



For executives' career profiles, please visit ITOCHU's website.
<https://www.itochu.co.jp/en/about/officer/>

Members of the Board, Audit & Supervisory Board Members, Executive Officers, and Senior Operating Officers As of July 1, 2024

Members of the Board

Chairman & Chief Executive Officer
Masahiro Okafuji ①
1974 Joined ITOCHU Corporation
2018 Chairman & Chief Executive Officer
Number of shares held: 434,357
(262,362**)

Member of the Board
Tsuyoshi Hachimura ④
Chief Financial Officer
1991 Joined ITOCHU Corporation
2021 Executive Vice President
Number of shares held: 206,388
(115,488**)

Member of the Board**
Masatoshi Kawana ⑧
2018 Outside Director, ITOCHU Corporation
Number of shares held: 11,200

President & Chief Operating Officer
Keita Ishii ②
1983 Joined ITOCHU Corporation
2021 President & Chief Operating Officer
Number of shares held: 211,460
(144,457**)

Member of the Board
Hiroyuki Tsubai ⑤
President, Machinery Company
1982 Joined ITOCHU Corporation
2023 Executive Vice President
Number of shares held: 111,492
(70,237**)

Member of the Board *
Makiko Nakamori ⑨
2019 Outside Director, ITOCHU Corporation
Number of shares held: 13,000

Member of the Board
Fumihiko Kobayashi ③
Chief Administrative Officer
1980 Joined ITOCHU Corporation
2021 Executive Vice President
Number of shares held: 203,901
(118,221**)

Member of the Board
Kenji Seto ⑥
Chief Strategy Officer
1987 Joined ITOCHU Corporation
2024 Executive Officer
Number of shares held: 85,339
(49,089**)

Member of the Board**
Kunio Ishizuka ⑩
2021 Outside Director, ITOCHU Corporation
Number of shares held: 4,600

Member of the Board
Hiroyuki Naka ⑦
Chief Transformation Officer;
General Manager, Group CEO Office
1987 Joined ITOCHU Corporation
2022 Executive Officer
Number of shares held: 52,626
(30,697**)

Member of the Board**
Akiko Ito *③ ⑪
2023 Outside Director, ITOCHU Corporation
Number of shares held: 1,000



Audit & Supervisory Board Members

Audit & Supervisory Board Member
Makoto Kyoda ⑫
1987 Joined ITOCHU Corporation
2020 Audit & Supervisory Board Member
Number of shares held: 27,710

Audit & Supervisory Board Member
Yoshiko Matoba ⑬
1986 Joined ITOCHU Corporation
2023 Audit & Supervisory Board Member
Number of shares held: 49,406

Audit & Supervisory Board Member*
Kentaro Uryu ⑭
2015 Audit & Supervisory Board Member
Number of shares held: 9,000

Audit & Supervisory Board Member*
Tsutomu Fujita ⑮
2023 Audit & Supervisory Board Member
Number of shares held: 0

Audit & Supervisory Board Member*
Kumi Kobayashi *⑤ ⑯
2023 Audit & Supervisory Board Member
Number of shares held: 200

Executive Officers

Chairman & Chief Executive Officer
Masahiro Okafuji

President & Chief Operating Officer
Keita Ishii

Executive Vice Presidents
Fumihiko Kobayashi
Chief Administrative Officer

Tsuyoshi Hachimura
Chief Financial Officer

Hiroyuki Tsubai
President, Machinery Company

Senior Managing Executive Officer
Shunsuke Noda
President, ICT & Financial Business
Company
Number of shares held: 46,165 (4,452**)

Managing Executive Officer
Mitsuru Chino *⑥
General Manager, Corporate
Communications Division
Number of shares held: 37,702 (4,198**)

Executive Officers
Masaya Tanaka
President, Energy & Chemicals Company
Number of shares held: 72,070 (41,570**)

Kenji Seto
Chief Strategy Officer

Hiroyuki Naka
Chief Transformation Officer;
General Manager, Group CEO Office

Shuichi Kato
Chief Executive for Europe & CIS Bloc;
CEO, ITOCHU Europe PLC
Number of shares held: 38,655

Masatoshi Maki
President, General Products &
Realty Company
Number of shares held: 55,819 (25,196**)

Tatsuo Odani
President, The 8th Company
Number of shares held: 37,283 (7,201**)

Hideto Takeuchi
President, Textile Company;
Executive Advisory Officer for Osaka
Headquarters
Number of shares held: 37,277 (15,216**)

Shuichi Miyamoto
President, Food Company
Number of shares held: 34,053 (11,997**)

Jun Inomata
President, Metals & Minerals Company
Number of shares held: 26,835 (3,799**)

Tsutomu Yamauchi
Executive Vice President, WECARS Co., Ltd.
Number of shares held: 21,609 (1,399**)

Manabu Fukugaki
Chief Operating Officer,
Brand Marketing Division
Number of shares held: 22,708 (1,399**)

Toshiyuki Kakimi
General Manager, Human Resources &
General Affairs Division
Number of shares held: 22,178 (1,399**)

Tadashi Ishibashi
CEO for East Asia Bloc
Number of shares held: 20,747

Hiroshi Ushijima
Chief Operating Officer, Automobile,
Construction Machinery & Industrial
Machinery Division
Number of shares held: 24,361 (1,399**)

Nario Kadono
Senior Vice President, Machinery Company
(Special Mission Officer);
Chief Executive for Green Transformation
(GX)
Number of shares held: 2,000

Keiko Ebine
President, ITOCHU Financial Management
Inc.
Number of shares held: 10,616

Kaori Iwasawa
General Manager, Monitoring &
Review Section, General Products &
Realty Company
Number of shares held: 4,442

Hiroyuki Nakamura
Chief Operating Officer,
Food Products Marketing & Distribution
Division
Number of shares held: 19,000

Yasuhiro Abe
Chief Operating Officer, Power &
Environmental Solution Division
Number of shares held: 13,025

Tetsuya Yamada
Chief Operating Officer, Energy Division
Number of shares held: 13,044

Kenji Yamamoto
General Manager, The 8th Company
Number of shares held: 15,774

Hiroshi Nakamoto
General Manager, The 8th Company
Number of shares held: 13,280

Go Mimura
Chief Operating Officer, Apparel Division
Number of shares held: 18,898

Daisuke Inoue
Chief Operating Officer, Metal & Mineral
Resources Division;
General Manager, Non-Ferrous Metal &
Recycle Department
Number of shares held: 14,547

Takeshi Inoue
General Manager, Corporate Planning &
Administration Division;
General Manager, CP & CITIC Business
Development Department
Number of shares held: 5,237

Shuichiro Yamaura
General Manager, General Accounting
Control Division
Number of shares held: 4,355

Masahiro Sogabe
General Manager, Legal Division
Number of shares held: 20,927

Toshio Okudera
General Manager, Planning & Administration
Department, Machinery Company
Number of shares held: 16,565

Hiroko Tada
SVP & General Manager,
ITOCHU International Inc., Washington Office
Number of shares held: 4,083

Yoriko Oota
General Manager, General Affairs
Department, Human Resources &
General Affairs Division
Number of shares held: 5,763

Kaori Terauchi
General Manager, Export Control &
Sanctions Department, Legal Division
Number of shares held: 2,041

Senior Operating Officers

Tomokuni Nishiguchi
General Manager, Secretariat
Number of shares held: 28,047 (2,794**)

Nobuyuki Tabata
Chief Operating Officer, Chemicals Division
Number of shares held: 36,088 (2,794**)

Naohiko Yoshikawa
President & CEO, ITOCHU International Inc.
Number of shares held: 21,824

Kotaro Yamamoto
Chief Operating Officer, Forest Products,
General Merchandise & Logistics Division
Number of shares held: 10,587

Kuniaki Abe
Chief Operating Officer, Fresh Food Division
Number of shares held: 24,384 (2,794**)

"Number of shares held" indicates the number of ITOCHU shares.

*1 Figures indicate the number of shares scheduled to be granted post-retirement based on the stock remuneration plan (figures corresponding to points for rights determined under the performance-linked stock remuneration plan (trust type)). The number of shares held includes these shares. *2 Indicates an Outside Director as provided in Article 2, Item 15 of the Companies Act. *3 Registered name is Akiko Noda. *4 Indicates an Outside Audit & Supervisory Board Member as provided in Article 2, Item 16 of the Companies Act. *5 Registered name is Kumi Nojiri. *6 Registered name is Mitsuru Ike.

* In FYE 2013, ITOCHU established Guidelines for Share Ownership of ITOCHU Stock for Executive Officers designed to align executives with shareholders and increase their commitment to enhancing the share price of ITOCHU. Guidelines for Share Ownership of ITOCHU Stock for Executive Officers: The guidelines for stock ownership by executive officers are as follows. Chairman / President 100,000 shares, Executive Vice President 50,000 shares, Senior Managing Executive Officer 40,000 shares, Managing Executive Officer 30,000 shares, Executive Officer 20,000 shares. (Excluding newly appointed Executive Officers as of April 1, 2024.)

Skills Matrix of Officers and Structure of Advisory Committees

ITOCHU's officers, regardless of whether they are inside or outside, bring their knowledge, experience, and high level of insight in their respective fields to management. The areas in which Inside Directors have knowledge and experience are indicated by the symbol○. Of these areas, those in which they are expected to make particular contributions are indicated by the symbol◎. To fully utilize the professional perspectives and high level of insight of each outside officer and Full-time Audit & Supervisory Board Member, the areas in which they are expected to make a particular contribution are indicated by the symbol●, after consultation with each officer.

Reasons for the Selection of Areas of Knowledge and Experience and for the Selection of Areas in Which Officers are Expected to Make a Particular Contribution

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

Skills Matrix of Corporate Officers and Structure of Advisory Committees

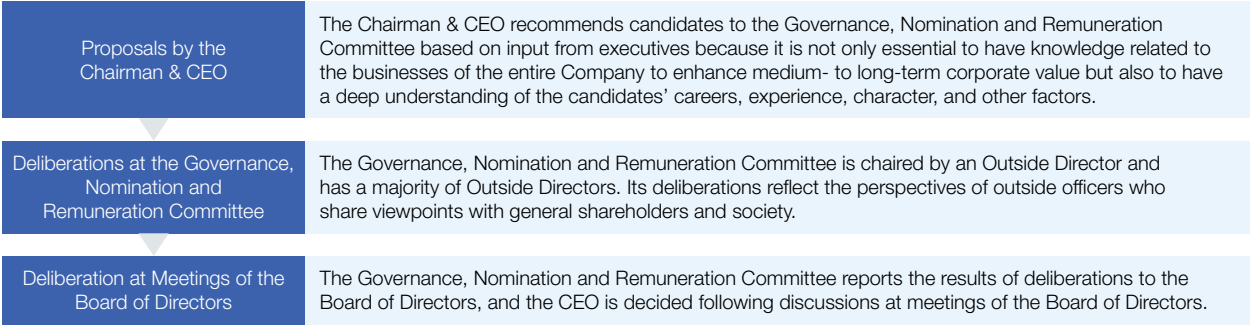
Name	Title	Gender	Areas of Knowledge and Experience / Areas in Which Officers Are Expected to Make a Particular Contribution										Governance, Nomination and Remuneration Committee	Women's Advancement Committee ¹	Main Role, Career History, Qualifications, etc.
			All Aspects of Management	Global	Marketing / Sales	Self-Transformation / Digital Transformation	SDGs & ESG		Health & Medical Care	Finance, Accounting & Risk Management	Human Resource Strategy	Internal Control & Legal Affairs / Compliance			
Masahiro Okafuji	Chairman & CEO Representative Director	Male	◎	○	◎	○	○		○	○	○	○	□		President, Textile Company; President & CEO, ITOCHU Corporation
Keita Ishii	President & COO Representative Director	Male	◎	○	◎	○	○		○	○	○	○	□		Chief Officer for Indo-China President, Energy & Chemicals Company, ITOCHU Corporation
Fumihiko Kobayashi	Representative Director	Male	○	○		○	◎		○	○	◎	○	□	□	General Manager of Human Resources & General Affairs Division; Chief Administrative Officer, ITOCHU Corporation
Tsuyoshi Hachimura	Representative Director	Male	○	◎	○	○	○			◎	○	○			General Manager of Finance Division; Chief Financial Officer, ITOCHU Corporation
Hiroyuki Tsubai	Representative Director	Male	○	◎	◎	○	○			○	○	○			CEO for Africa Bloc; CEO for Europe Bloc; President, Machinery Company, ITOCHU Corporation
Kenji Seto	Representative Director	Male	◎	◎	○	○	○			○	○	○			President, Metals & Minerals Company, Chief Strategy Officer, ITOCHU Corporation
Hiroyuki Naka	Representative Director	Male	○	○	○	◎	○			◎	○	○			General Manager of Corporate Planning & Administration Division; Chief Digital & Information Officer; Chief Strategy Officer; Chief Transformation Officer, ITOCHU Corporation
Masatoshi Kawana	Outside Director	Male	●				●		●				□		Vice-president of Tokyo Women's Medical University Hospital; Doctor of Medicine
Makiko Nakamori	Outside Director	Female				●				●		●	□	■	Certified Public Accountant in Japan
Kunio Ishizuka	Outside Director	Male	●		●						●		■		President and CEO / Chairman, Isetan Mitsukoshi Holdings Ltd.
Akiko Ito	Outside Director	Female					●		●		●		□		Commissioner, Consumer Affairs Agency
Makoto Kyoda	Full-time Audit & Supervisory Board Member	Male					●			●		●			CFO, Food Company, ITOCHU Corporation
Yoshiko Matoba	Full-time Audit & Supervisory Board Member	Female		●			●				●			□	General Manager of Research & Public Relations Division, General Manager of Human Resources & General Affairs Division, ITOCHU Corporation
Kentaro Uryu	Outside Audit & Supervisory Board Member	Male			●					●		●	※		Managing Partner, URYU & ITOGA; Attorney-At-Law in Japan
Tsutomu Fujita	Outside Audit & Supervisory Board Member	Male	●	●						●				□	Vice Chairman and a board member, Citigroup Global Markets Japan Inc.
Kumi Kobayashi	Outside Audit & Supervisory Board Member	Female				●				●		●		□	Certified Public Accountant in Japan; Certified Public Tax Accountant in Japan

¹ In addition to the members shown above, the General Manager of the Human Resources & General Affairs Division is a member of the Women's Advancement Committee.
^{*} Harufumi Mochizuki and Atsuko Muraki, both of whom are former Outside Directors of the Company; Kotaro Ohno, former Outside Audit & Supervisory Board Member of the Company; and Shotaro Yachi provide advice on the business management of the Company in their capacities as members of the Advisory Board, enabling their extensive experience and expertise to be utilized in the business management of the Company.

Succession Plan

The Company positions succession plans as a material management issue in an effort to enhance management sustainability and medium- to long-term corporate value. As the CEO leading ITOCHU, a general trading company, it is assumed that the most important skill is to have "business capabilities as a Merchant" and business sense, and to be able to practice "Sampo-yoshi." Based on this, we have established the CEO selection process and a policy on training CEO candidates.

CEO Selection Process



Policy on Training CEO Candidates

Officers who have "business capabilities as a Merchant" are positioned within the organization to enable them to thrive and gain experience. To train multiple candidates in leadership and enable them to learn how to engage with customers, we allow them to gain daily experience in highly challenging frontline operations, regardless of whether they are stationed at headquarters or a Group company, in Japan or overseas.

In addition, in FYE 2025 the Company established the position of Senior Operating Officer.*² The Company has established a system that selects Senior Operating Officers and former ITOCHU Executive Officers who have been transferred to Group companies for appointment to key senior management positions, thereby forming a pool of management personnel in a rigorously meritocratic manner.

^{*2} Executive Officers (excluding those who hold key senior management positions such as Executive Officers who concurrently serve in senior management positions, Division Company Presidents, and officers in charge of headquarters administrative divisions as well as Executive Officers appointed through special measures for female Executive Officers) shall have tenures that are limited to a maximum of two years. After two years have elapsed, all officers shall be retired. Of those who have retired, those who continue the duties that they performed prior to retirement or who assume other positions within the Company shall be deemed Senior Operating Officers.