

## Q.4

## Are there any changes in workstyles and human resource strategies?

To date, we have positioned human resource strategy as one of our important management strategies. Beginning with our introduction of a “Morning-Focused Working System” in FYE 2014, we have been making various efforts to improve employee health and create a rewarding workplace environment in order to increase labor productivity.

In an environment affected by COVID-19, employee awareness has changed substantially with respect to workstyle reforms. The convenience of teleworking has improved, and online services have been further utilized. In addition, the development of a working environment that

makes it easier to strike a better balance between work and home life has been accelerated, especially for employees with childcare or nursing care.

COVID-19 has highlighted some of the advantages of working from home. We also need to pay careful attention to eliciting front-line opinions about some of the more subtle disadvantages. After conducting a multilateral analysis that takes into account the current personnel and performance structures as well as duly considering ways to improve disadvantages, we will strive to increase labor productivity even more.

## Q.5

## What has been ITOCHU's response to stakeholders with regard to COVID-19's impact?

We set up a COVID-19 countermeasures headquarters in January 2020, when COVID-19 infections were beginning to increase. Prioritizing worker safety, we expanded the practice of working from home and temporarily evacuated employees from overseas locations. We continued with expanded PCR testing, erecting shields in office areas, and otherwise putting in place systems to ensure employees could work safely.

As a general trading company whose strength lies in the consumer sector, we have been working to fulfill our on-site customer service responsibilities, including at Group companies. At the same time, in order to contribute to the stability of society, we sustain important operations by maintaining supply chains in various fields while avoiding risks even when the infection spreads.

To prevent the spread of infection among shareholders, we significantly scaled back our general meeting of

shareholders. Only ITOCHU executives were physically present. Along with the convocation notice, we prepared and sent shareholders a booklet containing Q&As on high-interest topics. In this way, we sought to foster a substantial understanding of conditions at the Company, even if shareholders were unable to be physically present.

As in the past, when announcing our FYE 2021 Management Plan, in addition to the quantitative targets including consolidated business forecasts, we disclosed qualitative targets focusing on important points in order for stakeholders to cultivate an understanding of our management policies and priority measures in an environment affected by COVID-19. We resolve to continue engaging proactively in dialogue to ensure we are evaluated positively in the markets and work to further enhance corporate value.

### Comments from an Outside Director on Our COVID-19 Countermeasures

ITOCHU shared information about policies to address COVID-19 and measures to prevent infection with Outside Directors in a timely manner. As an Outside Director of ITOCHU, I tried to provide more practical opinions and advice based on the experience and knowledge I have gained through my involvement in healthcare over many years.

ITOCHU established an internal COVID-19 countermeasures headquarters in January 2020, just as the number of infections was beginning to increase. Headed by the CAO, the headquarters have been focusing on thoroughly implementing the infection protection measures necessary to sustain business operations as well as on such areas as reinforcing the testing system. From my perspective as a medical sector professional, these measures appear prompt and appropriate.

Leading corporate management in an environment affected by COVID-19 requires striking a balance between curtailing infection risk and minimizing the impact on business activities. I look forward to continuing in my role of working in tandem with the internal management team to develop and maintain an environment in which executives and employees can concentrate on their work with peace of mind.



**Masatoshi Kawana**

Outside Director

Mr. Kawana served as Vice President of Tokyo Women's Medical University Hospital, in addition to other positions, where he gained a high level of experience in hospital management and advanced knowledge of medical care.

He assumed a position as member of the Board of Directors at ITOCHU in June 2018. He contributed to the further development of governance at ITOCHU as a member of the Governance and Remuneration Committee in FYE 2020. He used his expertise to provide many useful proposals and suggestions in the fields of health management and medical care-related business.