

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



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

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Increasing the Number of Chinese-Speaking Employees (from FYE 2016) <ul style="list-style-type: none"> Increase the number of Chinese-speaking employees to 1,000, or around one-third of career-track employees Provide overseas training in the Chinese language 	<ul style="list-style-type: none"> Expand our foundations in China and other parts of Asia, which are our areas of strength In FYE 2018, met the target of having 1,000 employees with Chinese-language qualifications; figure increased to 1,231 employees in FYE 2020 Implementing programs to maintain or increase Chinese-language proficiency
Hiyoshi Dormitory (from FYE 2019) <ul style="list-style-type: none"> Foster the development of, and a sense of unity among, young employees 	<ul style="list-style-type: none"> Create personal networks that surpass the boundaries of age and department, and build a robust organization Encourage the passing on of a free-spirited corporate culture

(As of April 1, 2020)

Initiatives to Support the Career Development of Female Employees	OUTCOME
Developing Next-Generation Managers <ul style="list-style-type: none"> Various types of career training Sending to external training sessions Preparation of individual career plans Establishing Environments That Provide Job Satisfaction to Female Employees <ul style="list-style-type: none"> Allowing employees stationed overseas to bring children with them but without spouse Re-employment system Promotion of awareness of active female participation through organizational leadership training 	<ul style="list-style-type: none"> Two female Outside Directors, two female Executive Officers 27 female corporate officers and divisional managers (of whom one is president of an overseas subsidiary) Percentage of female career-track employees: 10.0% Percentage of women in management positions: 8.1% Female career-track employees with overseas experience: 76.0% (Figure excludes employees in their first four years of employment, as employees are in principle not sent overseas during this training period.)