
















Skills Matrix of Corporate Officers and Structure of Advisory Committees

ITOCHU’s corporate 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 ○. 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.

*1 In addition to the members shown below, the General Manager of the Human Resources & General Affairs Division is a member of the Women’s Advancement Committee.
*2 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.

| Name | Title | Gender | Principal Specialized Area of Experience / Area 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. |
|--------------------|--|---|--|--------|-------------------|--|------------|--|-----------------------|---------------------------------------|-------------------------|---|---|---|--|---|
| | | | 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 |  | ○ | ○ | ○ | ○ | ○ | | ○ | ○ | ○ | ○ | □ | | President, Textile Company; President & CEO, ITOCHU Corporation | |
| Keita Ishii | President & COO |  | ○ | ○ | ○ | ○ | ○ | | ○ | ○ | ○ | ○ | □ | | President, Energy & Chemicals Company, ITOCHU Corporation | |
| Fumihiko Kobayashi | Director |  | ○ | ○ | | ○ | ○ | | ○ | ○ | ○ | ○ | □ | □ | General Manager of Human Resources & General Affairs Division; Chief Administrative Officer, ITOCHU Corporation | |
| Tsuyoshi Hachimura | Director |  | ○ | ○ | ○ | ○ | ○ | | | ○ | ○ | ○ | | | General Manager of Finance Division; Chief Financial Officer, ITOCHU Corporation | |
| Hiroyuki Tsubai | Director |  | ○ | ○ | ○ | ○ | ○ | | | ○ | ○ | ○ | | | CEO for Africa Bloc; CEO for Europe Bloc; President, Machinery Company, ITOCHU Corporation | |
| Hiroyuki Naka | Director |  | ○ | ○ | ○ | ○ | ○ | | | ○ | ○ | ○ | | | General Manager of Corporate Planning & Administration Division; Chief Strategy Officer; Chief Digital & Information Officer, ITOCHU Corporation | |
| Masatoshi Kawana | Outside Director |  | ● | | | | ● | | ● | | | | □ | | Vice-president of Tokyo Women's Medical University Hospital; Doctor of Medicine | |
| Makiko Nakamori | Outside Director |  | | | | ● | | | | ● | | ● | □ | ■ | Certified Public Accountant in Japan | |
| Kunio Ishizuka | Outside Director |  | ● | | ● | | | | | | ● | | ■ | | President and CEO / Chairman, Isetan Mitsukoshi Holdings Ltd. | |
| Akiko Ito | Outside Director |  | | | | | ● | | ● | | ● | | □ | | Commissioner, Consumer Affairs Agency | |
| Makoto Kyoda | Full-time Audit & Supervisory Board Member |  | | | | | ● | | | ● | | ● | | | CFO, Food Company, ITOCHU Corporation | |
| Yoshiko Matoba | Full-time Audit & Supervisory Board Member |  | | ● | | | ● | | | | ● | | | □ | General Manager of Research & Public Relations Division, General Manager of Human Resources & General Affairs Division, ITOCHU Corporation | |
| Kentaro Uryu | Outside Audit & Supervisory Board Member |  | | | ● | | | | | ● | | ● | ※ | | Managing Partner, URYU & ITOGA; Attorney-At-Law in Japan | |
| Tsutomu Fujita | Outside Audit & Supervisory Board Member |  | ● | ● | | | | | | ● | | | | □ | Vice Chairman and a board member, Citigroup Global Markets Japan Inc. | |
| Kumi Kobayashi | Outside Audit & Supervisory Board Member |  | | | | ● | | | | ● | | ● | | □ | Certified Public Accountant in Japan; Certified Public Tax Accountant in Japan | |

■ Chair □ Member ※ Observer

| 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 “ <i>Sampo-yoshi</i> .” |
| 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 DX 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 “ <i>Sampo-yoshi</i> 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 is the most valued management resource of ITOCHU. Developing capability and enhancing the 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. |



Akiko Ito
Outside Director

Ms. Ito served as Commissioner of the Consumer Affairs Agency after playing other vital roles. As Director-General of the Housing Bureau, she became the first female Director in the Ministry of Land, Infrastructure, Transport and Tourism. Subsequently, she served as Councillor in the Cabinet Secretariat, as well as Director General in the Secretariat of the Headquarters for Overcoming Population Decline and Vitalizing Local Economy in Japan. She brings extensive knowledge on consumer issues. She assumed her position as a member of the Board of Directors at ITOCHU in June 2023 and was appointed to the Governance, Nomination and Remuneration Committee in FYE 2024.

Demonstrating the Functions of an Outside Officer

ITOCHU's outside officers comprise diverse human resources who can offer effective advice for promoting management strategies based on their wide-ranging experience, including lawyers, accountants, business management experienced professional, doctors, etc. Outside officers fulfill monitoring and supervisory functions, through the eyes of society and general shareholders, while leveraging the strengths gained from their own individual experience. They offer useful advice on highly unique measures directly connected to management strategies, such as health management and the establishment of the Women's Advancement Committee.

I have been engaged in rule-making from the standpoint of public administration, since my time as Commissioner of the Consumer Affairs Agency, with a focus on “protecting” consumers. The main areas I covered were related to people's everyday lives, such as housing administration that is strongly connected people's lives, as well as regional revitalization rooted in the local community. Notably, personal consumption underpins around 50% of Japan's GDP. I believe the outlook for the Japanese economy is directly tied to the expansion of high-quality consumer spending. Starting from the government's commitment to consumer protection, both consumers and companies have worked together on co-creation and the promotion of consumer-oriented management that enhances social value. “*Sampo-yoshi*,” which ITOCHU embodies, is similar to the consumer-oriented management I have promoted through listening to the voice of consumers. Going forward, I will leverage the expertise and experience I gained through consumer affairs, etc. to provide useful advice, thereby contributing to the sustainable development of ITOCHU.