing our response in the event a product accident does occur. For related initiatives, please refer to Sustainable Procurement: Policies and Initiatives by Product Type. (P198)

Responsible Marketing

We engage in responsible advertising and marketing that fully takes into account our social responsibility. We do this under our Corporate Mission *Sampo-yoshi*, (Japanese for “good for all three sides”: good for the seller, good for the buyer, and good for society), the ITOCHU Group Corporate Guideline of Conduct, “I am One with Infinite Missions,” and our Code of Ethical Conduct. We accept expectations and requests from society through two-way dialogue with stakeholders. We then put them into practice.

Advertising

We have unified the visual image of ITOCHU to improve and ensure the penetration of our brand image to customers. Internal regulations have been developed to advertise and perform publicity with the appropriate expressions, content and media. We also give due consideration to slander, discriminatory expressions, exaggerations and false representations, religious and political beliefs, the environment, third party privacy, personal information and intellectual property rights. This is done in accordance with our sustainability policy. We promote appropriate advertising and publicity initiatives by sharing knowledge on advertising and publicity activities through regular meeting for the group companies.

Marketing

We are thoroughly committed to creating content and expressions that do not cause misunderstanding and which do not infringe upon the rights, credibility and honor of others. This is done under relevant laws and ordinances, our internal regulations, various internal training programs and our company-wide compliance structure. We carry out responsible marketing activities by emphasizing dialogue with the various stakeholders around us in the diverse business activities we deploy on a global scale.

Individual Policy

Safety of Food Products

The Food Company is engaging in food safety management based on the following mission and activity guidelines.

Philosophy
FOR THE NEXT GENERATION

- Mission
1. To contribute to the sound development of society while gaining strong trust from consumers
 2. To provide health and happiness to people by realizing rich food lifestyles through the stable supply of safe food
 3. To contribute to the interests of consumers, business partners, shareholders and employees through fair corporate activities

Food Safety Policies

The following serve as the concrete action guidelines to achieve our basic philosophy and mission. We comply with laws, ordinances, the ITOCHU Group corporate mission and code of ethical conduct. We then thoroughly inform all relevant employees in the Food Company about these. Upon doing that, we engage in food safety management and fair business which form the basis of trust from consumers.

The Food Safety and Compliance Management Section gives instructions and guidance on the above in the Food Company Group.

Responsibilities to Customers

Responsible Food Business: Commitments and Policies

The ITOCHU Group aims to support people's lives by providing various products and services. In doing so, we aim to ensure the best quality in our offerings by comprehensively managing the entire supply chain of our products and services, from the procurement of raw materials to the retailing of finished products. We develop a value chain that caters to consumer needs, is ensured to add top-quality value, and seamlessly connects various processes, from the development of food resources, the supply of raw resources, production and processing, midstream distribution, and retail. Our Food Company synergizes these business aspects throughout the Japanese, Chinese, and greater Asian markets. At the same time, by continuously improving and refining our management and controls around food safety, we aim to become a leading company in the global food industry.

ITOCHU Group takes a market-oriented approach, incorporating the needs and expectations of the market and consumers as an integral part of our business model. Our food retail business, which includes FamilyMart, is no exception. We first and foremost consider the needs of our customers, and based on these insights, we build a value chain that adds value, spanning from the development and manufacturing of products, to the procurement and production of raw materials.

As for our food business, we identify the issues noted in the table below as material topics that especially require our careful management to provide safe and reliable food products. It is subsequently our policy to commit to addressing each of these issues.

Material Issue	Description	Management Approach
Reducing Negative Product Impact of Food Products on Customers	Ensuring the safety of imported food products, processed foods, and fresh food produces (E.G.,Coping with biological, chemical and physical hazards)	- Self-management system for food safety - Assessments for supplier's management systems in place to ensure food safety (factory inspections and audits)
Responsible Advertising, Marketing, and Promotion of Food Products	Provision of information regarding food allergies and additives.	- Management rules for food labels - Improvement initiatives regarding inspection skills of label contents
Responsible Advertising, Marketing, and Promotion of Alcoholic Beverages	Provision of information regarding the prevention of drinking among persons under 20 years of age and pregnant women	Internal education programs on the liquor tax law
Access to Better Nutrition	Providing nutritiously balanced solutions to the elderly	Cooperation with regional hospitals and nutritionist organizations

Improving Access to Better Nutrition

As part of its commitment to realize a high-value-adding business, one of our major concerns in the food business area is access to nutrition.

In developed countries, an aging society is a pervasive issue. Elderly populations with unbalanced nutrition or lack of nutrition are increasing, straining medical budgets as well as caregivers. Furthermore, for conditions such as acute forms of diabetes and liver disease that require home care, there is a widespread need to secure nutrition balances that are healthy, nutritious, and prevent obesity.

FamilyMart, a group company, has implemented unique initiatives to respond to the rise in health consciousness. Under its private brand Famimaru, FamilyMart offers a lineup of health-conscious products. Through clear icons such as protein, and dietary fiber on relevant products, FamilyMart has received favorable feedback from consumers who seek to balance delicious food and good health.

Furthermore, we recognize that in developing countries, hunger and malnutrition are socially important issues caused by various elements including poverty. At ITOCHU Group, in order to take action in solving these issues we have implemented various initiatives. For example, we provide financial support to the World Food Programme (WFP) and working with Table for Two (TFT), which aims to alleviate the dietary inequality between developed and developing nations. In this way, we aim to provide high quality, nutritious food solutions to the children of developing countries.

Throughout the initiatives introduced above, we provide products and services and engage in community investment activities to support the nutrition and health of people in and out of Japan. We will commit to continuing these initiatives to enhance self-care, reduce medical expenditure, and provide healthy food options to children living in poverty, to contribute to solving issues of access to better nutrition among underprivileged groups.

Safety of Pharmaceuticals and Responsible Marketing

Pharmaceutical Quality and Safety

We contribute to the fulfillment of medical needs by delivering a stable supply of pharmaceutical raw materials and products at the level of quality required of pharmaceuticals. Additionally, we will satisfy latent medical needs by working on clinical development in new drug development to enable treatment of heretofore difficult-to-treat diseases. Our main market is Asia, including Japan, but we will also work on procurement and sales in Europe and the United States. We ensure safety in product supply and clinical development in accordance with Pharmaceuticals and Medical Devices Act.

Pharmaceutical Ads and Labels

Final pharmaceutical products are sold only to licensed companies. We do not engage in advertising. We are taking necessary measures to ensure appropriate product labeling throughout the manufacturing and deployment process in legal compliance with the Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices.

Responsibilities to Customers

Targets and Action Plan

Risks						Opportunities		
Decline in credibility that would result from the occurrence of consumers and service users' safety or health issues.						Increase in demand for food safety, security and health improvement.		

Materiality	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators (Non-Consolidated)	Degree of Progress
Food Company								
Contribute to Healthier and More Affluent Lifestyles		Food Safety	Supplying safe, secure food	Overall food-related businesses	We will select and concentrate on suppliers to stably procure safe, secure food.	We will aim to strengthen the food safety management structures in our suppliers. We will do this by persons with certifications/ qualifications related to the Food Safety Management System (FSMS) taking the central role in enhancing supplier audits and making requests for improvements.	Stably supply safe and secure food by enhancing the audits and guidance for suppliers mainly by the persons with certifications/qualifications related to the Food Safety Management System (FSMS).	We conducted inspections to 391 factories. We strengthened audits and guidance for suppliers by certified experts and in-house qualified personnel in food safety management systems, enabling us to procure and supply safe and reliable food products on a stable basis.
Energy & Chemicals Company								
Contribute to Healthier and More Affluent Lifestyles		Medical Health	Promoting good health among people	Pharmaceutical products	We will contribute to improve people's health and working environment through accelerating the development of pharmaceuticals and other products in fields with significant needs including cancer-related fields.	Actively promoting to support the development and marketing of new pharmaceutical and generics.	Aim to accelerate the deployment of pharmaceuticals on the market, obtain early approvals for new pharmaceutical, generics and other products of which we are engaged in supporting the development and place them on the market.	- As a result of ITOCHU CHEMICAL FRONTIER Corporation's efforts to maintain a stable supply of pharmaceutical raw materials to domestic and overseas drug manufacturers and to support the launch of new generic products, in FY2025 we launched generic diabetes medicine and Leukemia medications. - We have continued to sell a pain reliever in North America through ITOCHU CHEMICAL FRONTIER Corporation.
ICT & Financial Business Company								
Contribute to Healthier and More Affluent Lifestyles		Medical Health	Promoting good health among the people	- Support pharmaceutical development projects - Preventative healthcare-related business - Medical healthcare IT business - Sales of Cutting-Edge medical devices and provision of medical services	- We will provide value-added services for pharmaceuticals and medical sites, and will contribute to the improvement of people's quality of life (QOL) by utilizing cutting-edge ICT tools. - We aim to improve quality of life by providing cutting-edge medical devices and advanced medical services in the field of medical care, where technologies are innovated rapidly.	- We will optimize healthcare utilizing medical data. - Promote sales of advanced medical devices.	- Realization of new services and business development relating to medical data. - Increased penetration of medical devices that enhance quality of life, such as scalp cooling therapy systems.	Introduction of a scalp cooling therapy system for cancer patients that is effective in reducing hair loss caused by anticancer drug treatment. Implementation Results for FY2025: 20 facilities (a cumulative total of 123 facilities) 2,100 people (a cumulative total of 6,200 participants)

Responsibilities to Customers

Structures and Systems

Food Safety Management

In the food business, there are various risks, including violations of food labeling standards, pesticide residue levels exceeding regulatory limits, and the distribution of foods using additives that have not undergone safety review. In addition, consumer interest in food safety and security is increasing further against the backdrop of diversifying dietary habits, the globalization of food distribution, and growing health consciousness. To address these issues, the Food Company has established a food safety management framework centered on the Food Safety and Compliance Management Office. The main roles of this office are as follows.

- 1. Advise to Company and their respective domestic and overseas subsidiaries in their initiatives to design a food safety self-management system.
- 2. Management of the labeling and safety-related issues of our food products.
- 3. Provision of education and training to employees regarding food safety.
- 4. Provision of training to members of our food safety management team in China.
- 5. Food safety audits and subsequent corrective guidance for subsidiaries and supplier factories.

Supplier Management Audits for our Food Business

Due Diligence for New Suppliers

When the Food Company conducts business with a new business partner, the Company is required to assess the potential supplier's management level of the manufacturing process, and whether it has received certification recognized by GFSI (Global Food Safety Initiative). In doing so, we use an internal assessment criteria that is designed to evaluate practices around food safety management.

Securing the Safety of Food through Regular Audits of Overseas Suppliers

ITOCHU Corporation established the Food Safety Management Office (now: Food Safety and Compliance Management Section) in the Food Company in FY2002. We are taking wide-ranging measures to ensure safety in the food business. As part of this, we have been conducting regular visits and audits of the food processing factories of overseas suppliers for imported processed food since FY2011.

The sales department is responsible for appointing an employee, local staff, or group subsidiary employee to perform site visits and audit the safety management system at least once a year. The frequency and timing as well as the specific sites subject to audits are agreed upon with the local factory, with consideration given to specific circumstances as the supplier's local laws, management capability, product, and hygiene-related risks associated to the manufacturing process.

Auditors are required to reference a Plant Audit Check Sheet that we have originally devised, which incorporates elements of well-known international food safety standards such as Codex HACCP, ISO 22000, and FSSC 22000. Any points of improvement identified through the checklist are appropriately addressed, and necessary corrective measures are ensured to be communicated. In addition to the above, we set up a new China Food Safety Management Team in Beijing in January 2015. The aim of this

is to strengthen the safety management of imported food. We have been dispatching a member of our Japanese staff with a wealth of practical experience in factory audits (IRCA* ISO 22000 auditor qualification holder) as a trainer. Through this, we have been building a management structure at a comparable level to that required in Japan. In addition to regular audits by Chinese supervisors, we are increasing opportunities for mutual confirmation through follow-up audits to ensure continuous improvement.



Food Audit

*International Register of Certificated Auditors

For overseas suppliers, our factory audit procedure and results are as follows:

Factory Audit Procedure

Process	Description
Target and Frequency Settings	The responsible sales department and the Food Safety and Compliance Management Section determines the frequency of audits for each relatively high risk factory identified as a manufacturing plant for processed food, in accordance with laws and regulations of the relevant country. The decision of the audit frequency considers specific circumstances such as the supplier's local laws, management capability, product, and hygiene-related risks associated to the manufacturing process.
Conducting the Factory Audits	The sales department is responsible for appointing an employee, local staff, or group subsidiary employee to perform site visits and audit the safety management system periodically based on the frequency setting – relatively high risk plants are currently subject to these site visits.
Issuing a Findings Report and Requesting Corrective Measures (as Per Necessary)	The final report must be created in line with the GFSI/Global Market Program factory audit framework (GMP + HACCP + management system + food defense).

Regular Audits to Ensure Food Safety

	FY2023	FY2024	FY2025
Regular Audits (Number of Factories)	339	369	391

Responsibilities to Customers

Subsidiaries that have ISO22000 or FSSC22000 Certifications

Furthermore, we also ensure food-related safety among our direct subsidiaries by implementing a management system that aligns to well-known international frameworks on food safety, such as Codex HACCP, ISO22000, and FSSC22000.

- ITOCHU FEED MILLS CO., LTD.
 - FUJI OIL Co, Ltd.
 - PT. ANEKA TUNA INDONESIA
- WELLNEO SUGAR Co., Ltd.
 - Prima Meat Packers, Ltd.
 - PT. ANEKA COFFEE INDUSTRY
- JAPAN NUTRITION Co., Ltd.
 - DOLE ASIA HOLDINGS PTE. LTD.

Staff Education and Training to Ensure Compliance to Responsible Advertising, Marketing, and Promotion Standards and Food Safety Standards

We provide e-learning as an education and training program to ensure responsible advertising, marketing, and promotion of food products, and compliance to food safety standards. We are looking to raise awareness and improve knowledge about responsible marketing, food safety, and compliance with relevant laws and regulations among employees. Furthermore, given the expansion of our food business and the subsequent increase in our auditing scope, we are also invested in training personnel capable of site audits.

Main Content	• Food safety and responsible advertising, marketing, and promotion • Compliance • Internal regulations and manuals • ESG
Target Persons	All employees in the Food Company (including part-time workers, temporary workers, employees seconded from the company and employees seconded to the company)

Attendance Record

	FY2023	FY2024	FY2025
Number of Trainees	761	759	663
Attendance Rate	100%	100%	100%

We will continue to provide this education and training with the aim of ensuring that knowledge becomes reliably entrenched.

Participation in Food Safety-Related Initiatives and Organizations

At ITOCHU Group, we aim to maintain and enhance our quality management to ensure that we supply safe and reliable processed foods. In doing so, we make sure to cooperate with external parties and are members to industry groups in order to engage in knowledge sharing and collaboratively work toward enhanced solutions.

Association for the Safety of Imported Food, Japan (ASIF) (Japanese only) (<https://www.asif.or.jp/>)

A group of concerned companies involved with importing, manufacturing, distribution, and sales formed ASIF in November 1988, beginning to work towards solving imported food safety issues. These activities led to the ASIF receiving permission from the Ministry of Health, Labour and Welfare in September 1992 to become an incorporated association. ASIF received authorization to become a public interest corporation on April 1st, 2011. ASIF is involved in a wide variety of activities to support food vendors in fulfilling the social responsibility of “delivering safe and secure imported foods.”

In order to promote food safety, the ITOCHU Group collects information on the safety of processed food and perishable food regarding imported food product – (e.g. Coping with biological, chemical and physical hazards) – from the Association for the Safety of Imported Food of Japan. This information is reflected in our voluntary food safety management system as well as our supplier food safety management system (which includes factory inspections and audit).

Japan Food Hygiene Association (Japanese only) (<https://www.n-shokuei.jp/>)

This association was established on November 1st, 1948 as a collaborative initiative between private companies in the food sector and administrative organizations regarding the food hygiene law in order to enhance self-regulation in the market. The establishment of the organization shortly followed the enactment of the food hygiene law in 1947, which was created to prevent any accidents or issues regarding eating and drinking, as well as improve public hygiene in Japan.

Ever since its establishment, the association has continued its initiatives to cooperate with organizations throughout Japan, and contribute to the enhancement of food safety and hygiene among private companies. The association participates in a wide range of purpose-led initiatives for public interest, and provides training regarding the self-regulation of food safety management, provides assessments and verifications of certain food products, promotes food sales legal liability insurance, holds seminars and events, issues and promotes food hygiene related books and reports, provides informative guidance to consumers, participated in international cooperation regarding food hygiene, and promotion of relevant research.

Based on advice received from the Japan Food Hygiene Association, the ITOCHU Group is taking necessary measures to continuously improve its food safety management system by identifying ways to improve food hygiene and our self-management system.

Japan Food Additives Association (Japanese only) (<https://www.jafaa.or.jp/>)

The Japan Food Additives Association (Jafa) was established in October 1982 with the Nippon Food Additives Group Leagues serving as the parent body to disseminate correct knowledge about food additives. It then transitioned to being a general incorporated association in April 2014. The association is engaged in various activities under the guidance of the Ministry of Health, Labour and Welfare's Pharmaceutical Safety and Environmental Health Bureau. The aim of these activities is to seek a correct understanding from members about the manufacture, sale and use of food additives and from regular consumers about the safety and usefulness of food additives.

The ITOCHU Group collects information about food allergies and food additives through the Jafa. This information is useful in checking food labeling registration management rules and labels, improving the level of inspection management, and training personnel with qualifications in food labeling.

Responsibilities to Customers

Quality Management in our Pharmaceutical Business

Pharmaceutical undertakings require sector-specific expertise and is therefore primarily handled by designated group companies. We implement quality control to ensure quality in accordance with the Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices. This includes, for example, assessing and confirming the quality of imported materials at our lab before it is sold.

Assessing Management Capabilities at our Pharmaceuticals-related Suppliers and Contributing to Improved Quality of Life (QOL)

Regular Site Visits for Foreign Suppliers

Not only do we implement quality control at our lab but we also visit our overseas suppliers regularly and perform inspections to make sure that the manufacturing process conforms to the Pharmaceuticals and Medical Devices Act.

Contribution to Improving QOL in the Pharmaceutical Field

We contribute to controlling the rise of medical costs by providing a stable supply of raw materials for generic drugs. We will also invest in companies that develop regenerative medicines and new drugs to alleviate the side-effects of cancer and work to raise the level of future treatments and improve patient quality of life.

ISO 9001 Certification of the ITOCHU Group

The ITOCHU Group is engaged in a diverse range of businesses, and each business unit must respond to the needs of different markets and customers. This requires quality control standards and methods appropriate to each industry. Various group companies have established management systems for quality control appropriate for their industries and have acquired ISO 9001 certification as necessary.

Number of companies in ITOCHU Group that have acquired ISO 9001 certification	80 out of 604 companies (13.2% of the entire Group)
Major subsidiaries within ITOCHU Group that have acquired ISO 9001 certification	• ITOCHU INDUSTRIAL GAS Co., Ltd. • ITOCHU Techno-Solutions Corporation • ITOCHU LOGISTICS CORP. • DAIKEN CORPORATION • C.I. TAKIRON Corporation • Murfitts Industries Limited

Initiatives

Initiatives to Support Socially Vulnerable Groups

Handling Plant-based Milk (Oat Milk and Almond Milk)

ITOCHU Corporation is developing oat milk and almond milk among the plant-based milk products made from beans, nuts and other plant ingredients.

Plant-based milk is becoming popular as an alternative to cow's milk that can also be drunk by those with lactose intolerance who cannot digest lactose. Oat milk and almond milk are especially healthy as they have lower fat and calories than cow's milk. They contain lots of dietary fiber and go well with coffee. Therefore, demand is also growing for them in the United States and Europe. Furthermore, they can contribute to a reduction in the environmental burden in terms of CO2 emissions, land and water usage compared to cow's milk. They are sustainable ingredients characterized by the ability to store them at room temperature and their long best before dates. We are building a raw ingredient import and domestic manufacturing structure to widely deliver to consumers this nutritional, healthy and environmentally-friendly plant-based milk. We are also proposing development that includes product design.

FamilyMart

FamilyMart, a group company, engages in food retail that first and foremost values the local community's needs. FamilyMart highly values the contributions it can make to socially vulnerable groups, and implements measures in this area throughout its business in the following ways.

Preventing the Sale of Alcohol and Tobacco to Persons Under 20

FamilyMart sells alcoholic beverages and tobacco. As a responsible business operator and as a response based on the Safety Station Activities Charter (Initiative to Improve the Environment for Youths) of the Japan Franchise Association to which FamilyMart belongs, FamilyMart thoroughly prevents the sale of alcoholic beverages and tobacco to persons under 20 years of age. FamilyMart has created a Guidebook for Compliance with Laws and Regulations Concerning the Sale of Alcohol and Tobacco. Based on the concept that drinking alcohol under 20 years of age leads to the risk of developing acute alcohol addiction or alcohol dependence in the future, this guidebook summarizes the areas for compliance when advertising, publicizing and, selling alcohol and tobacco. Furthermore, FamilyMart provides the education and awareness campaigns to company and franchise store employees and shares warnings to customers, ensuring it does not sell alcohol and tobacco to persons under 20 years of age.

Responsibilities to Customers

1. Warning to Customers

FamilyMart shares warnings with customers about the sale of alcohol and tobacco, and displays products in the alcoholic beverages section so they can be recognized as such. In addition, FamilyMart posters and sales promotional materials explain that FamilyMart will not sell alcoholic beverages to those who cannot be confirmed to be at least 20 years old.

Additionally, store managers and supervisors in charge of sales guidance verify whether display of alcoholic beverages at the store and their classifications are carried out properly as required by law, and confirm the presence of posters and other items that prohibit persons under 20 years of age from drinking and smoking.



Alcoholic drink sales product display



Age verification poster

2. Age Verification at the Register

At the register, when alcohol or tobacco products are scanned, a message indicating that age verification is in progress is displayed on both the store staff's and the customer's register screens simultaneously with audio guidance. This serves to alert the store staff and conduct age verification for the customer.

3. Training of Store Staff

We conduct training for all employees working in the store using the Alcohol and Tobacco Sales Compliance Guidebook and the Store Staff Training Tool to identify alcohol and tobacco products and follow the age verification procedures at the register. Additionally, we implement training on alcohol and tobacco sales through a Periodic Risk Prevention Training twice per year. Upon completion, employees sign a Periodic Risk Prevention Education Record, which is then verified by the store manager and supervisor. Furthermore, newly hired employees who will operate the register receive training before they begin dealing with customers.

4. Advertising and Promotion of Private Brand Alcoholic Beverages

FamilyMart labels alcoholic beverages in the Famimaru private brand of FamilyMart based on the Voluntary Code for the Advertising and Marketing of Alcoholic Beverages and the Labeling of Alcoholic Beverage Containers established by the Japan Liquor Industry Council. Furthermore, FamilyMart stores which handle alcoholic beverages also handle non-alcoholic beverages as an alternative to alcoholic beverages for customers who are 20 years of age or older.

I Development and Provision of Products and Services that Promote Health and Reduce Negative Impacts

As we face the challenges of an aging society, the increase in national healthcare costs and the number of individuals requiring long-term care have become significant issues. In this context, FamilyMart is committed to supporting each individual in maintaining their health by offering a variety of products and services that promote health, and to enhancing self-care in the community. Under its private brand Famimaru, FamilyMart has a lineup of health-conscious products with clearly displayed icons for information of interest to customers such as protein and dietary fiber on the relevant products, making it easier for consumers who seek to balance delicious food and good health to identify and choose suitable options.

1. Amidst the growing health-consciousness and the desire for easily enjoyable daily meals, FamilyMart is implementing initiatives to provide clear displays in-store.

- This allows individuals to feel more at ease and enjoy their meals at their nearby convenience store. Under its private brand Famimaru, FamilyMart uses icons for information of interest to customers such as protein and dietary fiber on health-conscious products, making them easily understandable to customers with a quick glance.



- Under its private brand Famimaru at FamilyMart, FamilyMart sells a range of snacks in the low-carb series, including ingredient-based sweets and bean snacks. The packages display the low-carb mark, which is certified by the Food, Pleasure, and Health Association. FamilyMart also includes the amount of low-carb carbohydrates, making it convenient for customers to control their carbohydrate intake. Unlike calorie restriction, the low-carb approach promotes gradual carbohydrate control and encourages enjoyable and delicious meals while recommending the consumption of appropriate carbohydrates. It is said that by keeping the low-carb carbohydrate* intake between 20-40g per meal and limiting snack low-carb carbohydrates to 10g, postprandial blood sugar levels can be controlled (source: Food, Pleasure, and Health Association).

*The low-carb carbohydrate content is calculated based on available carbohydrates and has a value of 4kcal per gram. This differs from the calculation basis of regular carbohydrates. It was developed based on the concept of the Food, Pleasure, and Health Association's mission to encourage people to "eat deliciously, enjoyably, and healthily."

Responsibilities to Customers

2. FamilyMart offers nutritionally balanced and delicious health support products that prioritize taste.

In September 2024, we launched a functional food tea product under the joint brands of Suntory's Iyemon and FamilyMart's Famimaru, containing tea catechins as a functional ingredient reported to help reduce visceral fat in individuals with a higher BMI. By co-developing with the Iyemon brand, we offer great taste at a price point typical of private brands, making it easy to enjoy daily and incorporate into customers' regular routines.



Famimaru Iyemon green tea

Please refer to the FamilyMart Co., Ltd. Sustainability Site (Providing Products and Services that Enrich Lives (https://www.family.co.jp/english/sustainability/material_issues/needs/added_value.html)) for details of the above initiatives.

I Food Safety and Reliability

FamilyMart aims to provide ready-made meal such as rice balls, sushi, boxed lunches, delicatessen dishes, salad, and sandwiches that ensure safety and reliability for its customers. To achieve this, FamilyMart has voluntarily enhanced its safety and quality requirements to build upon what is legally required. Throughout every process of production, from procurement of raw materials and manufacturing to the logistics and sales of products, FamilyMart makes it mandatory to follow these strict requirements and have implemented support systems to ensure that this can be sustained. FamilyMart also especially values the continuous improvement of hygiene management among contracted manufacturing factories for its ready-made meal and has implemented measures accordingly. Moreover, FamilyMart is also invested in reducing additives in its food products and aim to ensure that the safety and reliability of its products are at a high level.

Process	Initiative
Ingredient Management	● Ingredient reviews based on quality and hygiene management standards
Manufacturing and Quality Control	● Bacterial tests (monthly) ● Factory inspections on all ready-made meal manufacturing sites (regularly and as needed) ● Quality product assurance meetings (weekly) ● Quality control supervisor meetings (regularly and as needed)
Distribution Management	● Distribution center facility management ● Storage and transportation by temperature zone – frozen, chilled, and fixed temperature
Store Management	● Education on hygiene management at stores ● Implementation of hygiene management in accordance with HACCP

I Community Engagement for a Brighter Future

As a member of the Japan Franchise Association, FamilyMart has been promoting the Safety Station Activities, an activity to help protect the safety of local communities, since 2000. This activity was launched by the National Police Agency, where initiatives, such as anti-crime measures, disaster prevention, safety measures, a thorough prohibition against the sale of cigarettes and alcohol to people underage to urge those people to go home at late night, are actively promoted in collaboration with the government, municipalities, and community people. As part of FamilyMart Safety Station activities, it also provides protection to vulnerable groups such as children, women, and the elderly in case of emergencies, and provide guidance and support for youths to build an inclusive community.

Furthermore, FamilyMart also sets up donation boxes at its stores as part of an initiative to contribute to the protection and development of future generations, as well as preserving the natural environment for these future generations.

WELLNEO SUGAR Co., Ltd. (<https://www.wellneo-sugar.co.jp/english/index.html>)

I Achieving Well-being by Opening Up the Power and Potential of Sugar

While fulfilling our mission of providing a stable supply of sugar, a daily necessity, WELLNEO SUGAR Co., Ltd. ("WELLNEO") will contribute to the well-being of various stakeholders by providing products and services that are both tasty and healthy through the development and deployment of various functional materials, including carbohydrates. With this in mind, we are committed to the purpose of "Achieving well-being by Opening Up the Power and Potential of Sugar."

As one of its materiality, WELLNEO has set "improving the quality of life by solving food and health issues" and aims to improve consumers' quality of life through "proposing and realizing solutions that harmonize sugar and healthy living" and "solving dietary issues at each life stage through communication with customers."

FUJI OIL Co., Ltd. (<https://www.fujioil.co.jp/en/>)

I Development and Provision of Products and Services that Promote Health and Reduce Negative Impacts

Fuji Oil Co., Ltd., one of the Group companies, develops products that promote consumers' health. At the same time, it develops products and services that reduce negative impacts.

1. Initiatives to Reduce Process Contaminants

Process contaminants unintentionally generated during the food manufacturing process may adversely affect human health. It is currently considered desirable to reduce their concentration on foods as much as possible within a range reasonably achievable for human health. In response, Fuji Oil Group is advancing the production of low process contaminant oils and fats through supply chain management and manufacturing processes that suppress the generation of process contaminants.

Responsibilities to Customers

2. Reduced Sugar Chocolate

Initiatives to prevent excessive consumption of sugar to prevent obesity and lifestyle-related diseases are attracting worldwide attention. For example, the World Health Organization (WHO) published guidelines in 2015 recommending the daily sugar intake of adults and minors to be kept to less than 10% of daily energy intake.

As a B-to-B food ingredient manufacturer, Fuji Oil Co., Ltd. is also developing and promoting the sale of sugar-free chocolate made without using sugar.

Prima Meat Packers, Ltd. (<https://www.primaham.co.jp/en/company/>)

I Provision and R&D for Health-Conscious Products

As people become highly conscious of their health and lifestyle habits, more and more people become demanding functionality, such as health maintenance and promotion, in food products. Accordingly, sales of functional foods have been growing in the food market in recent years. A group company of ours, Prima Meat Packers, Ltd., has been conducting research and development for many years. In March of 2025, the company has been selling salad chicken products with functions such as alleviating stress and fatigue. In addition, these health-conscious products are sold under the Prima Healthy brand to make them easily identifiable.

Improving Access to More Nutritious Foods

I Contributing to Healthy and Fulfilling Lives through Dietary Fiber Ingredients

The World Health Organization (WHO) and Japan's Ministry of Health, Labour and Welfare have also highlighted the importance of dietary fiber intake as part of a healthy diet. Meanwhile, in Japan, expanding opportunities for people to consume dietary fiber on a daily basis and without difficulty has become an important issue.

Against this backdrop, ITOCHU Corporation is promoting the expansion of BARLEYMAX, a high-dietary-fiber barley ingredient, in Japan. Through its use in foods that can be easily incorporated into daily diets, such as staple foods, deli items, bakery products, cereals, ready-made meals, and food service offerings, we are helping create an environment in which consumers can increase their dietary fiber intake with ease. In addition, by leveraging our food value chain from raw material supply to manufacturing, processing, distribution, and retail, we support the development of food products that combine good taste, convenience, and health value in collaboration with food manufacturers, retailers, and food service companies.

As a specific target for improving access to more nutritious foods, we aim to achieve a handling volume of 1,000 tons of BARLEYMAX in Japan by 2030. Through the wider adoption of dietary fiber ingredients, we will continue to promote an environment in which consumers can incorporate dietary fiber into their daily diets with ease.

Initiatives to Ensure Responsible Labeling

The Food Company operates a food label registration management guideline, which provides a detailed framework for us to responsibly label our food products. To ensure compliance to the guidelines, we also provide training to staff that belong to relevant sales divisions and the Food Safety and Compliance Team. The training aims to enhance our staff's understanding of the food label registration management guidelines and their capability to conduct inspections and checks on appropriate food labeling. Given increasing importance for this issue and the increasing size of our food business, we are also aiming to leverage this training to increase the number of food labeling practitioners certified by the Food Labeling Certification Association, a Japanese industry organization. In this way, we maintain the necessary internal capacity to cooperate with specialized third party organizations to ensure compliance to our guidelines as well as legal requirements.

At FamilyMart, the responsible labeling of processed foods is especially important in order to ensure the safety of customers with food allergies and prevent the excessive intake of substances that can have adverse health consequences. In addition to information required by law to be listed on labels on private-brand products sold at FamilyMart (ingredients, nutritional ingredients, and preservation methods), FamilyMart lists both items mandated by law and those recommended for allergy labeling, demonstrating consideration to ensure that customers can purchase products with peace of mind.

With regard to processed food and alcohol, we take particular care in ensuring responsible labeling. For example, we have implemented measures to simplify and clarify the warnings related to alcohol poisoning, alcoholism, and drinking under 20 years of age.

Involvement in Industry Initiatives to Ensure the Safety of Alcohol Consumption

It is important to our business that we thoroughly address issues regarding the potential negative impacts of alcoholic products such as alcoholism, alcohol poisoning, and drinking under 20 years of age. We also recognize that these negative impacts are also especially important with regard to vulnerable groups. Therefore, our subsidiaries that sell alcoholic products are members to industry organizations introduced below, in order to participate in knowledge sharing and be in tune with the latest market trends and best practices.

Tokyo Alcohol Wholesale Cooperative (Japanese only) (<https://www.tokyo-oroshi.or.jp/>)

Tokyo Alcohol Wholesale Cooperative is an organization with corporate members that participate in the alcohol business, aims to elevate the level of social responsibility associated to acquiring an alcohol permit. For example, the organization promotes legal compliance, engages in awareness raising of the negative social impacts that must be managed across various product types, leads initiatives to maintain cultural traditions around alcohol, leads initiatives to enhance the current culture around appropriate amounts of alcohol consumption, and supports companies in achieving sustainable business models. Throughout these activities, the Tokyo Alcohol Wholesale Cooperative contributes to the health and wellbeing of the Japanese population, and promotes market competition that is fair and complies with high standards. The Cooperative highly values harmonious cooperation among member companies, and has supported the sustained management of businesses throughout the industry and has subsequently led the development of the industry in general. NIPPON ACCESS, INC. and ITOCHU SHOKUHIN Co., Ltd., ITOCHU subsidiaries, are members of this cooperative.

Responsibilities to Customers

Contributive Initiatives to Alleviate Hunger and Poverty in Developing Countries

World Food Programme (WFP)



We have become a supporter of the Japan Association for the World Food Programme. This is an official support organization of the World Food Programme (WFP) – a United Nations organization to provide food support. The aim of our participation is to eliminate world hunger and poverty problems as much as possible. We support various activities through this scheme.

In May 2025, we supported WFP's child hunger eradication campaign called Walk the World. The annual global walk aims to raise awareness and funds, as well as encourage action to end child hunger. This campaign was held in Yokohama, Nagoya and Osaka. 325 employees of ITOCHU Corporation and ITOCHU Group companies, including their family members, participated in the event.



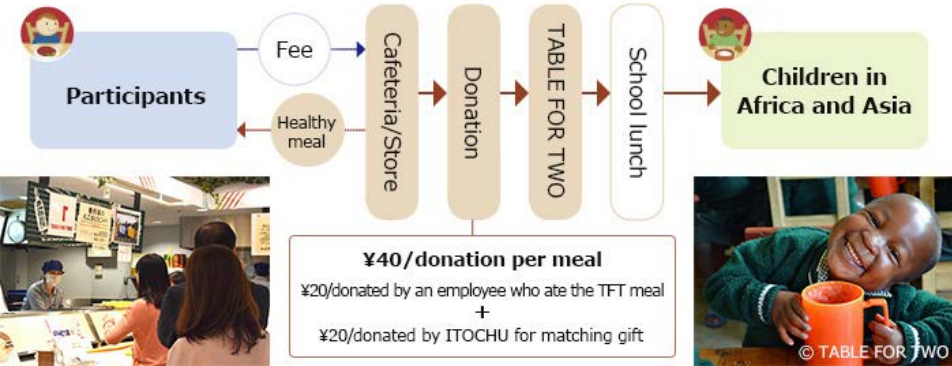
ITOCHU Employees Participating in the Walk the World Event

Eliminating the Food Imbalance between Developing Countries and Advanced Countries: Table for Two



Table for Two is an international NPO that was founded by an affiliate of the World Economic Forum's Young Global Leaders. The organization aims to right the imbalance between the one billion people in the world who suffer from undernutrition, and the 1 billion people in the world who suffer from obesity. The organization does so by implementing a “calorie transfer” program, where the organization partners with companies, universities, restaurants, and organizations throughout the world to provide more nutritious school meals to the former, and healthier meals to the latter. Table for Two was founded in Japan in October 2007. Owing to ITOCHU's long –standing commitment to social contribution, we were one of the first companies in Japan to partner with Table for Two and implement the calorie transfer program in our employee cafeteria at the Tokyo, Osaka, and Nagoya offices the following April.

More specifically, whenever one of our employees chooses a healthier TFT meal from our cafeteria menu, 20JPY is donated per meal. In addition, through a matching gift scheme, the company also donates the same amount of money as the employee, making the total donation 40JPY per meal. The donation contributes to providing nutritious school meals to children in developing countries. Currently, our Tokyo Headquarters provides TFT meals.



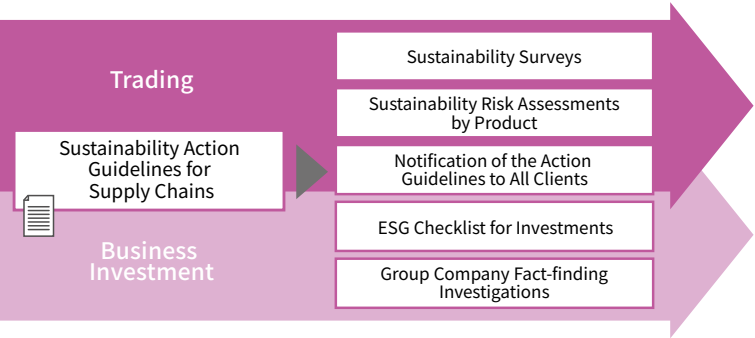
Sustainability in the Value Chain

Policy and Basic Concept (Supply Chains)

ITOCHU gives consideration to human rights, labor and the environment in our supply chain and business investments. We do this through sustainability management tailored to each business activity. Through this, we have built a sustainable value chain, leading to an improvement in the competitiveness and corporate value of the ITOCHU Group.

Notifying Suppliers of the Sustainability Action Guidelines for Supply Chains

We believe it is important to acquire understanding and cooperation from our suppliers for our procurement policies. Accordingly, we once again notified approximately 4,000 suppliers with whom we engage in ongoing business of the Sustainability Action Guidelines for Supply Chains in FY2013. We also stipulated that new suppliers must be notified of these guidelines in advance when engaging in business with us starting in January 2015, and further stipulated that not only suppliers but all clients with whom we engage in ongoing business must be notified starting in FY2025, deepening communication about our sustainability policy.



Sustainability Action Guidelines for Supply Chains

ITOCHU adopted the Sustainability Action Guidelines for Supply Chains to clarify and communicate the sustainability concerns we expect all clients and business partners to address. We will take the necessary measures to communicate and cooperate with all clients to ensure responsible management of the following items.

Clients and business partners shall comply as follows:

- 1. Abuse and Harassment**
Respect the human rights of all employees and not engage in inhumane treatment, including discrimination, harassment, abuse and corporal punishment.
- 2. Forced Labor and Child Labor**
Prohibit forced labor or child labor including the employment of children under the minimum working age.
- 3. Discrimination**
Prohibit employment discrimination based on characteristics including but not limited to gender, race, and religion.
- 4. Suitable Remuneration**
Comply with statutory minimum wages, strive to exceed living wages, and not unjustly reduce wages.
- 5. Freedom of Association and Collective Bargaining**
Respect the freedom of association and right to collective bargaining of employees and ensure that labor-management discussions on working conditions and environment are held, as appropriate.
- 6. Working Hours**
Comply with statutory working hour restrictions. Properly manage employees' working hours, provide holidays and paid leave as necessary and strictly prohibit excessive overtime work.
- 7. Safe and Healthy Working Environments**
Take necessary measures to provide a safe, hygienic and healthy working environment to employees.
- 8. Environment**
Give due consideration to avoiding negative impacts on natural capital and local communities from pollution and other environmental issues with regards to business activities. Take the necessary measures to reduce consumption of energy, water and other natural resources, as well as emissions of greenhouse gases and waste.
- 9. Anti-Corruption**
Comply with all applicable local and international laws and regulations. Ensure compliance with fair business practices and anti-corruption, including prevention of conflicts of interest and anti-competitiveness.
- 10. Information Disclosure**
Disclose information on all items listed above in a timely and appropriate manner.

Sustainability in the Value Chain

Targets and Action Plan

Risks						Opportunities	
Decline in credibility that would result from the occurrence of consumers and service users' safety or health issues.						- Increase in demand for food safety, security and health improvement. - Establishment of safe, stable supply system for product enabled by the consideration of human rights and improvement of work environment in the supply chain. - Winning customer trust or creating new businesses with a stable supply of environmentally friendly resources and materials.	

Materiality	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
Textile Company								
Ensure Stable Procurement and Supply		Prevention of Pollution and Circulating Society	Reducing our environmental burden by circulating society	Textile products in general	We will contribute to realize a Circulating Society through our sustainable textile products and recycling of them.	Promote sustainable products and projects leading to the recycling of resources.	Promote the sustainable products such as "RENU", a recycled polyester derived from textile, and set up schemes to recycle textile products.	- The environmental impact of handling recycled polyester through the RENU project is as follows (estimated for FY2025). - Waste volume to be made into RENU: equivalent to 4.8 million pieces of T-shirts - CO₂ reduction: 1,491 tons - Water usage reduction: 5,018 kiloliters - Approximately 6,000 collection points for Wear to Fashion, the clothing recycling service (as of March 2026). - We are currently operating a joint project called the ARChemia Project, which involves textiles and chemicals, and transforms used clothing into chemical products with high environmental added value. At Expo 2025 Osaka, Kansai, some of the used uniforms from the Expo staff were recycled through this project, contributing to the realization of a circular society.
- Respect and Consider Human Rights - Ensure Stable Procurement and Supply		Value Chain	Establishing a value chain reflecting consideration for human rights and the environment	Textile products in general	We will promote dealings with companies which respect human rights and which engage in environmental management throughout their entire value chains.	Strive to understand at an early stage the human rights, social and environmental risks in supply chains by continually conducting surveys on major suppliers.	Conduct on-site visit surveys and questionnaires at more than 50 major suppliers a year on an ongoing basis.	In FY2025, sustainability surveys were conducted for 77 suppliers in China and the Asian region. As a result, no significant issues were identified. Appropriate feedback is provided on survey responses from suppliers to promote a sustainable supply chain.
Food Company								
Contribute to Healthier and More Affluent Lifestyles		Food Safety	Supplying safe, secure food	Overall food-related businesses	We will select and concentrate on suppliers to stably procure safe, secure food.	We will aim to strengthen the food safety management structures in our suppliers. We will do this by persons with certifications/qualifications related to the Food Safety Management System (FSMS) taking the central role in enhancing supplier audits and making requests for improvements.	Stably supply safe and secure food by enhancing the audits and guidance for suppliers mainly by the persons with certifications/qualifications related to the Food Safety Management System (FSMS).	We conducted inspections to 391 factories. We strengthened audits and guidance for suppliers by certified experts and in-house qualified personnel in food safety management systems, enabling us to procure and supply safe and reliable food products on a stable basis.
- Respect and Consider Human Rights - Ensure Stable Procurement and Supply	 	Supply Chain	Establishing a supply chain reflecting consideration for human rights and the environment	Provisions field	We will develop a procurement structure compliant with third-party body certification and supplier-specific codes of conduct.	- We will promote procurement compliant with supplier-specific codes of conduct in coffee bean and cacao bean producing countries. - We will strengthen the handling of oil certified by the RSPO - a third-party certification organization for palm oil. - We will support the establishment of a promotion and distribution system in Japan for MSPO/ISPO in cooperation with domestic industrial associations. The aim of this is to encourage the use of certified oil systems in producing countries.	- Coffee beans: Promotion of procurement of products compliant with supplier-specific codes of conduct or certified products based on our procurement policy. - Cacao beans: Promotion of procurement of products compliant with supplier-specific codes of conduct (sustainable products) based on our procurement policy. - Palm oil: Procurement of palm oil based on our procurement policy. Promotion of the disclosure of the set KPI indicators and supplier information. Targets for 2030 - Coffee beans: Aim for a 50% switch to sustainable coffee beans. - Cacao beans: Aim for a 100% switch to sustainable coffee beans. - Aim for a 100% switch to sustainable palm oil.	Result in FY2025 - Coffee Beans (certified products): procurement ratio 34% - Cacao beans (traceable products): procurement ratio 55% - RSPO Certified Palm Products/Oleo chemicals: Palm Oils 38% - Oleo Chemical Products 63% Support Achievements to Each Producing Country (Qualitative) - Coffee Beans - To contribute more directly to Ethiopia's coffee industry, we partnered with related company to donate coffee seedlings.

Sustainability in the Value Chain

Targets and Action Plan

Materiality	SDGs Targets	Impact Classification	Issues to Address	Business Area	Commitment	Specific Approach	Performance Indicators	Degree of Progress
- Respect and Consider Human Rights - Ensure Stable Procurement and Supply		Supply Chain	Responsible Fisheries Procurement	Fresh food field	We will develop a procurement structure compliant with third-party body certification and supplier-specific codes of conduct.	Promote procurement in accordance with the supplier's own code of conduct in the country of origin of the tuna.	Develop a tuna procurement policy and promote procurement of products and certified products that comply with the policy.	In FY2025, we handled 10,600 t of MSC certified tuna in total. (Increasing to 9% volume in our total handling)
General Products & Realty Company								
- Address Climate Change (Contribute to a Decarbonized Society) - Ensure Stable Procurement and Supply		Forest	Using sustainable forest resources	- Pulp - Woodchips - Wood products & materials	We deal in sustainable forest resources to reduce the impact on the environment and prevent the increase of GHG.	Handle certified or highly controlled forest products.	Ensure a 100% handling ratio of certified or highly controlled forest products.	In FY2025, 100% of our Pulp, Woodchips and Wood Products & Materials transactions were handled as certified or highly controlled forest products.
- Respect and Consider Human Rights - Ensure Stable Procurement and Supply		- Forest - Supply Chain	Realization of sustainable supply of natural rubber	Natural Rubber	- We will endeavor to establish measures to identify and avoid procuring rubber from any suppliers who dispossess indigenous people and develop High Conservation Value (HCV) areas, High Carbon Stock (HCS) areas and peatland. - We support or offer a training to improve yields and quality for natural rubber producers, especially smallholders. We also offer a risk-assessment education that includes the modern slavery issue.	- We will establish a traceability system to make uncertain raw material procurement supply chains transparent. - We will achieve our commitment through the sustainability activity of our unique initiative "PROJECT TREE (https://project-tree-natural-rubber.com/)."	- We aim to procure raw materials with traceability and sustainability ensured in our natural rubber processing business. (Aiming to achieve 100% traceability for the natural rubber raw materials which we procure by 2028 through an original block chain-based traceability system.) - We will increase the number of smallholders receiving sustainability training and education, and contribute to achieving sustainability in the natural rubber industry.	- Traceability of the natural rubber raw materials' procurement reported by suppliers reached 100%. - Traceability of the natural rubber raw materials' procurement using our system reached 24% of the monthly purchasing volume up to the smallholders. - Implemented sustainability training and education for 8,223 smallholders (based on the performance from January 2025 to December 2025), accumulatively 28,135 smallholders (*based on the performance from January 2021 to December 2025).

Sustainability in the Value Chain

Supply Chain Management

Against a backdrop of an expansion in our business areas, ITOCHU's supply chain has become wider and more complex. There is now a further need for risk management concerning human rights, labor and the environment in the procurement of raw materials, producing areas, intermediate distribution and regions of consumption in addition to in the processes directly managed by us. We pay particular attention to the on-site management of suppliers who account for a relatively high share of our purchases. We view our consideration and sense of responsibility for these areas as matters of great importance to be addressed with high priority.

ITOCU has formulated the Sustainability Action Guidelines for Supply Chains, and by conducting annual sustainability surveys and reviews as described below, we strive to confirm consistency with the guidelines and prevent the occurrence of problems. Through annual sustainability surveys and engagement with suppliers, together with buyer training and internal communication tools, ITOCHU seeks to confirm consistency between the Sustainability Action Guidelines for Supply Chains and its procurement-related practices, and to identify issues that may require reconfirmation or follow-up. If we discover a problem, we aim for improvement through dialogue with the supplier concerned.

■ Figure of Supply Chain Management Promotion



Sustainability Survey Questionnaire

The Sustainability Survey Questionnaire is used to conduct supplier surveys on their management of relevant sustainability risks. The Checklist is based on the seven ISO26000 core topics (organizational governance, human rights, labor practices, environment, fair business practices, consumer issues, community involvement and development) and is supplemented by department and product specific issues that we identified as relevant to our business and by extension our suppliers (see table below for our list of supplementary topics). Furthermore, based on opinions provided by external subject matter experts, we have constructed the survey questionnaire to consist of 18 core items centered around human rights and labor and environmental topics particularly associated to high sustainability risks – these items are our priority in supplier engagements.

■ Outline of Sustainability Survey

Applicable Survey Criteria	● High risk countries ● Over a certain amount of money ● Handling of certain product groups and operating in certain sectors
Main Questions Common to All Division Companies	1. Organizational governance: Establishment of a responsibility-taking structure and internal report system 2. Fair Operating Practices: Prevention of corruption, information management, prevention of intellectual property right infringements and a sustainable procurement policy 3. Human rights: Risk assessments of human rights violations in business, abolition of child labor, forced labor, harassment and discrimination, and payment of appropriate wages 4. Labor practices: Working hour management, health and safety management, and worker health 5. Environment: Waste and drainage treatment, handling of hazardous substances, and climate change and biodiversity initiatives 6. Consumer and Local Communities: Quality control and traceability, Dialogue with consumers and neighboring residents 7. Certification: Environmental, quality, occupational management system

■ Department and Product Specific Supplementary Sustainability Items

Procured Resource Type	Additional Survey Items
Paper, Wood-chips, Timber	● Implementation of forest conservation measures ● Third-party certification
Agricultural Crops	● Management of traceability and management of chemical fertilizers and pesticides
Meat Products	● Implementation of food safety measures ● Management of traceability
Natural Marine Products	● Management of traceability and management of fisheries
Apparel	● Management of chemical substances
Palm Oil	● Management of traceability ● Development of Grievance mechanisms
Coffee Beans	● Management of traceability ● Development of Grievance mechanisms

Sustainability Surveys

We have been conducting sustainability surveys since FY2008 to realize sustainable procurement and understand the actual conditions of suppliers. Each Division Company and applicable Group company selects important suppliers based on certain guidelines (e.g., high risk countries, products handled, industry sectors, and monetary value handled). The sales representatives of those Division Companies and representatives from overseas subsidiaries and operating companies then visit those suppliers to conduct interviews, in addition to a questionnaire format (sustainability checklist) with the seven core subjects of ISO26000 as essential survey items.

We conduct supply chain sustainability survey information seminar for employees who procure various products in a variety of countries ahead of the sustainability survey. We also provide training (buyer training) using the handbook to understand the Sustainability Action Guidelines for Supply Chains and ESG perspective that must be kept in mind in communication with suppliers. The contents of the questionnaire and handbook are reviewed annually to enhance the effectiveness of ESG risk identification and management.

Sustainability in the Value Chain

Sustainability Survey Handbook

We have prepared a handbook on communication with suppliers. We are using this to inform our employees of how to communicate with suppliers. At the same time, we have set up a check system that enables employees to understand concretely the management situation in terms of the environment, human rights, labor practices and corruption prevention in important suppliers to give advice on making improvements. We will continue to conduct surveys and communicate with suppliers in the future to improve the awareness of our employees and to seek understanding and implementation from our suppliers.



Sustainability Survey Handbook

Example Excerpt from the Handbook

Prohibition on Forced Labor

Purpose: Prohibition of forced labor

All forms of forced labor against the will of the individual are gross violations of human rights and are prohibited by international conventions such as those of the ILO.

Items to be checked

- Is all forced labor prohibited, including bonded or detained labor, involuntary or exploitative prison labor, slavery or human trafficking, and the admission of workers transferred by threat, force, coercion, abduction, or fraud?
- Are the original passports and IDs of foreign workers kept in custody, restrictions on going out and returning home in the employment contract, or loans of money at the time of signing the contract?

FY2025 Sustainability Surveys

We conducted surveys on a total of 324 companies in FY2025. We did not discover any serious problems requiring an immediate response from those results. For business partners where concerns were identified during the surveys, we conducted 100% follow-up investigations and confirmed that prompt corrective actions and countermeasures were implemented by these partners. Going forward, we will continue to seek the understanding of our business partners regarding our approach and maintain ongoing communication with them.

In the last three years, the surveys have covered 59% of our business partners that meet our survey criteria.

Number of Suppliers Surveyed

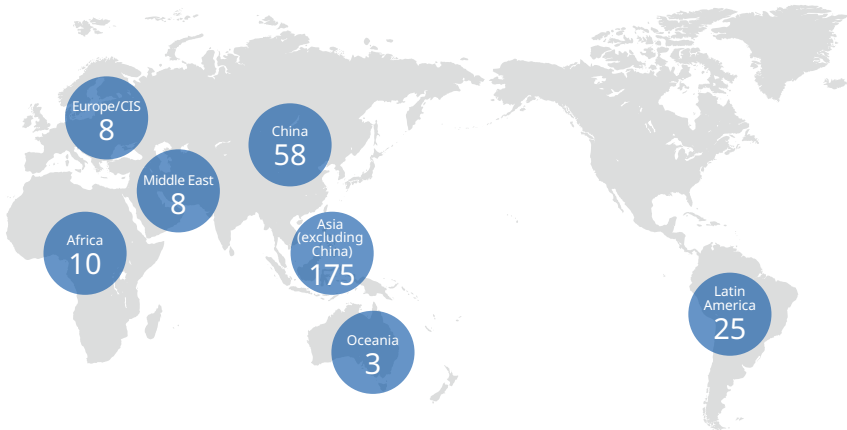
	All	Textile Company	Machinery Company	Metals & Minerals Company	Energy & Chemicals Company	Food Company	General Products & Realty Company	ICT & Financial Business Company
FY2025	324	79	54	14	31	106	38	2
FY2025	275	75	9	14	31	106	38	2
FY2023	305	74	8	20	31	104	65	3
FY2022	320	105	9	20	31	104	48	3
FY2021	288	65	9	20	31	107	53	3

The Sustainability Management Division also visits and surveys important suppliers together with external experts as necessary.

Results of Survey for Department and Product Specific Supplementary Sustainability Items (Number of Suppliers Surveyed)

Procured Resource Type	FY2023	FY2024	FY2025
Paper, Wood-chips, Timber, Timber Products	52	32	14
Agricultural Crops	31	31	31
Meat Products	13	13	10
Natural Marine Products	29	28	14
Apparel	60	75	43
Palm Oil	8	8	7
Coffee Beans	23	26	8

Regional Breakdown of Number of Suppliers Surveyed



Sustainability in the Value Chain

Human Rights Audits in the Poultry Industry in Thailand

Inspection of the CPF Saraburi Factory

We conducted a human rights audit targeting foreign workers in the Saraburi Factory (a chicken meat processed product factory) of Charoen Pokphand Foods Public Company Limited (CPF) — one of the main suppliers of the Food Company — accompanied by external auditors.

Recent years have seen an increase in cases where Japanese companies with Thai firms in their supply chain have been warned by NGO groups about human rights violations of foreign workers in the livestock and fishing industries in Thailand. We checked the factory for human rights risks in our supply chain through this audit.

This factory (slaughterhouse and food processing site) employs 1,300 Cambodians — equivalent to approximately 30% of its workers. That makes them an important part of the factory's labor force. We checked a number of items in this audit. These included the extent of signage in Cambodian in facilities in the factory, a check of the evacuation routes, the attendance management situation, and the personal storage situation of passports and work permits. In addition, we also randomly chose some Cambodian employees actually working there and interviewed them about their actual working conditions.

This audit did not find any violations of the human rights of foreign workers, and reaffirmed there is sufficient consideration for human rights and the proactive approach CPF takes toward sustainability.

CPF has developed a safe working environment for its foreign workers.



CPF Saraburi Factory



Those from CPF Who Cooperated with the Audit



Interview with a Cambodian Worker on His Actual Working Conditions



All Signs in Cambodian on Fire Prevention Facilities



Advice Not to Over-stack Auxiliary Feedstock

Regular Visits and Surveys of Food Processing Factories

The Food Company has been regularly visiting and surveying the food processing factories of its overseas suppliers since FY2011 in regards to imported foods under the initiative of the Food Safety and Compliance Management Office. In FY2025, we surveyed 391 overseas suppliers and inspected their food safety management system. We established a China Food Safety Management Team in Beijing in January 2015. With this, we have set up a structure to be able to audit our Chinese suppliers. We conducted regular audits and follow-up audits on 37 companies in FY2025.. Please refer to Responsibilities to Customers (P183) to learn about our initiatives in detail.

Third-party Sustainability Audits of Ready-made Meal Manufacturers

Many foreign employees provide an important part of the workforce at factories to which FamilyMart, a group company, outsources manufacturing for ready-made meals.

Accordingly, in order to ensure a better work environment for a diverse workforce, FamilyMart conducts a self-assessment questionnaire (SAQ) for business partners involved in the distribution of FamilyMart products, consisting of approximately 200 items to evaluate whether employee safety, health management, and other aspects are being properly addressed. Additionally, in FY2025, FamilyMart conducted third-party audits of 20 factories, including raw material manufacturers. FamilyMart inspected compliance with human rights, labor, safety and health, environmental standards, and confirmed that there were no significant issues in each factory. FamilyMart will continue to take action to build a sustainable supply chain in collaboration with all its business partners.

Sustainability in the Value Chain

Response to Suppliers in Violation of Our Policy

When we have confirmed a case in which there has been a violation of the intent of any of our environmental or social policies, we request corrective action from the applicable supplier. Together with this, we conduct an on-site investigation to give guidance and improvement support as necessary.

In the FY2025 survey, the Sustainability Management Division carefully examined the answers from suppliers to key questions including the prohibition of child labor, the prohibition of forced labor and the payment of living wages, and identified issues that are necessary to share and to reconfirm with suppliers. As a result of this survey, the Sustainability Management Division requested the business departments in charge of the supplier to reconfirm the 39 extracted companies. The department in charge explained and shared the

reconfirmation of these issues with the suppliers and conducted a detailed survey of the suppliers' responses to them.

As a result, it was determined that the reconfirmed issues were being addressed by each supplier, and no requests for corrective actions were made to suppliers in FY2025. Through this survey, suppliers actively report issues and engage with the business department involved. When a problem is identified, suppliers are requested to take corrective actions, thereby encouraging them to make efforts to correct the issue.

If it is judged that correction is difficult despite ongoing requests, we will reconsider our business with the relevant supplier, including regarding the continuation of the contract.

FY2025 Sustainability Survey Result

Key Questions		Request of Reconfirmation and Request of Corrective Action		
Questions	Checking Contents	Number of Reconfirmation	% (324 suppliers)	Number of Corrective Action
Clarifying Responsibilities for Sustainability	The management team is responsible for sustainability, with a clear implementation system in place.	1	0.31%	-
Whistleblowing System	A whistleblowing system is in place with documented measures ensuring no disadvantage to whistleblowers.	5	1.54%	-
Fair Operating Practices: Policies and System	Policies and procedures to prevent corruption and misconduct are established, and monitoring is conducted.	2	0.62%	-
Information Security	Information security policies are established and communicated to all employees.	1	0.31%	-
Secondary Supplier	A sustainable procurement policy is established, and suppliers are requested to cooperate in sustainability-conscious business activities.	18	5.56%	-
Prohibition of Child Labor	The minimum age for employment is clearly defined according to ILO standards and local laws, and age is verified by official documents at the time of hiring.	1	0.31%	-
Prohibition of Forced Labor	A policy prohibiting forced labor is established, ensuring that practices such as taking passports or master copies of IDs, or setting restrictions on leaving or returning to their home country in employment contracts, are not implemented at the time of hiring.	1	0.31%	-
Prohibition of Harassment	The right of employees to organize and bargain collectively is recognized, and opportunities to communicate with management on improving the working environment are available at least once per year.	0	0.0%	-
Right to Organize and Bargain Collectively	The right of employees to organize and bargain collectively is recognized, and opportunities to communicate with management on improving the working environment are available at least once per year.	0	0.0%	-
Prohibition of Discrimination	A policy has been established and disclosed that prohibits discrimination based on gender, race, religion, etc., in employment and work opportunities.	1	0.31%	-
Payment of Living Wage	Wages paid are above the statutory minimum, aligning with regional standards and job responsibilities, with no unjust reductions.	0	0.0%	-
Working Hours	Working hours are appropriately managed in compliance with the country's statutory limits, with at least one day off provided per week.	0	0.0%	-
Safety and Health	Occupational health and safety risks are identified, addressed with appropriate measures, and regularly reviewed. Measures are also in place to support employee health, including mental health.	0	0.0%	-
Hygienic Ancillary Facilities	All facilities, including restrooms, dormitories, and cafeterias, are maintained hygienically, with no citations from local authorities in over five years.	4	1.23%	-
Environmental Regulations	Applicable environmental laws and regulations are listed, with their requirements reviewed and communicated at least annually.	5	1.54%	-
Treatment of Waste	Local environmental regulations, including emissions and wastewater, are managed under stricter standards than required, with no violation notices or directives received from authorities in the past three years.	4	1.23%	-
Environmental Compliance	We control them by applying standards that are stricter than the requirements of the local regulations.	0	0.0%	-
Explanation to Local Residents	When expanding farmland or factory sites, potential impacts on local residents are assessed in advance, with explanations provided and a contact point established for inquiries.	0	0.0%	-
Total Number of Suppliers		39	12.04%	-

Sustainability in the Value Chain

Business Investment Management

The business activities of companies in which we invest must recognize and deal with their possible impact on the environment and society. To that end, we strive to understand ESG risks and work on preventative activities. We perform risk assessments on ESG in general through the utilization of a checklist and visits and surveys to formulate the necessary measures. These are continuously reviewed and improved in the framework of our environmental management system.

ESG Risk Assessment for New Business Investment Projects

It is compulsory in new business investment projects for the division making the application to use the ESG Checklist for Investments to evaluate the project in advance (perform due diligence). The division making the application looks at whether policies and structures have been established from the perspective of ESG. It also looks for the risk of a significant adverse effect on the environment, violation of laws and ordinances, and complaints from stakeholders. This checklist consists of check items that include elements of the seven core subjects* in ISO26000 — the CSR international guidelines.

The division making the application also then refers to review opinions based on risk analysis from relevant functional divisions (management divisions). If there are any concerns, it requests additional due diligence from external specialist organizations for matters requiring a professional point of view. The project is then only undertaken upon confirming that there are no problems in those results.

* Organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues, and community involvement and development

ESG Risk Assessment for the Existing Business (Group Company Fact-finding Investigations)

We have continued to conduct on-site visits and surveys in group companies since 2001 to prevent environmental pollution and risk assessment of labor practice. We have conducted investigations into a total of 307 offices in the world as of the end of March 2026.

These investigations inspect the factory and warehouse facilities, the situation of drainage to rivers, the environmental law and regulation compliance situation, labor practice, labor safety and human rights, and communication with the local community in addition to holding a question and answer session with management. We identify problems or demonstrate preventative measures. We then check to see whether the situation has been corrected.

Visit and Survey Report: DOLE PHILIPPINES Fact-finding Investigation

We visited and surveyed DOLE PHILIPPINES, a company which produces banana, pineapple and other fresh fruits and manufactures canned fruit in the Philippines, in January 2020. We performed a detailed check concerning the environment and labor safety related risk management and legal compliance situation (e.g., soil pollution, waste, chemical substance management and safety measures) based on the findings of external experts well-versed in the local laws and regulations. We confirmed that these matters are being appropriately managed. In addition, we confirmed that the company is proactively working on activities that contribute to society and the environment (e.g., biomass boiler on its premises and donations to local schools).



On-site observations



On-site observations

Sustainability in the Value Chain

Procurement Policies by Product Type

Products of Relevance to Forest Conservation

- Sustainable Procurement Policy on Natural Forests and Forest Resources
(https://www.itochu.co.jp/en/csr/pdf/sustainable_procurement_policy_on_natural_forests_and_forest_resources.pdf?250620) 
- Natural Rubber Procurement Policy
(https://www.itochu.co.jp/en/csr/pdf/natural_rubber_policy.pdf) 
- Sustainable Palm Oil Procurement Policy
(https://www.itochu.co.jp/en/csr/pdf/sustainable_palm_oil_procurement_policy.pdf) 

Food

- Cocoa Bean Procurement Policy
(https://www.itochu.co.jp/en/csr/pdf/cocoa_beans_procurement_policy.pdf) 
- Coffee Bean Procurement Policy
(https://www.itochu.co.jp/en/csr/pdf/coffee_beans_procurement_policy.pdf) 
- Raw Material Tuna Procurement Policy
(https://www.itochu.co.jp/en/csr/pdf/raw_material_tuna_procurement_policy.pdf) 

Textile Raw Materials

- Commitment of Protecting Forests through Material Sourcing of MMCF
(https://www.itochu.co.jp/en/csr/pdf/commitment_of_protecting_forests_2019.pdf) 

Sustainability in the Value Chain: Products of Relevance to Forest Conservation

Products of Relevance to Forest Conservation

ITOCHU handles the following products, which require careful consideration of forest conservation initiatives. In addition to the Sustainability Action Guidelines for Supply Chains, the following Procurement Policy establishes our approach to protecting and preserving natural forests, and our commitment to the sustainable use of natural resources. The Policy is subject to an annual review at minimum, with revisions made as necessary.

- Timber, timber products, raw materials for papermaking and paper products
- Natural rubber
- Palm oil
- Solid biomass fuel

Policy and Management Approach to the Preservation of Natural Forests and the Sustainable Sourcing of Forest Resources

Sustainable Procurement Policy on Natural Forests and Forest Resources

Sustainable Procurement Policy on Natural Forests and Forest Resources (https://www.itochu.co.jp/en/csr/pdf/sustainable_procurement_policy_on_natural_forests_and_forest_resources.pdf?230615) 

Management Approach

Every year, we report and receive approval on our targets and progress made to senior management. We also share suggestions from stakeholders including NGOs, and if any issue is identified, we review our measures and this Policy, as necessary.

Regarding palm oil, procurement based on this Policy is carried out by the Oil, Fats & Cacao Department of the Food Division within the Food Company – this department is therefore also responsible for the compliant procurement of palm oil.

Regarding timber, timber products, raw materials for papermaking and paper products, it is carried out by the Construction and Real Estate Division (Construction & Building Material Department) and the Forest Products, General Merchandise & Logistics Division (Forest Products & General Merchandise Department) within the General Products & Realty Company – these departments are therefore also responsible for the compliant procurement of these products.

Wood, Wood Products*, Papermaking Raw Material, and Paper Products

ITOCHU is engaged in the procurement, manufacturing, and distribution of materials for pulp and paper products, wood and wood products* and woodchips. In order to ensure the protection of natural forests and sustainable use of forest resources, we are promoting the procurement of certified material or material for which advanced management can be verified.

Triggered by our imports of wood chips for Japanese paper manufacturers, ITOCHU became the first general trading company in Japan to obtain FSC (Forest Stewardship Council) certification in 2001. Going forward, we will continue to help realize a sustainable society by expanding our handling of forest-certified materials under FSC and PEFC (Programme for the Endorsement of Forest Certification), both of which are committed to responsible forest management, and by enhancing transparency throughout the supply chain.

*Including board products such as plywood, MDF, particle board, etc.

Refer to:

- FSC website (<https://fsc.org/en>)
- PEFC website (<https://www.pefc.org/>)



Sustainable forest resources to be protected



First General Trading Company to Obtain FSC Certification
(Officially Recognized at the 2026 FSC Japan 20th Anniversary Ceremony)

Sustainability in the Value Chain: Products of Relevance to Forest Conservation

Natural Rubber

ITOCHU is engaged in the business of processing natural rubber. Natural rubber is a natural resource indispensable in daily life. About 70% of the world's consumption of natural rubber is used in tires. On the other hand, about 85% of the world's production depends on small farmers found mainly in Thailand, Indonesia and elsewhere in Southeast Asia. It is expected that the demand for natural rubber will grow in the future due to global motorization. Against that background, it is essential to conduct business activities with even greater consideration due to issues such as deforestation and the infringement on the rights and poverty of small farmers. In response, ITOCHU has joined as a founding member of the Global Platform for Sustainable Natural Rubber (GPSNR), which was established in October 2018. We agree on the 12 principles stipulated by GPSNR and are cooperating in the development and operation of the Platform's standards.

Moreover, we are utilizing our value chain to promote the PROJECT TREE initiative aimed at improving the traceability and sustainability of natural rubber. We will contribute to sustainability over the entire natural rubber industry through this project.

◦ Natural Rubber Procurement Policy (https://www.itochu.co.jp/en/csr/pdf/natural_rubber_policy.pdf)

Participation in the GPSNR

In October 2018, ITOCHU joined the new Global Platform for Sustainable Natural Rubber as the only Japanese trading company founding member. This organization was established by car manufacturers, tire manufacturers and natural rubber processing companies, etc. involved in the natural rubber industry. Its members work together throughout their supply chain to establish traceability and achieve higher levels of sustainability.

PROJECT TREE Initiative

We are rolling out the PROJECT TREE initiative aimed at improving the traceability and sustainability of natural rubber. In addition to PT. Aneka Bumi Pratama (ABP), a natural rubber processing company in which ITOCHU Corporation has invested, we established PT. PROJECT TREE Indonesia (PTI) to promote this initiative with the aim of expanding PROJECT TREE across the entire industry.

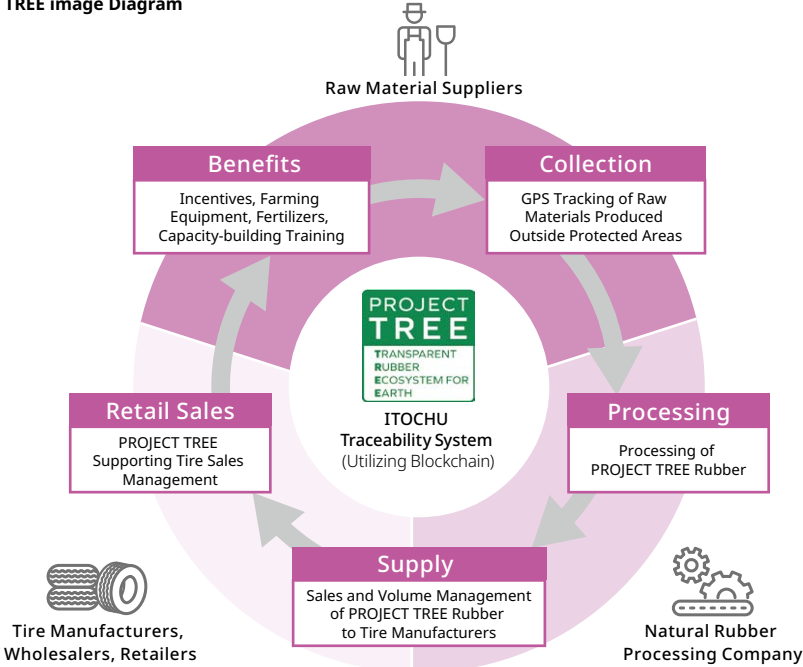
ITOCHU Techno-Solutions Corporation developed the traceability system utilizing blockchain technology in this project. It is the first such attempt in the natural rubber industry.ABP has been recording the origin information of the raw material by interviewing the suppliers. From now on, the transaction details, date and time, and location information for the natural rubber raw materials procured by ABP will be recorded on the blockchain by a smartphone app in this system. That information will then be displayed on a map. After that, ABP will process the natural rubber in its factories and sell it to tire manufacturers as natural rubber with place of origin information. We will implement a mechanism to pay compensation to raw material suppliers from a portion of the sales of the participating tires produced by those tire manufacturers. We will then distribute agricultural tools and fertilizers to small farmers who do not have smartphones or bank accounts. At the same time, we will conduct risk assessments including on the issue of modern slavery and provide training and support to improve productivity, including through the sharing of best practices, and address social issues. In addition, we will gradually implement improvement plans based on the results of risk assessments across the supply chain while receiving consulting and auditing from the international NGOs Proforest and SNV. In addition to developing a traceability infrastructure, PROJECT TREE is continuously strengthening a sustainable and stable natural rubber supply base through training and support for smallholders and suppliers, as well as through the identification and mitigation of human rights and environmental risks across the supply chain. This project is a concept we will expand to all stakeholders involved in natural rubber such as natural rubber processing companies in the same industry, tire wholesalers, retailers and automobile manufacturers, and consumers. In addition to contributing to the achievement of GPSNR policies and targets, the project is also expected to serve as a solution to the EU Deforestation Regulation (EUDR).

ITOCHU aims for sustainable growth based on our corporate philosophy of *Sampo-yoshi* (good for the seller, good for the buyer and good for society). We are also contributing to the Sustainable Development Goals (SDGs) in 2030 adopted by the United Nations.

◦ Release: ITOCHU Announces a Blockchain PoC for Traceability (<https://www.itochu.co.jp/en/news/press/2019/190201.html>)
◦ Release: ITOCHU Announces the Commencement of Commercialization of PROJECT TREE, the First Blockchain-based Natural Rubber Traceability and Sustainability Project in the World (<https://www.itochu.co.jp/en/news/press/2021/211201.html>)
◦ PROJECT TREE website (<https://project-tree-natural-rubber.com/>)

Sustainability in the Value Chain: Products of Relevance to Forest Conservation

PROJECT TREE image Diagram



Performance Data on Natural Rubber

Category	2023 (Jan-Dec)	2024 (Jan-Dec)	2025 (Jan-Dec)
Capacity building, Sustainability training initiatives to small farmers	3,804 people (Accumulatively 7,921 people)	11,991 people (Accumulatively 19,912 people)	8,223 people (Accumulatively 28,135 people)

Palm Oil

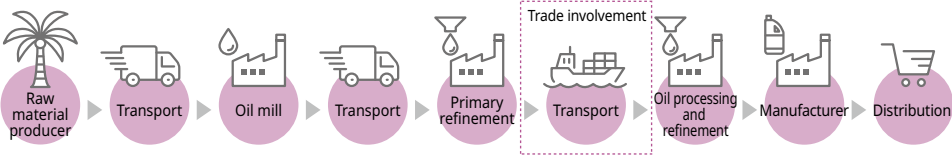
Palm oil has been associated with environmental destruction and human rights violations in relation to the development and production of plantations. ITOCHU is extensively engaged in the trade and distribution of palm oil but is not involved in the palm plantation business. However, based on our role in distribution, we recognize the importance of paying particular attention to this issue. For example, we are a member of the Roundtable on Sustainable Palm Oil (RSPO) and are working to fulfill our corporate social responsibility by taking responsibility and standing as a bridge between producers and consumers. We are also cooperating in the spread of certified oil other than RSPO, such as MSPO*1 and ISPO*2, in cooperation with industry groups.

In addition to having formulated the Sustainable Palm Oil Procurement Policy, we aim to preserve natural forests and ensure sustainable consumption of forest resources by promoting transparency in the supply chain and strengthening the sustainable palm oil procurement system.

*1 Malaysian Sustainable Palm Oil
*2 Indonesian Sustainable Palm Oil

Sustainable Palm Oil Procurement Policy (https://www.itochu.co.jp/en/csr/pdf/sustainable_palm_oil_procurement_policy.pdf)

Palm Oil Trading Supply Chain



Establishing Traceability

ITOCHU inspected our supply chain as a way to fulfil our corporate social responsibility. In doing so, we identified issues and solved them with the aim to achieve sustainable procurement and supply of palm oil. That allowed us to achieve one of our goals of achieving 100% traceability at the mill level by 2021. Going forward, we will aim to achieve our other goal of switching all the palm oil we procure to sustainable palm oil*1 by 2030. In particular, we aim to base our procurement on the NDPE principle (No Deforestation, No Peat, No Exploitation)*2.

*1 Sustainable palm oil: palm oil produced in a responsible manner which complies with NDPE policy and RSPO, MSPO, ISPO or any other equivalent standards
*2 No Deforestation, No Peat, No Exploitation (NDPE): zero deforestation, zero peatland development, zero exploitation

Sustainability in the Value Chain: Products of Relevance to Forest Conservation

Sustainable Palm Oil Procurement Initiatives

ITOCBU aims for sustainable palm oil procurement and, based on the ITOCHU Group Human Rights Policy established in 2019, conducted human rights due diligence in FY2020 on major products of our Food Company, including palm oil. Since then, we have striven to understand the facts on the ground through our annual supply chain sustainability surveys. In FY2024, with the goal of further sustainable procurement of palm oil, a commodity requiring particular attention, we conducted human rights and environmental due diligence specific to palm oil with the cooperation of external experts.

This investigation covered 89 companies that are primary, secondary, and tertiary suppliers located in Malaysia and Indonesia. We conducted a self-assessment questionnaire (SAQ) in three languages: English, Malay, and Indonesian. Based on the results, we selected three companies for engagement to confirm the specific state of human rights risks and conducted more detailed interviews remotely.

To identify the relevant human rights issues, we confirmed certifications related to palm oil (RSPO, ISPO, MSPO certifications) and relevant regulations in each country, in line with the Group's Sustainable Palm Oil Procurement Policy. The survey items included child labor, forced labor, occupational health and safety, freedom of association and collective bargaining rights, discrimination, and environmental initiatives.

The investigation results did not confirm any items of concern for immediate risk or serious negative impacts on human rights. As an example of good practices, some business sites were found to be implementing appropriate preventive measures such as providing multilingual training on occupational health and safety. Many business sites were also confirmed to have established policies to prevent deforestation and efforts to reduce greenhouse gas (GHG) emissions. By sharing these good practices with suppliers, we aim to strengthen efforts throughout the supply chain. Each business site will continue to verify the response status and, where appropriate, engage to increase secondary and tertiary suppliers traceable back to plantations.

The Group will continue to cooperate with suppliers, identify human rights issues in advance, and address them seriously. Through continuous dialogue, we will encourage each supplier to address appropriate human rights issues.

Furthermore, by continuing regular efforts and improvements based on the human rights due diligence process, we aim to prevent, mitigate, and remedy real or potential negative impacts on human rights. Together with related companies, including suppliers, we will implement and strengthen initiatives to respect human rights, aiming to build a resilient value chain and achieve sustainable growth.

Survey Items	Child labor, forced labor, occupational health and safety, freedom of association and collective bargaining rights, discrimination, inhumane treatment, working hours and wages, grievance mechanisms, community-related initiatives, environmental initiatives (GHG emission reduction, deforestation prevention), anti-corruption, other items from external certifications/audits, etc.
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*Bold: Core labor standards of the ILO Declaration on Fundamental Principles and Rights at Work

Membership to the Roundtable on Sustainable Palm Oil (RSPO)

We joined the Roundtable on Sustainable Palm Oil (RSPO) in 2006, and respect the principles and standards set by the RSPO (such as the Principles and Criteria for the Production of Palm Oil) to promote transparency in the supply chain. We are working to strengthen the sustainable palm oil procurement system by expanding transactions with suppliers of raw material that have improved their traceability.

We confirm priority items and utilize them in procurement through sustainable procurement surveys, including on-site examinations, and direct engagement with suppliers.

In the course of our operations, we regularly review our procurement policy in cooperation with stakeholders such as business partners and experts. Information regarding this matter has been disclosed through the Sustainability Report, the Sustainability Action Plan, and the Annual Communication of Progress (ACOP).

- * RSPO Supply Chain Certificate (https://www.itochu.co.jp/en/csr/pdf/rspo_scc_certification_2023.pdf)
- * Sustainability Action Plans (P38)
- * The Annual Communication of Progress (ACOP) (<https://rspo.org/members/2-0034-06-000-00/>)

Please also refer to the disclosed information below regarding ITOCHU's initiatives.

- * Initiatives for sustainable procurement of palm oil (https://www.itochu.co.jp/en/csr/pdf/fact_sheet_2025.pdf)
- * Refinery list (https://www.itochu.co.jp/en/csr/pdf/refinery_list_2026.pdf)
- * Mill list (https://www.itochu.co.jp/en/csr/pdf/mill_list_2026.pdf)

Performance Data on Sustainable Palm Oil Procurement

Our goal is to transition all procured palm oil to sustainable palm oil by 2030. The following table shows the current progress of our initiatives and our targets.

Category	Result			Target
	2023 (Jan-Dec)	2024 (Jan-Dec)	2025 (Jan-Dec)	2030
Volume of Handled Palm Oil	386,000 tons	376,000 tons	376,000 tons	-
<Main Supplier>	Malaysia	Malaysia	Malaysia	Malaysia
	Indonesia	Indonesia	Indonesia	Indonesia
RSPO Members	10/10 (100%)	10/10 (100%)	10/10 (100%)	100%
Suppliers Under NDPE Policy	10/10 (100%)	10/10 (100%)	10/10 (100%)	100%
<Certified Sustainable Palm Oil>				
RSPO Certified Sustainable Palm Oil	28.60%	35.90%	38.10%	-
<Traceability>				
Traceable to the Mills	100%	100%	100%	100%

Sustainability in the Value Chain: Products of Relevance to Forest Conservation/Food

Solid Biomass Fuel

ITOCHU procures Solid Biomass Fuels (woody biomass fuel and biomass solid fuel from agricultural residue) that have been legally verified by third-party certification systems such as Forest Management and Chain of Custody certification (PEFC, FSC, etc.), based on the Feed-in Tariff (FIT) program for renewable energy launched in July 2012 by the Ministry of Economy, Trade and Industry (METI).

ITOCHU conducts its own audit as needed by retaining an additional third party certification body (such as the Japan Gas Appliances Inspection Association (JIA), etc.) to ensure appropriate certification, thereby procuring fuel which has been verified as legal and sustainable.

In the event that a violation of our procurement policy is identified, ITOCHU immediately suspends any transaction with the supplier and requires it to take corrective actions, while providing guidance and support to the supplier.

Performance Data on Solid Biomass Fuel

Solid Biomass Fuels handled by ITOCHU have their legality, sustainability and traceability ensured by third-party certification systems such as Forest Management and Chain of Custody certification, etc.

Woody Biomass

Classification of Legality Basis		Item	FY2023	FY2024	FY2025
Certified wood or highly controlled wood Forest	Forest certification, etc	Lumber whose legality, sustainability and traceability are ensured in accordance with third-party certification systems (such as PEFC, FSC and CoC certifications) or verified through voluntary initiatives utilizing third-party organizations (e.g., JIA)	100%	100%	100%

*License No. GGL® GGL- 887567 (ITOCHU's certification number)

Biomass Solid Fuel from Agricultural Residues

Classification of Legality Basis		Item	FY2023	FY2024	FY2025
Certified Product	Third-party certification, etc	Biomass solid fuel from agricultural residues (e.g., PKS) have ensured legality and sustainability through third-party certification systems such as GGL and others.	-	100%	100%

*License No. GGL® GGL- 887567 (ITOCHU's certification number)
*Based on the FIT/FIP program, obtaining certification related to sustainability (legality) became mandatory as of April 1, 2024.

- Code of Conduct to the Japan Gas Appliance Inspection Association (JIA) (https://www.itochu.co.jp/en/csr/pdf/jia_code_of_conduct.pdf)
- Management Commitment to GGL Certification Requirements (https://www.itochu.co.jp/en/csr/pdf/ggl_certification_requirements.pdf)

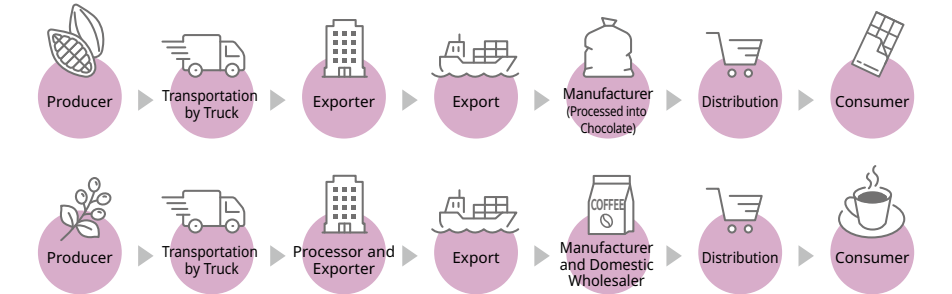
Food

Cocoa Beans and Coffee Beans

ITOCHU handles cocoa beans and coffee beans as the raw ingredients of chocolate and coffee products. We operate processing/exporting business for coffee beans with UNEX (Guatemala), S.A. serving as our subsidiary. In the suitable areas to growing cocoa beans and coffee beans, the impact on human rights and the natural environment by plantation development and production has been identified. Accordingly, we have formulated procurement policies to fulfill our corporate social responsibility. Under these policies, we are promoting sustainable procurement in consideration of the environment and human rights.

- Cocoa Bean Procurement Policy (https://www.itochu.co.jp/en/csr/pdf/cocoa_beans_procurement_policy.pdf)
- Coffee Bean Procurement Policy (https://www.itochu.co.jp/en/csr/pdf/coffee_beans_procurement_policy.pdf)

Cocoa Bean and Coffee Bean Trading Supply Chain



Overview of Cocoa Bean and Coffee Bean Dealings

Contents	Cocoa Beans	Coffee Beans
Overview of Dealings	Trading	Trading and processing/exporting
Scope	ITOCHU Corporation and subsidiaries	ITOCHU Corporation and subsidiaries (Including UNEX (Guatemala), S.A)
Main Suppliers	Ghana and Latin America	Brazil, Vietnam and Guatemala, etc.
Main Sales Destinations	Japan and the U.S.	Japan, Europe, North America and Asia
Examples of Activities	Sustainable cocoa bean sourcing program	Sustainable coffee bean sourcing Activities with UNEX (Guatemala), S.A.

Sustainability in the Value Chain: Food

Sustainable Cocoa Bean Sourcing Program

ITOCHU started handling sustainable cocoa beans in 2007. We will continue to further enhance the traceability of cocoa beans and work on strengthening our handling of cocoa beans to help with consideration for human rights and the environment, the eradication of poverty among farmers, and an improvement in living standards.

■ Performance Data on Sustainable Cocoa Bean Procurement

	FY2023	FY2024	FY2025	FY2030 Target
Sustainable Cocoa Bean	64%	65%	55%	100%

Sustainable Coffee Bean Sourcing Program

ITOCHU has handled sustainable coffee beans over more than 15 years. In particular, we are working to strengthen our handling of sustainable certified coffee beans authenticated by organizations (e.g., UTZ, Rainforest Alliance and 4C) and defined by customers.

Activities of UNEX (Guatemala), S.A in Coffee Producing Area

ITOCHU is working on the following activities through UNEX (Guatemala), S.A – a subsidiary which collects coffee cargo in Guatemala.

Item	Content
Technical Support for Small Farmers	Providing agricultural technology (e.g., methods of utilizing shaded trees and soil management) to improve the productivity of small farmers
Support for Mobile Hospitals	Providing medical care to coffee producers and their families living in mountainous areas where there are no hospital nearby
Support for Childcare Facility Management	Providing education, food and drink to the children of workers engaged in harvesting to prevent child labor
Support for Female Producers	Conducting initiatives with a female-centered coffee producer group (COMAL) and providing agricultural guidance from the ethos of supporting women and gender equality

■ Performance Data on Sustainable Coffee Bean Procurement

	FY2023	FY2024	FY2025	FY2030 Target
Sustainable Coffee Bean	37%	32%	34%	50%

Dairy Products

ITOCHU stably procures and imports milk ingredients, cheeses and other dairy products from overseas dairy product suppliers with a production and quality control structure. The dairy product production and supply structure in Japan has been built centered on Hokkaido as part of agricultural policy. However, in response to the increase in consumption of dairy products in Japan in recent years, import opportunities have been steadily increasing under trade liberalization agreements (e.g., the TPP and EPA).

Producers' organizations and companies in major dairy product producing countries (New Zealand, Australia, Europe, North America and South America) have gradually started initiatives to build a production structure enabling sustainable growth. We will strive to understand the initiatives of major production areas and suppliers through regular surveys by sales representatives and work to further build relationships. This is so that we can continue to deliver safe and secure dairy products in the future.

Ensuring the Safety of Raw Milk

Ensuring the safety of raw milk in dairy product supply chains is paramount. We have a structure in which raw milk milked and collected by dairy farmers and then brought to dairy product factories is subject to antibiotic contamination tests at the acceptance stage. This means we only use raw milk confirmed to be safe.

In addition, manufactured cheese, butter and skim milk powder (excluding powdered milk) are individually packed in manufacturing factories mainly in 10 kg or 20 kg cardboard boxes for cheese and butter, and 25 kg paper bags for skim milk powder. The manufacturing date is then printed on these. Accordingly, it is possible to trace products up to the date of their production date in the manufacturing factory.

The standards for hormones and antibiotics used to breed beef and dairy cattle are established by the relevant organizations in each country. Each dairy product manufacturer then sets its own self-management regulations based on those standards.

Initiatives for the Sustainability of Ranches

An example of these initiatives is that basically dairy cows are raised by grazing in New Zealand – an important supply base for ITOCHU. The cows are bred while changing their grazing land regularly so that ranches do not fall into ruin. We are promoting such initiatives to help improve productivity.

Moreover, we have started the product development and distribution of grass-fed butter produced from beef and dairy cows raised eating only grass in New Zealand. Regular butter is made with the milk of cows raised mainly on grains. In contrast to this, grass-fed butter is made with the milk of cows raised eating only grass or grass of at least a certain ratio. This has the advantage of reducing the financial burden on dairy farmers.

Sustainability in the Value Chain: Food

Meat

Surveys of Beef Supplier Food Safety Management Systems

As a general rule, ITOCHU verifies whether beef suppliers for import transactions have HACCP certification or GFSI (Global Food Safety Initiative)-recognized certification. GFSI is a non-profit organization that involves globally expanding food companies and promotes food safety.

Initiative Participation

Companies in wide-ranging lines of businesses – from producers to retailers – are participating in an initiative called the Global Round Table for Sustainable Beef (GRSB) with the aim of sustainable beef production. ITOCHU has built business relationships with multiple companies participating in the GRSB. We are exchanging information with them on the latest trends.

Performance Data on Traceability

ITOCHU considers the safety and security of food as our number one priority, based on the key assumption that we are able to thoroughly trace the products we deliver to our customers back to their producers.

We have a 100% “traceback” system for all meat (beef, pork, chicken) suppliers (mainly overseas) allowing us to trace back products up to their production stage.



Content	Performance		
	2023	2024	2025
Volume of Handled Meat	About 130,000 tons	About 140,000 tons	About 150,000 tons

Ensuring Traceability at HyLife Group Holdings

HyLife's integrated production includes pig farms, mixed feed factories and pork processing, enabling supply chain management and coordination in-house. HyLife has utilized this production structure to achieve a stable supply of safe and secure, high-quality and traceable products. In addition, it is possible to communicate the individual needs of customers to pig farms through such integrated production. HyLife has established a specialty program customized for Japan that has been well-received in the market. Currently, it is one of the largest exporters of chilled pork to Japan in North America.



Pork Processing Process

Promotion of Animal Welfare at Group Companies and Suppliers

Regarding its meat products, the ITOCHU Group believes that it is important for its livestock to be kept in a comfortable environment and to reduce stress and disease. Based on the belief that these animal welfare initiatives will lead to improved productivity and safer livestock products, we are working with meat-related Group companies and suppliers to promote initiatives for the humane handling of livestock in accordance with local laws.

Initiatives by Meat Supplier

Respecting Animals is a HyLife Core Value and the obligation and responsibility of all employees. HyLife provides optimal environmental conditions for the animals in our care providing climate controlled housing, nutritionally balanced diets and veterinary animal health oversight. All employees receive comprehensive training in the proper care and handling of animals and farms are operated in accordance with the Canadian Code of Practice for the Care and Handling of Pigs and are certified under the Canadian Quality Assurance Program.

Initiatives at Group Companies

In 2023, Group company Prima Meat Packers, LTD. established the Group Procurement Policy to promote responsible procurement that is safe and secure and takes into consideration the global environment, human rights, and animal welfare. At the new farm in Miyagi Prefecture, which began operations in 2023, we have created an environment to alleviate the stress of pigs. In the future, we are considering the introduction of free stalls when building or expanding a new pigpen on another farm, and we plan to promote animal welfare measures.

Sustainability in the Value Chain: Food

Marine Products

We mainly handle skipjack and yellowfin as marine products. In Indonesia, we operate the PT. Aneka Tuna Indonesia (ATI) canned tuna factory in a joint venture with partners. We have established voluntary management regulations for tuna. We are dedicated to our policy of only procuring skipjack and yellowfin that have been appropriately managed by fishing organizations.

Raw Material Tuna Procurement Policy (https://www.itochu.co.jp/en/csr/pdf/raw_material_tuna_procurement_policy.pdf) 

Targets

The acquisition of MSC*1 certification is limited among fishermen for the highly migratory fish of skipjack and yellowfin at present. Under these circumstances, we are also encouraging fishermen to acquire this certification in the trade of skipjack and yellowfin for the raw ingredients in canned food products. We aim to increase MSC raw ingredients to be more than 10% of the volume handled a year by FY2026.

The quantity of pole and line fished*2 raw ingredients in ATI was increased from 8,000 tons in FY2013 to 13,600 tons in FY2025 (39% of the total quantity handled by ATI). It has become one of the few canned tuna factories in the world that uses a large amount of pole and line fished raw ingredients. We will continue to work to secure, maintain and increase pole and line fished raw ingredients.

*1 The Marine Stewardship Council (MSC) is an international NPO established in 1997 to work on spreading sustainable fishing. Its headquarters are located in London, England.
*2 Pole and line fishing is a method of fishing by catching one fish at a time. It is a sustainable fishing method that does not involve the catch of large quantities of fish at one time. It is said that it is an environmentally friendly fishing method because it is also possible to avoid the bycatch of non-targeted fish.

Sustainability Surveys for Marine Resource Suppliers to Ensure Responsible Procurement Practices

We regularly visit and survey our suppliers. This is so that we responsibly procure marine resources for all the marine products we handle. We also promote cooperation with various fishing organizations. Every year, those in charge of sales visit and survey 28 suppliers applicable to our internal selection criteria in cooperation with our Food Safety and Compliance Management Office. This is for the regular visits and surveys on our suppliers to responsibly procure marine resources. We also engage in business after confirming that suppliers are appropriate from a viewpoint of ESG.

Regarding bonito tuna, which we handle in vast quantities, we prohibit procurement from IUU fishing (concerning illegal fishing: “Illegal, Unreported and Unregulated”). We only procure and purchase marine products whose origin is clearly traceable to fisheries that are properly managed by the Western & Central Pacific Fisheries Commission (WCPFC).

Certifications and External Stakeholder and Initiative Participation

We acquired distributor certification and chain of custody certificate (CoC)*1 certification from the Marine Stewardship Council (MSC) in March 2018.

We joined the Organization for the Promotion of Responsible Tuna Fisheries (OPRT) in 2012 in the tuna business. This is an organization that was established for the sustainable use of tuna resources. We are now promoting initiatives that comply with our aforementioned voluntary management regulations.



Pole and Line Fishing

ATI is strengthening its handling of pole and line fished raw material– considered to be the most environmentally friendly skipjack and yellowfin fishing method. The need for products made with pole and line fished raw material is growing every year in markets with a high interest in sustainability (e.g., the U.K. and Australia) for the canned tuna market as well. It is our policy to strengthen our handling of pole and line fished products manufactured by ATI.

ATI joined the Indonesian Association of Pole & Line and Hand Line in 2014. It is offering its cooperation such as by providing data. This data is used in the Fishery Improvement Program (FIP)*2. ATI is also cooperating for the acquisition of MSC in Indonesia. Moreover, it joined an international organization called the International Seafood Sustainability Foundation (ISSF)*3 in 2016. ATI is offering its cooperation such as by providing information in the same way as it does with the Indonesian Association of Pole & Line and Hand Line.

*1 Chain of custody certificate (CoC) is certification for processors and distributors. This is to ensure the traceability of MSC certified marine products and other products in the management of processing and distribution processes specified by MSC.
*2 The Fishery Improvement Program (FIP) is a project in which small fishermen finding it difficult to acquire MSC certification and market stakeholders cooperate and work together aiming for sustainable fishing under the goal of future MSC acquisition with MSC compliant fishing methods.

Performance Data Related to Certification

Item			FY2023	FY2024	FY2025	Target (FY2026)
Fisheries Raw Materials Handled by ITOCHU	MSC and/or CoC Certified Fisheries Raw Materials	MSC/CoC Quantity	10,000 tons	12,500 tons	10,600 tons	15,000 tons
		Percentage of MSC/CoC Certified Raw Materials	6%	6%	9%	15%
Bonito Tuna for Canned Tuna	ATI Fishing Line	ATI Single Fishing Raw Material Quantity	13,700 tons	16,600 tons	13,600 tons	19,600 tons



Sustainability in the Value Chain: Textile Raw Materials

Textile Raw Materials

In recent years, the trend for sustainability has been gradually penetrating the fashion market. For example, global fashion brands have declared that they will switch to using environmentally friendly materials (e.g., organic cotton, recycled polyester etc.) for the materials they procure as an initiative to develop the labor environment in the supply chain and to deal with the disposal of clothing and other problems. This issue is particularly important to us given that ITOCHU was founded as a textile raw materials trading business, which remains a cornerstone of our company to this day as a part of the Fashion Apparel Division. Therefore, in our textile business we have made it our policy to shift our raw materials portfolio to environmentally friendly resources and build traceability capacity from raw materials procurement to distribution to manufacturers.

Organic Cotton Procurement in India

Traceability in Organic Cotton Procurement in India



When we procure organic cotton in India, we first purchase raw organic cotton that comes with a certificate from a ginning (work to separate the seeds and fibers after harvesting raw cotton) factory in India that has acquired GOTS certification. We deliver that raw organic cotton to spinning factories that have acquired GOTS certification in India or Asia. Finally, we purchase the yarn spun in those spinning factories and sell it to weaving/knitting factories in Japan and overseas. Furthermore, with regards to the traceability of organic cotton, we have implemented measures to leveraging our vast network and experiences to facilitate our cotton farmers in India to shift toward organic farming methods and to support certification acquisitions (such as the GOTS certification*) at our cotton mills and ginning factories. Given these initiatives, we have achieved 100% traceability in the organic cotton and the cotton in the 3-year transition period to the organic cotton.

*GOTS certification: a set of comprehensive standards that certifies products made from organic textile. The standards cover the following items: use of certified raw materials and their traceability, control systems to limit or prohibit designated chemical inputs (dyes and auxiliaries) and accessories, separation and identification systems, environmental management, contamination and residue testing, and social criteria (possible sources of information: interview with management, confidential interviews with workers, personnel documents, physical on-site inspection, unions/stakeholders).



Performance Data on Organic Cotton Procurement

All organic cotton is GOTS certified and traceable.

Item	FY2023	FY2024	FY2025
Organic Cotton Handled (1,000 kg)	1,876	2,060	1,450
Percentage of Cotton Trade	85%	90%	90%
Traceability of Organic Cotton	100%	100%	100%
GOTS Certification of Organic Cotton	100%	100%	100%

Expansion of Environmentally Friendly Materials

Our Apparel Division has been working on branding, commercializing and proposing natural materials for several years. In response to the recent momentum for conversion to sustainable materials in the global apparel market, we are also working to expand our use of environmentally friendly materials.

We launched the RENU Project with the aim of realizing a recycling-oriented society in 2019. The first product in that project came from us developing recycled polyester.

We started the trial deployment of a cellulose material derived from coniferous forests called Kuura in March 2021. This is a new material we have jointly developed with a major company in the Finnish forest industry called the Metsä Group. Using renewable energy in the manufacturing factory and using a special solvent in the manufacturing process for this product has helped us to reduce our burden on the environment. In addition, we have established traceability that even includes the timber for this. These efforts have led to this product attracting attention as an innovative sustainable material.

We will continue to accelerate the pace of our cooperation with global companies toward our increasing use of environmentally friendly materials in the future. At the same time, we will work to acquire certification in the spinning, weaving/knitting and sewing processes and to expand internal cross-company business toward establishing branding and traceability up to commercialization – our medium term target.

◦ Commitment of Protecting Forests through Material Sourcing of MMCF (https://www.itochu.co.jp/en/csr/pdf/commitment_of_protecting_forests_2019.pdf)

◦ RENU Project (P76)

◦ Participation to Textile Exchange "the 2025 Recycled Polyester Challenge" (<https://textileexchange.org/2025-recycled-polyester-challenge/>)

Social Contribution Activities

Policy & Basic Approach

Viewing issues from a global perspective, we always remain aware of the role to play as a good corporate citizen, see that our activities are at harmony with both local communities and the international community, and contribute to the rise of societies offering a higher quality of life. In order to realize this, we have identified three areas of focus in our basic activity guidelines, and are advancing social contribution activities in partnership with Group companies. These activities also contribute to the achievement of SDGs (Sustainable Development Goals), which were established by the UN in 2015.

The ITOCHU Group Basic Activity Guidelines on Social Contribution

ITOCU's corporate philosophy of *"Sampo-yoshi"* is said to have originated with economic activities being allowed as good for society because Ohmi merchants contributed to the local economy in the places they visited in addition to being good for the seller and good for the buyer. Based on *"Sampo-yoshi"* the ITOCHU Group is aiming for mutual development in cooperation with regional society and communities. We are doing this by contributing to regional economic development with our business activities and engaging in social contribution activities in the areas in which we do business and other places around the world.

We have determined the following three areas (growth of future generations, environmental conservation and community contribution) as key fields in social contribution activities in line with our corporate philosophy and material sustainability issues.

1. Growth of Future Generations

We shall conduct activities to support the sound development of youth as tomorrow's leaders mainly in the areas in which we do business and work for the emergence of fulfilling and vibrant communities.

2. Environmental Conservation

We shall vigorously pursue activities of environmental conservation and contribute to sustainable social advancement.

3. Community Contribution

As a good corporate citizen, we shall promote community development, construct favorable relationships, and enter into dialogue and discussions in the areas in which we do business.

Tomokuni Nishiguchi

Member of the Board
Senior Executive Officer
Chief Administrative Officer
Established in August 1993
Revised in April 2022

Relationship Between the Key Fields of Social Contribution Activities and Business

We have established enhancing contribution and efforts for the SDGs as one of the basic policies in our Brand-new Deal 2023 medium-term management plan that we started in 2021. It continues to be positioned as one of our major strategies in our Management Policy "The Brand-new Deal" set for 2024.

We give below the relationship between our sustainability strategy of material sustainability issues incorporating environmental, social and governance (ESG) perspectives and enhancing contribution and efforts for the SDGs in our business strategy and the key fields of our social contribution activities.

Key Fields	Enhancing Contribution and Efforts for the SDGs Response to Material Sustainability Issues	
Growth of Future Generations	Main SDGs	Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Material Issue	Contribute to Healthier and More Affluent Lifestyles
Environmental Conservation	Main SDGs	Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	Material Issue	Address Climate Change (Contribute to a Decarbonized Society)
Community Contribution	Main SDGs	Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development
	Material Issue	Respect and Consider Human Rights

Expenses for Associations and Social Contributions

(Unit: 1 million yen)

Item	FY2023	FY2024	FY2025
Social Contribution (Donations)	1,971 (161)	1,941 (154)	1,919 (477)

Major Donations in FY2025

(Unit: 1 million yen)

Donations	Amount of money	Summary
National Political Association (General Incorporated Foundation)	28	Corporate donations to the National Political Association.
Imabari City, Ehime Prefecture	50	Donation to support Imabari City's local development promotion projects.
EU-Japan Fest Japan Committee	3	Donation as part of a cultural exchange regarding a program to promote artistic and cultural exchange between Europe and Japan.
Shiga Prefecture	1	Donation to support the environmental policy of Shiga Prefecture, where our company was founded.

Social Contribution Activities

Targets and Action Plan

Target	FY2025 Action Plan	Results for FY2025	FY2026 Action Plan	SDGs (Sustainable Development Goals)
Create fulfilling and vibrant communities through activities that support the sound development of youth as tomorrow's leaders.	1. Support for ITOCHU Foundation. 2. Support for KnK's "House for Youth" in the Philippines.	1. Continued to support the ITOCHU Foundation. The Foundation was awarded the "Mecenat Award 2025 Excellence Award" by the Association for Corporate Support of the Arts, in recognition of its half-century of activities promoting and supporting reading. 2. Since 2009, the house has taken in a total of 386 children, providing various forms of care such as food, clothing, and shelter, as well as education. Additionally, employees from ITOCHU Manila Branch visited in December to present their annual Christmas gifts.	1. Support for ITOCHU Foundation. 2. Support children in difficult situations overseas through KnK.	
Contribute to the sustainable development of society through environmental conservation activities.	3. Promote the endangered species Ayumodoki (Parabotia curtus) in collaboration with Shiga Prefecture and the Shiga Prefectural Lake Biwa Museum. 4. Continue promotion of the mangrove planting project in collaboration with Uken Village of Amami Oshima Island. 5. Continue promotion of the project for protecting green turtles, an Endangered Species.	3. Continued to raise the juvenile fish successfully bred in the previous fiscal year. Also, as in the previous year, females from adjacent waters (the same water system) were introduced, leading to the successful breeding of over 1,000 individuals. Achieved stable maintenance and breeding, which included transferring 750 fish to other institutions for distributed breeding purposes. 4. Continuing from last year, based on the Industry-Academia-Government partnership with Uken Village, Sophia University, and JAL, mangrove planting tours and environmental surveys of afforestation sites were conducted. Approximately 2,400 trees have been planted so far on Edateku Island in Uken Village. Furthermore, the project has obtained the first J-Blue Credit certification for mangrove planting (certified amount: 0.3 t-CO ₂ , planted area: approximately 1,073 m ²). 5. Everlasting Nature, a certified NPO working to conserve marine life in the Asian region, has continued to support a green turtle nest count monitoring survey and post-hatching survey at the Ogasawara Marine Center since FY2016. The number of green turtles in Ogasawara was confirmed to be stable with no significant increase or decrease in recent years. In October 2025, the green turtle was upgraded from endangered to the lowest risk of extinction category on the IUCN (International Union for Conservation of Nature) Red List. This upgrade was based on the recovery trend observed through conservation efforts around the world. ELNA contributed to this international update by providing the IUCN with long-term monitoring results and comments on the regional assessment in Ogasawara.	3. Promote the endangered species Ayumodoki (Parabotia curtus) in collaboration with Shiga Prefecture and the Shiga Prefectural Lake Biwa Museum. 4. Continue promotion of the mangrove planting project in collaboration with Uken Village of Amami Oshima Island. 5. Continue promotion of the Conservation and Monitoring Support for Green Turtles in Ogasawara Islands.	
As a good corporate citizen, build favorable relationships with the communities in which we do business through community development.	6. Contribute to Shiga Prefecture, where our company was founded. 7. Contribute in Minato Ward, where the Tokyo headquarters is located. 8. Hold ITOCHU Baseball Class at Meiji Jingu Stadium. 9. Promote activities at overseas and domestic offices.	6. Based on the social contribution cooperation agreement with Shiga Prefecture, (1) Donation of picture books in foreign languages to prefectural libraries and (2) a training camp for new employees within the prefecture. (1) The picture books were collected from ITOCHU's overseas bases, with 104 books donated in FY2025. To date, a cumulative total of 2,054 books in 40 languages from 51 countries have been donated. (2) Approximately 130 new employees conducted fieldwork at local businesses, such as farms, to plan and propose solutions for regional revitalization. Through these hands-on experiences, they practically learned our founding spirit of <i>Sampo-yoshi</i> . 7. 17 employee volunteers participated in the MINATO City Half Marathon. Received visiting students from Aoyama Elementary School for out-of-classroom learning and from Aoyama Special Needs School for a workplace learning experience (3 times). Cooperated in career education at Aoyama Junior High School. 8. Baseball Class held again this year in February. Volunteer employees from 20 ITOCHU Group companies were paired with 46 children. The total number of participants, including the children's families, was 211. 9. 304 employees participated in volunteer activities at overseas sites.	6. Contribute to Shiga Prefecture, where our company was founded. 7. Contribute in Minato Ward, where the Tokyo headquarters is located. 8. Hold ITOCHU Baseball Class at Meiji Jingu Stadium. 9. Promote activities at overseas and domestic offices.	

Social Contribution Activities

Initiatives: Growth of Future Generations

ITOCHU Foundation

ITOCHU has promoted social contribution activities aiming for the sound development of young people since setting up the ITOCHU Foundation (which became a public interest incorporated foundation in 2012) in 1974. In recognition of its many years of work promoting reading among children, the company received the Award for Excellence at the Mecenat Awards 2025, hosted by the Association for Corporate Support of the Arts.

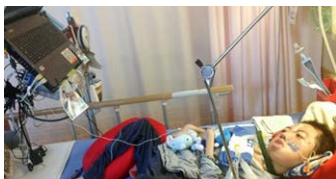
- ITOCHU Foundation(Japanese only) (<https://www.itc-zaidan.or.jp/>)
- Introduction to the Activities of the ITOCHU Foundation (5 minutes and 31 seconds) Movie (Japanese only) (<https://youtu.be/6B6u3SwdEo?si=RUVzg-ep9qKJ4kE>)

Children's Literature Collection Grant (1975-)



"BRIDGING FOUNDATION"
A member of the Bridging Foundation reads to patients at a children's hospital ward in Vietnam

Project for Promotion of E-book Libraries



Patients can enjoy Multimedia Daisy while operating a PC with a switch affixed between their eyebrows

Youth Support in Bangladesh through Kokkyo naki Kodomotachi ("KnK"; Meaning "Children Without Borders")



Through KnK, a certified NPO that provides education and self-reliance support to children around the world, we support the "Smile Drop-in Center" for street children in Bangladesh.



© Taichi Kozawa

ITOCHU Baseball Class held at Meiji Jingu Baseball Stadium



This class has been held since 2007 to encourage children with disabilities to enjoy playing baseball. ITOCHU Group employees also participate as volunteers.



Group photo

Initiatives: Environmental Conservation

Mangrove Planting Project with Uken Village of Amami Oshima Island



Since 2021, we have carried out mangrove planting with Uken Village in Amami Oshima, a World Natural Heritage site. To advance environmental conservation and regional development in Uken Village, we organized a tree-planting tour through industry-academia-government collaboration with Japan Airlines Co., Ltd. and Sophia University, with employees also joining the planting. In 2025, we generated the first blue carbon credits from mangrove planting in Japan (certified as J Blue Credit®; certified volume: 0.3t-CO₂; planted area: approx. 1,073 m²).



Group photo

Collaborative Conservation Project for Rare Freshwater Fish with Shiga Prefecture and Shiga Prefectural Lake Biwa Museum



ITOCHU has been undertaking a collaborative project with Shiga Prefecture and the Shiga Prefectural Lake Biwa Museum since 2022 to conserve the endangered Ayumodoki fish.



Endangered Species "Ayumodoki"
Provided by: Lake Biwa Museum

Conservation and Monitoring Support for Green Turtles in Ogasawara Islands



Through the certified NPO Everlasting Nature of Asia (ELNA), we support green turtle conservation. By many years of conservation efforts worldwide, The green turtle was removed from the endangered species listing in 2025.



Green Turtles

Supporting Climate System Research at the Atmosphere and Ocean Research Institute, The University of Tokyo



Since the establishment of the University of Tokyo's former Climate System Research Center in 1991, ITOCHU has endorsed its purpose and has continued to support research.



The Climate Symposium (Dec. 2018)

Social Contribution Activities

Environmental Conservation Results

Data on Ayumodoki Fish Managed by the Lake Biwa Museum

		2022	2023	2024	2025
Breeding*1	Target value	200	200	200	200
	Actual	95	56	1,016	555*3
Cumulative number of fry bred	Target value	100	200	200	Prev. yr + 200
	Actual	0	0	1,090	1,398
Average total length after 12 months (mm)*2	Target value	30	30	55	55
	Actual	0	0	62.8	73.0

*1 Number of fish kept is as of December 31 of each year.
*2 Average of all or 10% and 20% (10 to 30 individuals) selected from each tank.
*3 Due to the transfer of approximately 750 fish to other institutions for distributed breeding.

Project Data Monitoring the Spawning and Post-hatching Mortality of Green Turtles in the Ogasawara Islands

		Unit		2021	2022	2023	2024	2025	2025 Compared to the Previous Year	2025 Compared to 2000
Survey Scale	Number of Surveyed Coasts	Coast	Chichijima Islands	30	30	22	22	22	100%	
			Hahajima Islands	10	10	7	7	7	100%	
			Mukojima Islands	10	-	8	8	8	100%	
	Total Number of Surveys Conducted	Times	202	182	167	187	194	104%		
	Total Survey Personnel	Person	934	957	798	922	889	96%		
Results	Number of Surveyed Green Turtle Nests	Nest	Chichijima Islands	1,200	1,700	1,400	1,700	1,600	94%	356%
			Hahajima Islands	330	300	280	500	450	90%	
			Mukojima Islands	33	-	30	40	60	150%	
	Number of Surveyed Post-hatching Nests (Conducted only on Chichijima Island)	Nest	930	1,120	761	1,100	1,000	91%		
	Baby Turtles Returning to the Sea (Conjecture)	Head	44,000	56,000	48,000	70,000	63,000	90%		
	Escape Rate (Number of Escaped Turtles / Number of Eggs)	%	29	34	35	42	39	93%		
Reviews	The Increasing Trend of Green Turtles in Ogasawara (Conjecture)	-	Stable with no significant increase or decrease since 2017.							
	Future population projections	-	The estimated number of juvenile turtles produced in Chichijima Islands is approximately 51,200/year. The estimated annual number of surviving turtles (surviving to maturity) is 128 turtles/year. *							

• Figures are approximate due to unpublished data. Table based on ELNA activity report (<https://www.elna.or.jp/greenturtle/itochu/>)
*Estimated based on an escapement rate (average in Chichijima Islands from 2017-2023) of 32% and a hatching juvenile survival rate of 0.25%.

Social Contribution Activities

Initiatives: Community Contribution

Local Contribution Activities at Domestic Locations



Seven offices in Japan (as of April 1, 2026) are engaged in community contribution activities in their respective regions. For details on initiatives taken by each location, please refer to Community Contribution (<https://www.itochu.co.jp/en/csr/social/community/index.html#activity-05>).

Shiga, our founding region: social contribution agreement



In 2022, we signed a social contribution agreement with Shiga Prefecture covering six areas such as the environment and education. One initiative collects foreign-language picture books from ITOCHU offices worldwide and donates them to the Shiga Prefectural Library: over 2,000 books in 40 languages since fiscal 2021.



Picture books donated from our overseas offices

Minato City (Tokyo Head Office): school partnerships



Hosted extracurricular class for Aoyama Elementary School

Blood Drives by the Japanese Red Cross Society



The Tokyo Headquarters have been carried out blood donation with the Japanese Red Cross Society since 1999. For our many year of distinguished achievements in the blood donation even during the pandemic received a certificate of appreciation in 2021 from the Minister of Health, Labour, and Welfare.

Local Contribution Activities at Overseas Offices



About 90 overseas offices in 60 countries (as of April 1, 2026) are engaged in community contribution activities in their respective regions. Not only through their business activities, but as a member of the local community, ITOCHU considers and carries out local issues and unique contributions. For details of the initiatives taken by each regional block, please refer to Community Contribution (<https://www.itochu.co.jp/en/csr/social/community/index.html>).



Cleanup activity in the desert of the Jebel Ali industrial area in Dubai.

Local Job Creation and Employment

Pineapple Production Business by the Dole Group, a Member of the ITOCHU Group

Dole Philippines (Dolefil), a subsidiary of Dole International Holdings, Inc. under the ITOCHU Group, entered Mindanao, the Philippines, in 1963. Dolefil has achieved sustainable business development over the past 60 years through management that emphasizes coexistence with the local community. Dolefil supports farmers by providing them with harvest purchase contracts, lending them heavy machinery, and sharing knowledge on how to improve production efficiency, thereby helping them achieve stability. Dolefil actively recruits local residents (including indigenous and ethnic minorities) at its processing plants and provides them with the necessary training for on-site operations to improve workplace safety and product quality.

In addition, Dolefil works with the Mahintana Foundation, Inc., an NGO spun out from Dolefil's CSR department, to support local industry, job creation, environmental protection, education, and livelihoods. For example, the company has a project to donate chairs made from its wood pallet waste to local schools. With contributions from employee salaries and additional contributions from Dolefil, it outsources manufacturing to local contractors, promoting community development through a combination of materials recycling and job creation.

As a new production base, Sierra Tropical Limited has been cultivating pineapples and producing processed pineapple products in Sierra Leone in West Africa since April 2022. The company currently employs more than 1,800 people at salaries above the local minimum wage, with the expectation of more than 3,000 local employees in the future. The project has contributed to increased local employment, the development of the local economy, and improved living standards.



Chairs for schoolchildren made from reused wooden pallets.
Dolefil has donated over 70,000 chairs to local schools over the past 20 years.



Dole's business in Sierra Leone has been fully operational since July 2022, providing 14 wells as part of efforts to improve living standards.

ESG Data (Society)

Independent Assurance

The data below marked with ★ is independently assured by Deloitte Tohmatsu Sustainability Co., Ltd. This assurance is conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 of the International Auditing and Assurance Standards Board (IAASB).

Independent Assurance Report

(https://www.itochu.co.jp/en/csr/pdf/independent_assurance_report_e.pdf) 

*Regarding range of tallied data, figures not labeled as Consolidated are placed under Non-Consolidated.

Basic Information

Employee Status (as of March 31 for each respective year)

	Non-Consolidated					Consolidated	
	Employees (people)	Men (people)	Women (people)	Avg. Age (years old)	Avg. Annual Salary (Yen)*1	Employees (people)*2	Temporary Staff (people)*3
2026	★ 4,125	★ 3,046 (74%)*4	★ 1,079 (26%)*4	★ 42.0	★ 19,911,534	★ 114,570	★ 45,459
2025	4,114	3,061 (74%)	1,053 (26%)	42.2	18,045,578	115,089	46,080
2024	4,098	3,072 (75%)	1,026 (25%)	42.3	17,536,469	113,733	45,193
2023	4,112	3,111 (76%)	1,001 (24%)	42.4	17,300,799	110,698	44,705
2022	4,170	3,180(76%)	990 (24%)	42.2	15,797,516	115,124	43,195

*1 The average annual salary, effective from 2024, is calculated excluding employees on leave and those on fixed-term contracts such as rehired retirees.
*2 The number of consolidated employees is the number of employees including subsidiaries (including seconded employees and excluding executives, seconded employees to other companies, and temporary employees).
*3 Temporary staff, including those from subsidiaries, are defined as temporary staff, contract employees, part-time workers, and part-timers with a contract period of one month or longer, and the number is calculated as [(the number of temporary staff at the beginning of FY) plus (the number of temporary staff at the end of FY) divided by 2] as the average number of temporary staff for each fiscal year.
*4 Only the number of people that is covered by the Independent Assurance.

Employees by Operating Segment★ (as of March 31, 2026)

	(Unit: People)									
	Textile	Machinery	Metals & Minerals	Energy & Chemicals	Food	General Products & Realty	ICT & Financial Business	The 8th	Others	Total
Non-consolidated	319	425	172	364	415	232	251	42	858	3,078
Consolidated	8,402	13,337	536	11,619	30,677	21,046	19,736	6,674	2,543	114,570

• The number of employees in each segment on the consolidated basis is the number of employees including subsidiaries (including seconded employees and excluding executives, seconded employees to other companies, and temporary employees).

Overseas Bloc Employees by Region★ (as of March 31, 2026)

	(Unit: People)						
	North America	South America	Europe / CIS	Africa	Middle East	East Asia	Asia / Oceania
National Staff	131	110	257	63	110	547	586
Rotational Staff	58	21	59	17	24	62	108
Overseas Trainees	19	4	17	1	6	16	22
Total	208	135	333	81	140	625	716

• Overseas bloc employees by region counts employees who are assigned to overseas subsidiaries or overseas branches/offices.

Average Years Employed and Voluntary Resignation Rate (Non-Consolidated)

		FY2021	FY2022	FY2023	FY2024	FY2025
Avg. Years Employed (Unit: years)	Men	18years 1month	18years 3months	18years 2months	18years 2months	★ 18years 2months
	Women	18years 5months	18years 3months	18years 0month	17years 5months	★ 16years 7months
	Total	18years 2months	18years 3months	18years 2months	18years 0month	★ 17years 9months
Voluntary turnover Rate (%)*1	Men	1.7	1.9	1.5	1.5	★ 1.6
	Women	1.5	1.6	1.7	2.0	★ 1.8
	Total	1.6	1.9	1.6	1.6	★ 1.7
Voluntary turnover rate among new graduates within three years of hiring (%)		2.3	6.7	6.9	3.7	2.2

• Positions: career-track, business expert (BX) (P152), special
*1 Voluntary turnover rate is calculated as [(the number of employees who voluntary resigned) divided by (the number of employees at end of fiscal year)]

Working Hours & Annual Paid Leave

	FY2021	FY2022	FY2023	FY2024	FY2025
Annual paid leave acquisition rate (%)	61	63	66	69	71
Annual average actual working hours	2,127	2,098	2,092	2,075	2,029
Monthly average overtime hours (Hours/Month)*1	Approx. 16	Approx. 13	Approx. 12	Approx. 11	Approx. 10

*1 The figure adds up the portion of actual working hours that exceeds the statutory working hours of eight hours.

ESG Data (Society)

Diversity

Gender Pay-Gap

(Unit: %)

	All Employees	Full-time Employees	Part-time Employees
FY2025★1	56.9	57.9	59.3
FY2024★2	58.4	59.2	60.9
FY2023	58.5	59.3	52.5
FY2022	59.1	60.5	41.6

• The formula of the calculation is [(average women's annual salary) divided by (average men's annual salary)].

★1 Based on the special measure system for appointing female executive officers introduced in FY2023, the total of 10 female executive officers appointed as of April 1, 2024, and April 1, 2025, are included in the employee count.

★2 Based on the special measure system for appointing female executive officers introduced in FY2023, the five female executive officers appointed as of April 1, 2024, are included in the employee count.

Number of Hires by Gender and Adoption Rate for Mid-Career

	Number of Hires by Gender (Unit:People)							Adoption Rate for Mid-Career (Unit:%)
	New-Graduates			Mid-Career			Total	
	Men	Women	Total	Men	Women	Total		
FY2025★	89	64	153	20	6	26	179	15
FY2024	95	60	155	22	5	27	182	15
FY2023	82	53	135	19	5	24	159	15
FY2022	73	34	107	8	6	14	121	12
FY2021	80	36	116	1	1	2	118	2

• The scope of the period is fiscal year (1st of April - End of March).

Share of Women in Career-track / Managerial / General Managerial / Executive Positions (as of March 31 for each Respective Year)

(Unit: People)

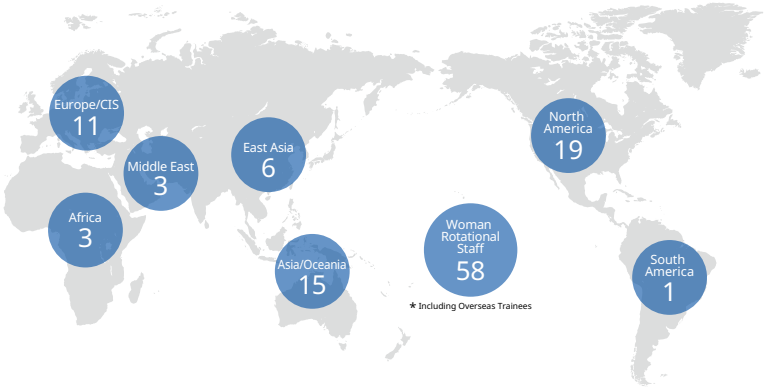
	Career-track			Managerial★1			General Managerial★2			Executive Positions★3		
	Total	Women	Share (%)	Total	Women	Share (%)	Total	Women	Share (%)	Total	Women	Share (%)
2026★	3,332	443	13.3	2,573	261	10.1	378	10	2.7	53	15	28.3
2025	3,318	416	12.5	2,542	229	9.0	394	6	1.5	47	10	21.3
2024	3,308	395	11.9	2,522	223	8.8	392	3	0.8	41	5	12.2
2023	3,331	375	11.3	2,541	219	8.6	401	3	0.7	38	4	10.5
2022	3,395	359	10.6	2,569	210	8.2	413	3	0.7	41	4	9.8

★1 "Managerial" includes those in general positions above a certain rank, as well as special positions equivalent to managerial roles and associate executive officers.
In the figures for managers from 2025 onward, female executive officers appointed under the special measure system for appointing female executive officers introduced in FY2023 are included in the employee count.

★2 "General Managerial" includes employees in higher managerial roles, and also includes executive officers and associate executive officers.

★3 In accordance with the revision of the personnel system for executive officers, we have reviewed part of the aggregation criteria. Consequently, the numbers and ratios for 2023 and 2022 have been retroactively corrected.

Women Rotational Staff (as of April 1, 2026)



ESG Data (Society)

Use of Childcare & Nursing Care Programs

Childcare

(Unit: People)

		Childcare leave*1	Childcare leave acquisition rate (Unit: %)*2	Leave to nurse sick children	Shorter working hours for childcare	Special parental leave	Percentage of employees returning to work (Unit: %)*3
FY2025★	Men	108	128	133	0	2	96
	Women	37	103	165	87	27	
	Total	145	121	298	87	29	
FY2024	Men	75	96	109	0	4	100
	Women	38	103	139	80	23	
	Total	113	98	248	80	27	
FY2023	Men	51	53	102	0	5	96
	Women	45	100	145	74	22	
	Total	96	68	247	74	27	
FY2022	Men	39	52	67	0	4	96
	Women	48	100	125	89	19	
	Total	87	71	192	89	23	
FY2021	Men	32	34	71	0	7	100
	Women	47	104	124	94	16	
	Total	79	56	195	94	23	

★1 Childcare leave includes childcare leave at birth (postpartum paternity leave) and leave for childcare purposes. Family support leave has been included from FY2025 onward.

★2 The "Childcare leave acquisition rate" is the ratio of the number of employees who started taking parental leave during the fiscal year to the number of employees who gave birth during the fiscal year (For men, the number of male employees whose spouses gave birth). (Including the number of employees seconded from other companies)

★3 The percentage of employees (including those seconded to other companies) returning to work after childcare leave is calculated according to the following formula: the number of employees returning to work after childcare leave during the current fiscal year/the number of employees who finished taking childcare leave during the current fiscal year.

Nursing Care and Family Support Leave

(Unit: People)

		Nursing care leave	Leave for nursing care	Shorter working hours for nursing care	Special nursing care leave	Family Support Leave
FY2025★	Men	0	29	0	5	66
	Women	0	50	3	6	84
	Total	0	79	3	11	150
FY2024	Men	0	29	0	4	48
	Women	1	40	4	7	78
	Total	1	69	4	11	126
FY2023	Men	0	32	0	3	49
	Women	0	49	3	9	73
	Total	0	81	3	12	122
FY2022	Men	0	23	0	4	55
	Women	0	45	3	9	70
	Total	0	68	3	13	125
FY2021	Men	1	18	0	3	70
	Women	0	47	5	9	72
	Total	1	65	5	12	142

Employment of Disabled Persons (as of March 1 for each Respective Year)

	Percentage of Disabled Employees (Unit: %)
2026★	2.66
2025	2.42
2024	2.43
2023	2.48
2022	2.43

★ ITOCHU Corporation, ITOCHU UNIDAS Co., Ltd. and ITOCHU Human Resources & General Services Co., Ltd are included in the scope of the figure.

ESG Data (Society)

Number of Overseas Local Employee Management Personnel (as of March 31, 2026)

(Unit: People)

	North America	South America	Europe / CIS	Africa	Middle East	East Asia	Asia / Oceania
Management Personnel	85	35	79	9	28	343	196

• Equivalent to headquarters management positions

Workshops on Diversity, Equity & Inclusion

Fiscal Year	Theme
FY2025 (Offline·Online)	1. Preconception Care Seminar for New Hires 2. Communication Workshop for Supporting Employees Balancing Work and Childcare 3. Seminar on Easing Housework and Childcare Responsibilities 4. LGBTQ Seminar: Insights from Other Companies' Initiatives 5. Expert Seminar on Managing Minor Physical Discomforts (such as ways to regulate the autonomic nervous system)
FY2024 (Offline·Online)	1. ITOCHU Femtech Junction! 2. Utilizing Femtech for Menopause and Egg Freezing 3. Women's Advancement (Lecture by Executive Officer) 4. Deepening understanding of challenges faced in the office through the eyes of LGBTQ 5. Balancing career and child-care from the perspective of working parents
FY2023 (Offline·Online)	1. Femtech Fes!?(In-house exhibition utilizing femtech) 2. Women's Advancement (Women's Advancement Committee ×BHP) 3. Lesson for “Mom-to-be” and “Dad-to-be” (Promotion of childcare leave for male employees) 4. Balancing career and nursing care (Basic knowledge on nursing care, long-distance nursing care) 5. Basic knowledge on LGBTQ

Human Resources Development

Time/Cost Allotted for Employee Skills Development Training

	FY2021	FY2022	FY2023	FY2024	FY2025
Total annual training time (hours)	112,574	87,841	115,649	125,055	120,793
	FY2021	FY2022	FY2023	FY2024	FY2025
Average training/development hours per regular employee (hours)*1	27.0	21.4	28.2	31.0	29.8
Average training/development cost per regular employee (thousand yen)	26.9	39.6	55.5	60.6	66.4

*1 Calculation method: [(total annual training hours) divided by (employees at end of fiscal year, excluding employees on administration leave for FY2024)]

Attendance in Major Training

(Unit: People)

Training	FY2021	FY2022	FY2023	FY2024	FY2025
Quick Mastering Business Management Course	172	173	145	167	187
Global Development Program	0 (Not implemented)	33	102	102	95
Organization Manager Workshop	624	1,401	649	701	717
Short-Term Business School Dispatch	7	16	36	37	39
Junior Chinese/Special Language Dispatch	0 (Not implemented)	5	15	13	14
Chinese Lessons	189	193	233	203	217
Career Vision Support Training (total)	1,851	1,419	1,210	1,458	988

FY2025 Human Rights Training Record★

(Unit: People)

	Number of Participants
Group ESG Managers Conference	90
New Employee Training	155
Training for Newly Appointed Section Managers	53
Organization Manager Workshop	717
Pre-overseas Appointment Training	221
Training for New Officers of Group Companies	95
Sustainability Survey Workshop	85
Total	1,416

ESG Data (Society)

Occupational Health and Safety

Occupational Health and Safety Data (Non-Consolidated Employees)

	FY2021		FY2022		FY2023		FY2024		FY2025★	
	Employees	Contractors	Employees	Contractors	Employees	Contractors	Employees	Contractors	Employees	Contractors
Number who Suffered from Occupational Accidents (Number which Occurred During Commute)*1	5 (4)	0 (0)	3 (0)	0 (0)	5 (3)	3 (1)	7 (5)	2 (0)	10 (6)	0
Number of Fatalities	0	0	0	0	0	0	0	0	0	0
OIFR (Occupational Illness Frequency Rate)*2	0	0	0	0	0	0	0	0	0	0
Number who Suffered Lost Time Incidents (LTI)*3	0	0	0	0	0	1	0	1	1	0
LTIFR (Lost Time Injury Frequency Rate)*4	0	0	0	0	0	4.91	0	3.76	0	0

● Employees targeted: Employees — Full-time career-track employees, business expert (BX) (P152) employees, those in special positions and employees temporarily assigned to us. Contractors — contract employees (including Part-time employees)

*1 Number who suffered from occupational accidents: The total number of those who suffered from of occupational accidents or non-LTI due to their work and those injured during their commute. The breakdown of the number of workplace accidents is as follows: 9 falls and 1 other.
To prevent falls and other accidents during commuting, safety reminders are issued on the company's intranet during inclement weather.

*2 OIFR: The rate of incidence of lost-time accidents corresponding to disease per million hours [calculated as (the number of people suffering from LTI due to illness) divided by (the total number of working hours) then multiplied by one million hours.]

*3 We define Lost time injuries (LTI) as incidents where a work-related injury or illness causes the victim to be absent from work on the next working day. If the employee took a leave of absence after the next working day, it is not included in the aggregation.

*4 LTIFR: The rate of occurrence of incidents that caused employees to miss work per million working hours [calculated as (the number of sufferers of LTI) divided by (the total number of working hours), then multiplied by 1 million hours]

■ Performance Benchmarking Against Industry Average (Wholesalers and Retailers with Over 100 Employees)

	FY2021	FY2022	FY2023	FY2024	FY2025
Lost-time Incident Rate	2.31	1.98	2.43	2.60	

● The data above references the Ministry of Health, Labor and Welfare's FY2024 Research on Work-related Accident Trends

Attendance in Training Related to Health and Safety Standards (Non-Consolidated Employees)

(Unit: People)

	FY2021	FY2022	FY2023	FY2024	FY2025
General Training Covering Health and Safety Standards*1	841	2,690	2,865	2,815	★ 2,984
Human Resources-led Training Covering Health and Safety Standards*2	63	358	719	498	★ 47

*1 The total number of participants in training new recruits (career-track employees and business expert (BX) (P152) employees), training for newly appointed section managers, training in preparation for overseas assignments, and the comprehensive emergency drill at the Tokyo headquarters.

*2 The total number of participants in Career vision training (including mindfulness courses and mental health management courses).

FY2025 Number of Employees that Received Our Main Health and Safety-related Trainings

(Unit: People)

Type of Training	Training Details	Number of Employee Attendees
Training New Recruits	Employees newly joining ITOCHU are informed on the importance of health for their personal life and their career. The training includes information on mental health and lifestyle-related diseases. Employees are also educated on the company's health and safety management by our occupational physician and our clinical psychologist.	155
New Manager Training on Health Management	For newly promoted junior managers, industrial physicians and clinical psychologists provide training on how to guide and manage the health and safety of subordinates through case-studies. The training also provides guidance on how to maintain one's own health once promoted to their new positions.	53
Training in Preparation for Overseas Assignments or Junior Overseas Training	The training is mainly conducted by our occupational physician, and covers health issues that are likely to occur in relevant countries, as well as crucial differences in medical environments and lifestyles between Japan and assigned countries. The training also covers necessary preparations that are recommended prior to dispatch, and information on how to receive health checkups during their assignment. We also provide the same training for the family members of our employees, and provide information on key contact points and resources in case of emergencies.	608