



Enhancing Health

Developing an environment where employees can continue working with peace of mind

We consider enhancing health the foundation of strengthening personnel capabilities to achieve the Guideline of Conduct: "I am One with Infinite Missions." Accordingly, we have formulated the ITOCHU Health Charter and promoted many measures related to health and safety, such as Support Measures for Balancing Cancer Care and Work. This measure was introduced in FYE 2018 in an effort to create an environment where employees can work with peace of mind. They include regular special screenings conducted in cooperation with the National Cancer Center Research Institute, support for educational costs to graduate school in the event that there are bereaved children, and work support within the Group for bereaved children and spouses.

Moreover, the cancer incidence rate is higher for women in their working years. Therefore, we are promoting Support for Balancing Cancer Care and Work, which are also expected to support the advancement of women. To establish a work environment where women can actively work over the long term, we encourage

female employees under 34 years old to get cervical cancer tests. These are typically compulsory for women 35 years and older at ITOCHU, but we have been providing a subsidy to cover the test fees since FYE 2021. In FYE 2023, we established a help desk where employees can anonymously consult with external midwives hired by ITOCHU on matters related to women-specific health concerns, as well as issues of balancing work and life.

In recognition of these steadfast efforts, we garnered high praise from society. For example, we received the medical exam category award for FYE 2023, from the Ministry of Health, Labour and Welfare's Cancer Countermeasure Promotion Company Action program, and ITOCHU was selected as a Health & Productivity Management Outstanding Organization (White 500) for the seventh consecutive year since FYE 2017. Going forward, we will continue to prioritize the health of every employee and realize a work environment where employees can work with peace of mind.

Women's Advancement

In October 2021, to further accelerate women's advancement, we established the Women's Advancement Committee as an advisory committee for the Board of Directors. The committee was chaired by Atsuko Muraki*, who was at the time an Outside Director, and half of its members are outside officers. In addition to investigating various measures the Company has taken to date, the committee hears the opinions of employees and the front lines. It also holds regular deliberations on necessary countermeasures, as well as the future direction for policies on accelerating training for managerial promotions and evolving toward flexible workstyles.

Going forward, after meticulously assessing the situation of every female employee, we will continue to steadily encourage female employees as we work to perpetuate the cycle of collaboration with the front lines, discussions at the Women's Advancement Committee, and reporting to the Board of Directors.



Discussion at the Women's Advancement Committee

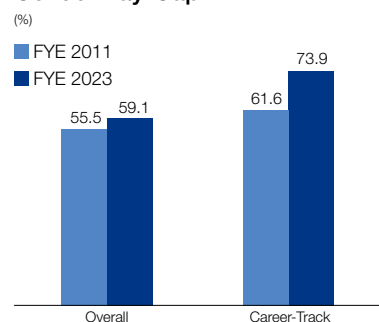
* Atsuko Muraki, former Outside Director of the Company, provides advice on the business management of the Company in her capacity as a member of the Advisory Board, enabling her extensive experience and expertise to be utilized in the business management of the Company.

Gender Pay-Gap

Nearly 80% of career-track female employees, who are assigned core roles of ITOCHU, are still in their 20s and 30s. While the primary factor behind the gender pay-gap is the low percentage of women in managerial positions. There is, however, no gender pay-gap for the same position and duties under the Company's human resource system.

ITOCHU set quantitative targets for the total number of career-track women recruited in the early 2000s. While we succeeded with certain hiring targets, we failed to establish a receptive environment on the front lines, which led to attrition. In light of this situation, we consider it necessary to establish a work environment, rooted in the front lines, that enables career-track women to work actively over the long term. Since 2010, we have promoted a suite of work-style reforms. At present, we are steadily advancing promotions. Career-track female employees who joined the Company since the late 2000s, when recruitment numbers expanded, have built up their careers and they are successfully cultivated. The appointment of female employees to manager positions has been promoted, and for example, a female president was appointed to overseas office in April 2023.

Gender Pay-Gap



Supporting Employee-Led Career Development

Creating growth opportunities based on each individual's aptitudes

ITOCHU provides each employee with opportunities for self-directed study and challenging experiences, and promotes Groupwide career-building support and personnel development suited to diverse capabilities and characteristics. The Company systematically provides locations for diverse experiences beyond the boundaries of the headquarters, such as dispatches to Group companies and overseas experience by the eighth year of joining the Company. Since FYE 2000, we have positioned training costs as human capital investments for the sustainable enhancement of corporate value and invested around ¥1.0 billion every year. We conduct periodic reviews across the Company to help create more effective personnel training measures. In addition, in support of career

development, we introduced elective online training programs with roughly 9,500 courses that can be taken freely with no limits on time or location. The programs are also provided overseas, not just for employees stationed overseas, and are utilized every year by around 1,000 employees of overseas offices and branches. In addition, we expanded the Challenge Career System (in-house recruitment system), which enables employees to transfer between organizations, and introduced the Virtual Office (in-house dual jobs system) as a platform for cross-organization collaboration.

Strengthening of its Femtech Initiatives with Virtual Office

<https://www.itochu.co.jp/en/news/press/2023/230727.html>



Virtual Office

Cross-organization collaboration platform to promote projects across organizations and accelerate the creation of new businesses



In line with the decisions of employees who are highly passionate about projects



Connecting organizations virtually beyond the barriers of departments



Effectively promoting projects in the short term while mutually sharing know-how



Providing Evaluation and Compensation Commensurate with Results

Promoting growth by increasing feedback and level of understanding

ITOCHU introduced a salary structure highly linked to the Company's performance. In line with the steady expansion of the Company's results, average yearly income was ¥17.30 million in FYE 2023, firmly in the top level in Japan. From FYE 2025, to increase employee motivation and competitiveness for recruitment, we will focus on personnel evaluations and rewards based on achievement by revising personnel system.

In addition, from FYE 2014, we introduced the excellent employee award system to honor employees who have made notable quantitative and qualitative contributions.

In FYE 2021, we introduced the Infinite Missions Award to honor teams who have made major accomplishments or promoted SDGs initiatives and businesses based on a market-oriented perspective. We have also introduced systems that help enhance the job satisfaction of Group employees, such as the Excellent CEO Club, to honor the presidents of the Group companies who demonstrate excellent management skills, and the "Group Companies Management Awards Program (▶ Page 61)" for the Group companies that helped enhance corporate value of the Group.



Increasing Awareness of Participation in Management

Utilizing the Employee Shareholding Association to enable medium- to long-term asset formation

To raise awareness of participation in management among employees, we provide financial incentives for owning ITOCHU stock through the Employee Shareholding Association. Since FYE 2020, we have provided special financial incentives through this mechanism when the Company's results exceed a certain threshold as ITOCHU introduced a stock compensation scheme that provides a commensurate amount of shares. Through these

measures, the participation rate is almost 100%, at the high level rarely seen in Japan. This supports the asset formation of our employees, and successfully links the Company's performance with their own personal assets, ensuring employees stay attuned to changes in share price and management. In this way, individual employees and the Company will work in unison in an ongoing effort to enhance corporate value going forward.