

Human Resource Strategy

Cultivate a Motivating Workplace Environment

Having clearly identified human resources as a key component of management strategy, ITOCHU's management team is committed to creating a company that is challenging but rewarding to work for, where meeting the demands of work is not only challenging but also rewarding in many different ways. As well as improving employees' motivation and willingness to contribute, our successful creation of a frontline-focused workplace environment in which everyone can fully realize their capabilities is creating a virtuous cycle that results in a favorable external reputation enabling us to recruit outstanding human resources.

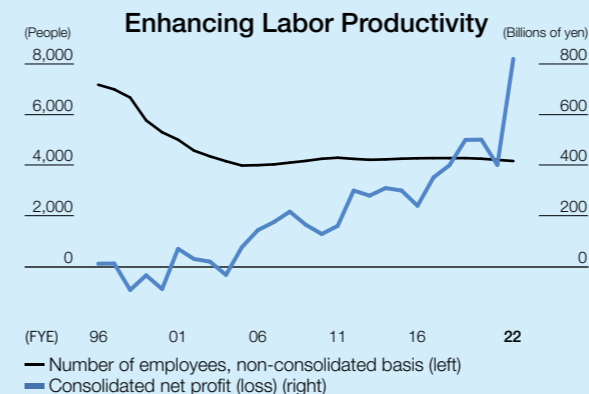
Enhance in Corporate Value through Improved

Labor Productivity

External Evaluations

The Company has earned recognition under systems that evaluate the advancement of women as well as health and productivity management. Both systems are jointly implemented by the Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc.

- In FYE 2022, received a **Fiscal 2021 Nadeshiko Brand** designation, recognizing listed companies implementing outstanding initiatives for the advancement of women
- For the sixth consecutive year since the Company's first submission in FYE 2017, selected as a **Health and Productivity Management Outstanding Organization (White 500)** in the large enterprise category, a designation recognizing companies that practice outstanding health and productivity management



Enhancing Corporate Value through the Evolution of Work-Style Reforms

FYE 2023 has seen the launch of the second stage of work-style reforms. Based on the Engagement Survey Results (Page 127) conducted in FYE 2022, we are introducing measures with a particular emphasis on reflecting the diversification of values among the young employees and female employees.*

We will continue expanding and enhancing measures. At the same time, all measures will form part of a virtuous cycle that steadily improves both labor productivity and enhances corporate value.

* In the tables below, ★ indicates a measure that has been newly introduced as part of the second stage of work-style reforms.

Recruiting Outstanding Human Resources

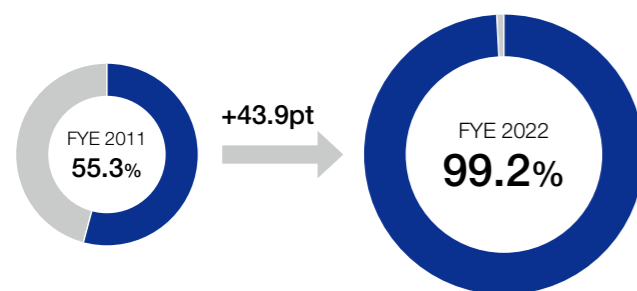
INPUT	OUTCOME
Next-generation recruiting enabled by virtual reality technology (VR) (from FYE 2022) • VR-enabled recruiting designed by prospective ITOCHU employees and based on a market-oriented perspective	• Increasing the range of job-hunting options for students in the post-COVID-19 era • Fostering a culture that flexibly incorporates diverse values

Company ranking among job-seekers according to 7 major institutions*
[All industries] Ranked No. 1 by 4 institutions
[General trading company] Ranked No. 1 by all institutions
* Based on the responses of students graduating in 2023, the Company ranked No. 1 among all industries from GAKUJO Co., Ltd., DIAMOND HUMAN RESOURCE, INC., Nippon Cultural Broadcasting Inc., and WORKSJAPAN Co., Ltd. Moreover, the Company ranked No. 1 among general trading companies from the four institutions mentioned above as well as all seven institutions including Rakuten Group, Inc., DISCO Inc., and Mynavi Corporation.

Increasing Awareness of Participation in Management

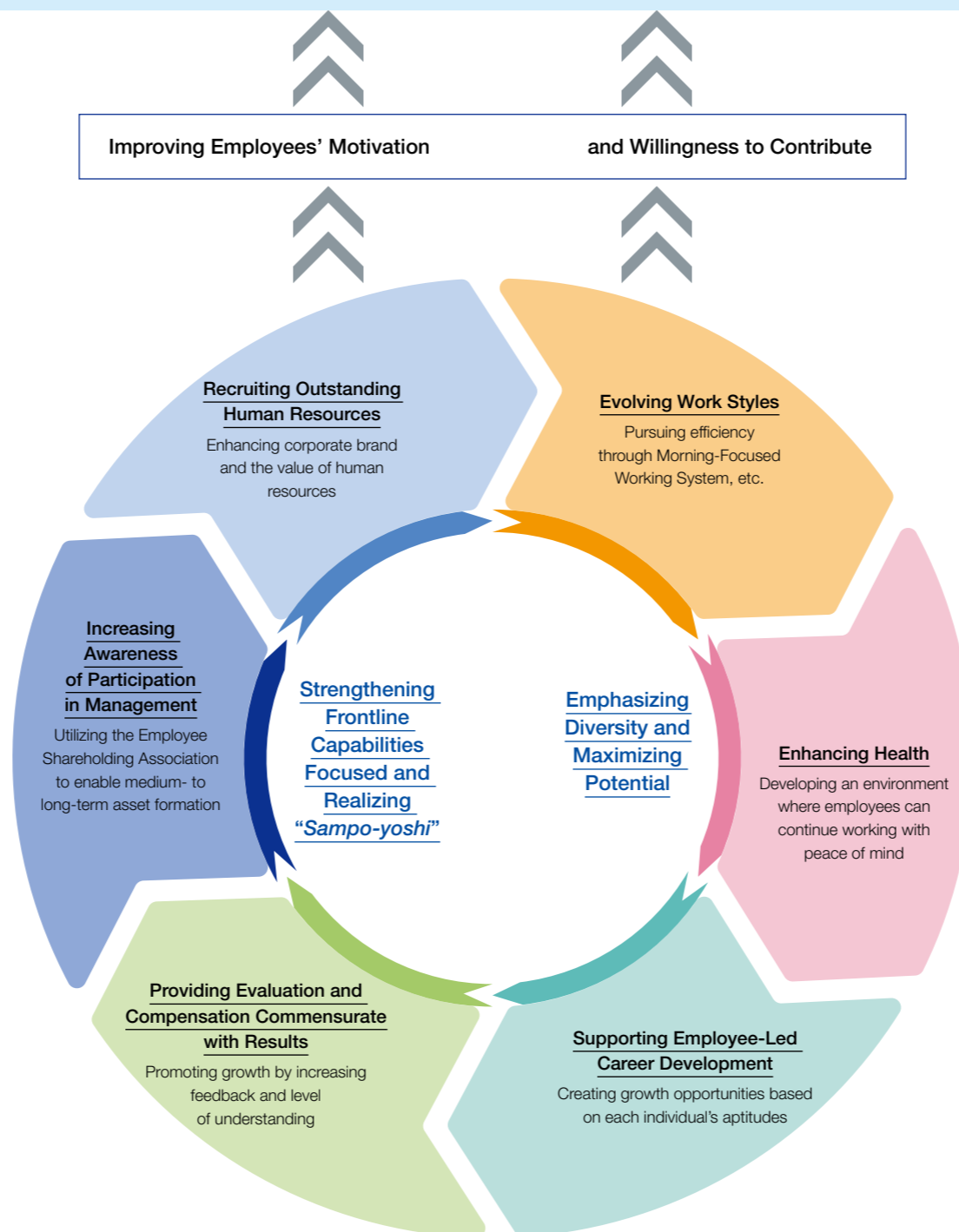
INPUT	OUTCOME
Encouraging participation in the Employee Shareholding Association Stock compensation scheme (from FYE 2020)	• Participation in the Employee Shareholding Association in FYE 2022: 99.2% • Raising each employee's sense of participation in business management

Percentage of Membership in the Employee Shareholding Association



Providing Evaluation and Compensation Commensurate with Results

INPUT	OUTCOME
Compensation highly linked to the Company's performance • 40% of bonus amounts based on the Company's performance	• Raising awareness of the Company's performance
Infinite Missions Award (from FYE 2021) • Commending teams that have achieved results based on Guideline of Conduct	• Encouraging businesses based on market-oriented perspectives, SDG initiatives, and digitalization
Introducing one-on-one interviews (from FYE 2023) ★ • Enabling more interviews between superiors and subordinates	• Enhancing understanding of evaluations and compensation



Evolving Work Styles

INPUT	OUTCOME
Morning-Focused Working System (from FYE 2014) • Shift from the tendency to work late night to Morning-Focused Working Style (In principle, prohibit work after 8:00 p.m. and offer free breakfast and provide a higher wage rate to employees who start work before 8:00 a.m.) • Introducing Morning-Focused Flextime System (from FYE 2023) ★ • Introducing a work from home system for all employees (from FYE 2023) ★	• Improve operating efficiency and use time more effectively (Morning Activity Seminars, self-improvement, etc.) • Reduce overtime work to prevent long working hours • Offering greater options in relation to flexible work styles suited for particular types of work and lifestyle
Expanding and improving ICT infrastructure (digitalizing application forms, advancing introduction of robotic process automation, etc.)	• Allocating finite working hours to high-value-added work

Enhancing Health

INPUT	OUTCOME
ITOCHU Health Charter (from FYE 2017) • Investment for health and productivity measures in FYE 2022: Approx. ¥11.0 million	• Increase the capabilities of employees by enhancing health
Support Measures for Balancing Cancer Care and Work (from FYE 2018) • Regular special checkups in cooperation with the National Cancer Center Research Institute • Establish systems individually to encourage balance treatment and work tasks • Provide schooling and work support for bereaved family members	• Create an environment where employees feel a sense of belonging and work with peace of mind • Nearly 100% screening among people targeted for special cancer checkups in FYE 2022 • Reduce anxiety about the future
Helping employees with disease prevention (Participation in a sleep quality improvement project)	• Helping employees to maintain and improve their health and improving labor productivity during daytime hours

Supporting Employee-Led Career Development (Human Resources Development)

INPUT	OUTCOME
Creating growth opportunities based on individuals' aptitudes and careers • Investment in human resource development in FYE 2022: Approx. ¥1.1 billion • Expanding and enhancing the Challenge Career System (in-house recruitment system) ★	• Supporting employees' self-starting efforts and enhancing job satisfaction • Creating growth opportunities based on each individual's aptitudes
Empowering women • Fostering the next generation of managers through systematic provision of work experience • Introducing systems that support dual-income households (allowance to balance engagement in both work and childrearing, infertility treatment leave) (from FYE 2023) ★ • Page 96 Women's Advancement Committee	• Two female Outside Directors, one female Full-time Audit & Supervisory Board Member, and one female Executive Officer*1 • Percentage of women in management positions: 8.5%*2 • Offering greater options in relation to flexible work styles suited to diversified values, and types of work and lifestyles
Increasing the number of Chinese-speaking employees (from FYE 2016)	• Employees with Chinese-language qualifications in FYE 2022: 1,255 (more than one-third of all career-track employees)
Providing support that empowers junior and mid-ranking employees • One-on-one interviews (from FYE 2023) ★ and increasing and enhancing career development	• Supporting the autonomous growth of employees and improving their motivation and willingness to contribute
Supporting the reeducation of middle and senior-ranking employees (reskilling support system)	• Supporting employees' self-starting efforts and realizing long-term contributions

*1 As of June 30, 2022 *2 As of April 1, 2022 (career-track employees, employees in special positions)