

[Chart 2] (1) Skills Matrix

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

[Translation for Reference and Convenience Purposes Only]

ITOCHU Corporation

CORPORATE GOVERNANCE

■Chair □Member * Observer

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

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

Note 2: Women's Advancement Committee is comprised of the members mentioned above and General

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CORPORATE GOVERNANCE

Manager of the Human Resources & General Affairs Division.