

## Special Feature 1 Human Resource Strategy to Enhance Corporate Value

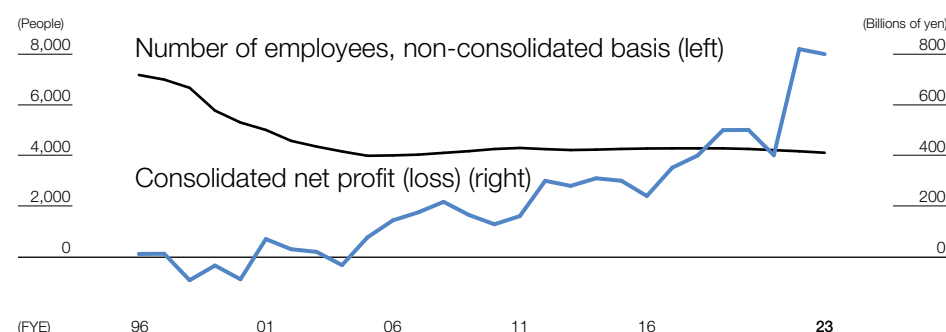
### ■ Develop a Rewarding Work Environment

Having clearly identified human resource strategy as a key component of its management strategy, ITOCHU's management team is committed to creating a company that is challenging but rewarding to work for, where meeting the demands of work is not only challenging but also rewarding in many different ways.

ITOCHU disclosed detailed content of its suite of unique work-style reforms, which began from 2010, to pique the interest of society and meet its expectations. We try to connect this action to the benefit of society as described in the Company's corporate mission of "Sampo-yoshi."

As well as improving employee motivation and labor productivity, our successful creation of a frontline-focused rewarding workplace environment in which every employees can fully realize their capabilities, while strengthening our front-line capabilities, is creating a virtuous cycle that results in a favorable external reputation enabling us to recruit outstanding human resources.

### Enhance Corporate Value through Improved Labor Productivity



### Improving Employees' Motivation and Willingness to Contribute



### Recruiting Outstanding Human Resources

Enhancing corporate brand and the value of human resources

The number of non-consolidated employees at ITOCHU is the lowest among Japan's general trading companies, and the Company will, as a policy, remain a small select organization of capable individuals. To rack up even more successful accomplishments with a small number of non-consolidated employees, we are focusing our recruitment activities on securing excellent human resources who embrace the corporate mission of "Sampo-yoshi."

In recent years, ITOCHU has clinched the top spots in company rankings among jobseekers, which is proof that students regard ITOCHU as a sustainable company worthy of entrusting their own lives to.

#### Company ranking among jobseekers according to seven major institutions\*

"All Industries" - two consecutive years - <b>No.1</b> (from four institutions)	"General Trading Companies" - four consecutive years - <b>No.1</b> (from seven institutions)
---	--

\* From 2024 graduates, the Company ranked No.1 among all industries in the survey of four institutions; the Asahi Shimbun, the Yomiuri Shimbun / Toyo Keizai, the Sankei Shimbun, and Shukan Diamond, and ranked No.1 among general trading companies in the survey of four institutions mentioned above as well as seven institutions including the Nippon Keizai Shimbun, Nikkei Business (Rakuten), and Nikkei Business (DISCO).



### Evolving Work Styles

Pursuing efficiency through Morning-Focused Working System, etc.

The first measure for our unique work-style reforms was to establish "I-Kids," which is a childcare center for employees, in January 2010. At the time, there were such social problems as rising numbers of children on waiting lists due to a shortage of certified daycare facilities. We decided to open "I-Kids" next to our Tokyo Headquarters, with the aim of removing barriers to continued employment and bolstering employee motivation to keep working after childbirth. After then-President Okafuji became president in April 2010, a suite of work-style reforms was begun in full gear.

Following the Great East Japan Earthquake in 2011, we also decided to return to work styles focused on the front lines where we would be close to customers, and so we abolished the flextime system. Then, in FYE 2014, we introduced the Morning-Focused Working System. We prohibited overtime work past 8:00 p.m., in principle, and if people had to work overtime, we encouraged them to instead do so early the next morning between 5:00 a.m. and 8:00 a.m. By coming in early, they have enough time to prepare for sales consultations with customers and can work more effectively. We urged employees to change their behavior by providing employees who begin work

before 8:00 a.m. with a higher wage rate and free breakfast, as an incentive. In the ensuing decade, the Morning-Focused Working System has become entrenched in the Company. This has not only changed employee mindsets regarding time but also supported the activities of employees who have restrictions on their work hours due to childcare, nursing care, illnesses, or other factors. The system has also helped enhance employee job satisfaction in part by creating time to spend with family and for self-improvement.

Recently, the declining birthrate is becoming a major social issue in entire Japan. Since ITOCHU introduced the Morning-Focused Working System, the birthrate for female employees has risen. In FYE 2022, the rate was 1.97, compared with a national figure of 1.30\* and 1.08\* in Tokyo. We consider this a major accomplishment of our suite of work-style reforms, especially the Morning-Focused Working System. We will continue striving to further enhance labor productivity through the evolution of work styles in line with the diverse values of employees.

\* Total annual fertility rate for 2021 in demographic statistics released by the Ministry of Health, Labour and Welfare

#### Trend in Birthrates

