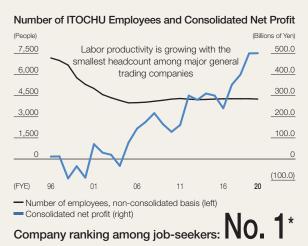
Human Resource Strategy

One of ITOCHU's most important attributes is that it advocates the "creation of company environments that are strict but rewarding" and its management is committed to realizing these environments. By clearly positioning a human resource strategy consisting of various measures as a management strategy, we elicit the maximum "individual capabilities" from our employees, who are the driving force behind the functioning of ITOCHU's business models. As a result, we have steadily increased labor productivity at ITOCHU with the smallest headcount among major general trading companies on a non-consolidated basis.

In addition, by raising their awareness of participation in management, we encourage employees to unite their "individual capabilities," an ITOCHU strength, and align themselves in the direction of management. This is a further driving force for the virtuous cycle that leads to sustainable increases in corporate value. We plan to introduce additional measures that will strengthen this cycle even more.

OUTCOME



* Sources: "2020 [Spring] (Second Half of 2021 Graduates) Workplace Popularity Ranking among University Students" by DIAMOND, Inc.; "Company Ranking among Job-Seekers Graduating in 2021" by GAKUJO Co., Ltd.; and "Job Brand Ranking Survey Flash Report (First Half) by Prospective Employees in 2021," by Bunkahoso Career Partners Co., Ltd.

Our Understanding of the Environment

2030 problem

Labor shortage, more frequent job changes

In 2030, a labor shortage of 6.44 million people*

* Source: "Labor Market Outlook 2030," by PERSOL RESEARCH AND CONSULTING Co., Ltd., and Chuo University

Continuously Develop Employee Capabilities Increasing the Number of Chinese-Speaking Employees (from • Expand our foundations in China and other parts of Asia, which FYE 2016) are our areas of strength • In FYE 2018, met the target of having 1,000 employees with • Increase the number of Chinese-speaking employees to 1,000, Chinese-language qualifications; figure increased to 1,231 emor around one-third of career-track employees ployees in FYE 2020 Provide overseas training in the Chinese language • Implementing programs to maintain or increase Chinese-language proficiency Hiyoshi Dormitory (from FYE 2019) · Create personal networks that surpass the boundaries of age and department, and build a robust organization Foster the development of, and a sense of unity among, young . Encourage the passing on of a free-spirited corporate culture (As of April 1, 2020) Developing Next-Generation Managers • Two female Outside Directors, two female Executive Officers • 27 female corporate officers and divisional managers (of whom · Various types of career training one is president of an overseas subsidiary) · Sending to external training sessions • Percentage of female career-track employees: 10.0% Preparation of individual career plans • Percentage of women in management positions: 8.1% Establishing Environments That Provide Job Satisfaction to • Female career-track employees with overseas experience: Female Employees 76.0% (Figure excludes employees in their first four years of Allowing employees stationed overseas to bring children with employment, as employees are in principle not sent overseas them but without spouse during this training period.) • Re-employment system · Promotion of awareness of active female participation through organizational leadership training