

Employee Relations

As a general trading company that has a diverse range of businesses around the world, ITOCHU believes that its human resources are its greatest management asset. Accordingly, ITOCHU will proactively advance efforts to develop and strengthen human resources as the management foundation supporting the growth of its business activities. We will continue to pursue human resources initiatives, such as cultivating industry professionals and creating systems in which diverse human resources can flourish globally.

Human Resource Development Supporting the “Seeking of New Opportunities”

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Human resources are what support the stable, ongoing growth of ITOCHU Corporation.

Our human resource development activities are available to employees throughout the Group, both domestically and in overseas blocs. Based on each employee’s work experience and abilities, we strive to help them develop into professionals who play an active role in their business field and to provide them with the skills necessary to manage business on a global level.

Through individual evaluations and feedback, centered on valuable job experience via on-the-job training (OJT), we help to cultivate the motivation and willingness of employees to increase their career opportunities within the Group. To further support employees’ self-development, we not only provide skills and knowledge through training but also actively support career development. We will continue to invest substantially in our human resources, while at the same time promoting human resources development which is proactively led by the front-lines.



Basic Structure of Human Resource Development

Human Resources Development System

ITOCHU conducts various trainings to employee in all levels in its organization. In addition, independent business and skills-based trainings are also conducted by each Division company and Administration Division to develop professionals who can manage business on a global level.

Classification		Head Office Employees			Group Company Employees	National Staff			
Target		Essential	Elective	Select					
Officer		Training for Newly Appointed Officer			Training for Newly Appointed Officer				
General Manager	Section Manager	Training for Newly Appointed General Manager	Workshop for Organizational Managers	GEP Training	Management Training	GEP Training			
		Training for Newly Appointed Administrative Officer of Group Company				Coaching			
Career-track Employee	Mid-Career	Short-term Business School in Japan or Overseas	Pre Dispatch Training	Career Vision Support Training	Business Professional Courses	GLP Training			
		Training for Newly Appointed Section Managers							
	Training for Newly Appointed Acting Section Manager	Leader Employee Training				Mid career Hires Training	Cross Cultural Management Training	Next-Generation Business Leader Training	GNP Training
Junior Employee	Junior Employee	8th Year Training	Junior Staff Internship (Admini Dept.)	Career Vision Support Training	Business Professional Courses	GNP Training			
		4th Year Training				Junior Overseas Training-Multi	Junior Overseas Training	Training for Staff of Middle or Veteran Standing	
		Basic Course					Intensive English Lesson	Leader Employee Training	
		New Employee Training						Training to Bolster Business Development	
Clerical Staff	Clerical Staff	Secretary Training				NS UTR Training			
		Support-Oriented Leader Training		Basic Course					
Temporary Worker	Temporary Worker	Training for Temporary Worker							
Prospective Employee	Prospective Employee	Training for Prospective Employee							

GEP: Global Executive Program
 GLP: Global Leadership Program
 GNP: Global Network Program
 NS UTR: National Staff U-turn Rotation Training

A Variety of Training Schemes

ITOCHU conducts a variety of training schemes that include essential training by position and job class, as well as select and elective training. With a view to nurturing the growth of global management human resources, we provide training in such forms as global development programs (GEP, GLP, and GNP*), dispatch of staff to business schools for short-term programs, and workshops for organizational managers. In order to develop English language skills and an international perspective among junior staff, we instituted a program for short-term dispatch overseas in 1999, ahead of other companies in our industry. At present, we are developing candidates for future growth into specialists in each market around our program for short-term dispatch of junior staff to China and other emerging markets, for training in Chinese and other languages. Further, to produce professionals with diverse outlooks on value, besides offering training to support career visions and a junior job intern program (allowing young sales staff to acquire experience of work in in-house administrative units for a certain time), we also provide diverse object-oriented training such as independent training based on the human resource strategy of each Division Company and the headquarters administrative divisions.



Global Development Program

- * Global Executive Program (GEP): This core part of the global talent development program provides training to cultivate global executives.
- * Global Leadership Program (GLP): The purpose of this training is to cultivate organization managers who can be active in global business.
- * Global Network Program (GNP): Through training held at Headquarters, this program enables locally-hired overseas staff to learn firsthand about the ITOCHU Group's global operations and build up a network with other participants.

Human resources development policy and training details (excerpt)

Overview of human resources development system	Training program name (excerpt)
Development of global management talent	Global development programs (GEP, GLP, GNP*), Dispatch of staff to business schools for short-term, Workshop for organizational managers
Business leader development	Dispatch of junior staff overseas to learn Chinese and other languages, Junior overseas training, Dispatch to designated overseas areas
Development of industry professionals and diverse human resources	Career vision support training, distinctive training for each Division Company, Headquarters' administrative division

Number of employees participated in major training programs

Training program name	FY2014 Results
Global development program	135
Organization manager workshops	325
Dispatch of staff to business schools for short-term	50
Junior staff overseas training for English and Junior staff overseas training for multi-language	54
Career vision support training	2,025

Comments by Training Participants



Takuya Matsumoto

Front row, third from the left

Synthetic Fiber Materials Section No. 2
Organic Chemicals Department No. 2

Junior staff overseas training for multi-language (Chinese)

I went to China for a stay of about half a year, to study Chinese language and culture at Nankai University in the city of Tianjin. When I first came to Tianjin, I was virtually unable to speak or understand Chinese. As such, I was very apprehensive at the start, since I was unable to exchange apartment rental contract, purchase a mobile phone, or perform other procedures required for living and studying in China by myself. In time, however, I became able to converse even with cab drivers who had a strong Tianjin accent, thanks to instruction and assistance by my teachers at the language school, my fellow students at the university, and members of the ITOCHU national staff.

Through this experience, I learned that the most important factor for developing business on a global scale is the collection of raw information using your own eyes and doing the legwork. I also learned how to make an integrated analysis of this raw information, find the keys to success, and persevere in building the business while making on-site inroads. I hope to apply what I learned in efforts to refine my business acumen in all sorts of situations and make a positive contribution to our company and society as a whole.



Xu Jingyuan

Front row, third from the left

Construction Machinery Section No.1
Construction Machinery Department

Junior staff overseas training for multi-language (Indonesian)

In August 2013, I went to Indonesia to study for about five months in the city of Jakarta.

When I started the program, my Indonesian was on the level of baby-talk. Besides attending the classes at the language training facility in the university, I participated in joint study groups with other students there, tried to read the local newspaper, and took one-to-one private lessons on a daily basis. As a result of these efforts, I eventually progressed to the point where I did not feel any language difficulty in daily life. For the local business report I was required to prepare as part of the training, I researched the construction machinery industry, in which I had been involved at ITOCHU. My research began with the heavy equipment I spotted on a construction site on the university campus. Through the crew on the site, I succeeded in making the acquaintance of many people at concerned companies, whom I did my best to interview in Indonesian. The encounter with Indonesians whom I would not have been able to meet if I had merely taken the university classes was a precious experience for my future activity.

Personnel Evaluation Systems

Personnel evaluation systems are positioned as the foundation of a personnel system that helps employees realize their full potential with enthusiasm and drive. One of these systems is the management by objectives (MBO) scheme, which functions as the driver of management strategy by dividing objectives among individual employees based on the company-wide management plan and verifying their execution. We have also established a human resources assessment system that takes a comprehensive look at the skills, expertise, past careers, aspirations and suitability of individual employees and utilizes this information for placement and transfer plans.

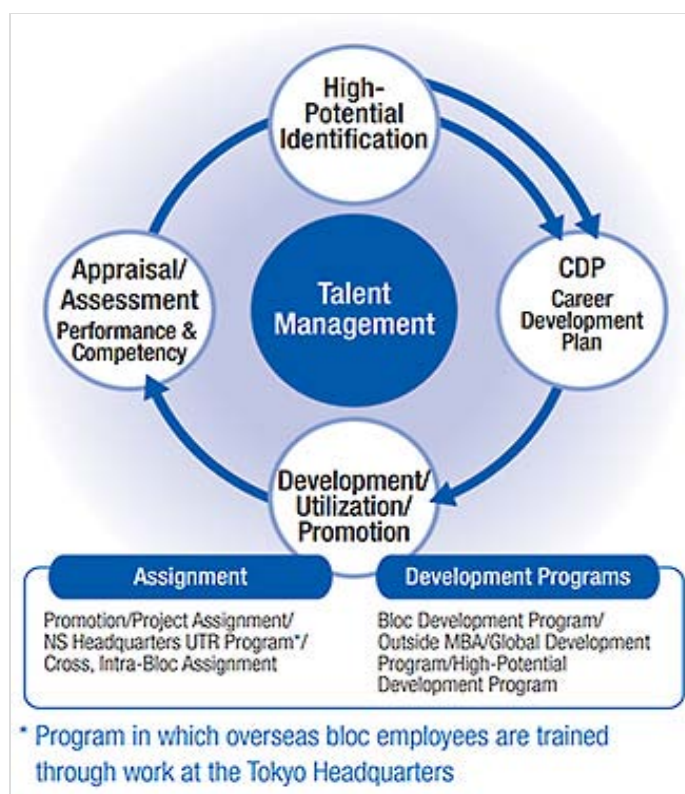
We regard fair and equitable evaluations by supervisors and feedback through interviews with subordinates as critically important to ensure proper functioning of these personnel evaluation systems. We make use of evaluator training and other activities to communicate the importance of encouraging employee growth and development to supervisors.

Ongoing Promotion of Global Human Resources Strategy

Ongoing Promotion of Global Human Resources Strategy

Since fiscal 2008, ITOCHU has been promoting a global human resources strategy in order to maximize the value of human resources and optimize the talent development of the Group on a global basis.

By fiscal 2011, we had taken steps to create a platform for promoting the development and utilization of human resources worldwide, including the development of a global human resources database and the establishment of leadership standards for managers. Currently, we are strengthening our human resources development through such programs as the NS Headquarters UTR Program*, Global Development Program, and assisting overseas blocs to formulate human resource development programs specific to each bloc. In addition, cooperating with each Division Company, we are implementing a Talent Management Process by preparing individual development plans for talented personnel who will play key roles in the expansion of revenues and profits overseas. Through these initiatives, we are bolstering the recruitment, development, and utilization of personnel who will contribute to global business development.



Talent Management Process

Specific Initiatives

1. We are inviting employees from our overseas blocs worldwide to come to our headquarters for approximately two years as a form of HR development through actual operations. These employees are provided the opportunity to learn business operations, gain a firm understanding of our corporate philosophy and culture, and build interpersonal networks. At the same time, this initiative encourages our headquarters to become more global in its outlook. (From April 1, 2008 to March 31, 2014, a cumulative total of 69 employees have been dispatched.)
2. We are assigning, promoting, and developing human resources on a global basis regardless of nationality, by implementing the ITOCHU Global Classification (IGC) in 2009 as a common measure of job level / level of responsibility for all jobs and positions worldwide.
3. ITOCHU Mission and Values, which we have passed down since our founding more than 150 years ago, and the ITOCHU Values have been incorporated into the human-resource requirements for ITOCHU leaders. These requirements are reflected in our recruiting standards and our evaluation and human resources development programs and are passed on through in-house instructors. This enables us to hire and develop human resources around the world who are suited to ITOCHU's values.

▫ Related Data: Number of overseas bloc employees by region (page72)

Support for Activity by Diverse Human Resources

Amid intensifying competition with newly emerging economies, we at ITOCHU Corporation believe that diversity as an organization is indispensable for accurate response to diversifying needs in the global market as well as continuous creation of new business and additional value. Based on this belief, we formulated the Plan for Promotion of Human Resource Diversification in December 2003 and set about efforts to increase the number of diverse personnel and support their acclimation and activity. We are committed to continued efforts to prepare environments enabling each and every employee to exercise his or her unique talents to the fullest, and to strengthen our power on both the individual and organizational levels. By so doing, we are going to make ITOCHU an attractive company with attractive corporate culture.

Supporting the career development of female employees

To date, ITOCHU Corporation has actively promoted measures to support the career development of female employees to reflect the advancement of women in Japanese society, and established various schemes to this effect. Moving forward, we will push even harder to ensure the fair application of these schemes and strengthen support the career development of female employees who contribute to the corporate growth, through efforts including the promotion of individual support measures based on the life stages and careers of individual employees.

■ Holding of the Women's Executive Forum by female executive officers

In addition to its in-house career training for women, ITOCHU Corporation has thus far planned and held special forums to present various role models and support endeavors to nurture career consciousness. Specific examples are the Five-Company Forum (2011), which brought together female employees from a total of five Japanese trading companies, and the Cross-industrial Women's Forum (2013), which was an inter-industry venue for exchange among female employees of Japan's leading global firms (co-hosted with Nomura Holdings, Inc.; Shiseido Co., Ltd.; All Nippon Airways Co., Ltd.; and Nissan Motor Co., Ltd.).

In April 2013, ITOCHU Corporation became the first major Japanese trading company to appoint a woman to the post of executive officer. In 2014, we held a panel discussion along with Tokio Marine & Nichido Fire Insurance Co., Ltd. and Calbee, Inc. featuring three female executive officers who had been appointed at their respective companies about the same time. In February 2013, ITOCHU Corporation and Nomura Holdings, Inc. jointly held the Cross-industrial Women's Forum, an event where female employees from five of Japanese leading global firms gathered to engage in inter-industry exchanges and learn from one another about their future careers (other participating companies were Shiseido Co., Ltd., All Nippon Airways Co., Ltd. and Nissan Motor Co., Ltd.) Roughly 100 junior female employees from each company broadened their views through exchanges with other participants and stories of the personal experiences delivered by a diverse range of role models selected from each company, including female employees posted overseas (living along with their children) and those working in management positions. The event was a highly productive opportunity for female employees to find the motivation to open up their own careers and gain awareness.



At the panel discussion

Comment by female executive officer



Mitsuru Claire Chino,
Executive Officer
General Manager,
Legal Division

ITOCHU Corporation is “everywhere,” both in terms of its diverse industry and jurisdictional coverage. Our people are the back-bone of the company’s success. We believe that diversity is a matter of business strategy. With this in mind, we will continue our aggressive investment in diverse human capital.

- Related Data: Figures concerning employees (page72)
Proportion of female career-track employee, manager, and executive officer (page72)
Number of hires by gender (page72)

■ Permission for employees posted overseas to take children along without taking spouse

For a *sogo shosha* (general trading company) such as ITOCHU Corporation, overseas service is an important career path option. It has, however, also been a factor blocking career development by female employees, because the company has not allowed employees posted overseas to bring children with them without taking spouse as a general rule. Effective fiscal 2014, we revised this rule to permit employees to bring children along without taking spouse on overseas assignments as necessary, and also allowed accompaniment by the employee’s parent for the purpose of childcare support. Under this new arrangement, we thus far have posted one employee to New York with the child.

Supporting the Utilization of Senior Human Resources

ITOCHU Corporation is supporting the employment of aged workers even more actively than before. In light of factors such as the declining Japanese birth rate and aging population and support for the utilization of diverse human resources, we have introduced an employment extension system as a new option in addition to mandatory retirement at the age of sixty. This provides an environment in which willing employees can continue to play an active role so that their wealth of knowledge and experience can be utilized. In the future, we will make further efforts to develop environments in which aged employees can continue to work with even greater drive and enthusiasm.

Supporting the Participation in Society by People with Disability

In 1987, ITOCHU Corporation established Itochu Uneedus Co., Ltd., as a special subsidiary based on the Disabled Persons Employment Promotion Act (Law for the Employment Promotion of the Disabled) in order to create work opportunities for those with disability. As of March 2014, the proportion of our workforce with disabilities is 2.16%, which exceeds the legally stipulated ratio of 2%. We will continue to actively support the participation in society by people with disabilities. Common menu of category from here.

- Related Data: Employment ratio of people with disabilities (page73)

Creating Environments That Bring Out the Best in Employees

ITOCHU Corporation regards people as its greatest asset and considers the development of environments that allow employees to enjoy peace of mind and concentrate on their work with a sense of job satisfaction to be of crucial importance. To this end, ITOCHU has enhanced and expanded a number of systems, promoted greater understanding of systems among employees themselves and their colleagues, and promoted the development of environments that bring out the best in employees.

Providing Support for Work as well as Employees' Childcare and Nursing Care

During the course of their working lives, employees inevitably pass through life stages that require them to render childcare and nursing care. To enable them to continue working with peace of mind and demonstrate their fullest potential, ITOCHU has expanded and upgraded systems to help that are far and above those required by law. These systems are available to both male and female employees, and provide support to them in their work as well as child and / or nursing care duties.

In 2010, we opened I-Kids, a childcare center for our employees, at a location close to our Tokyo Headquarters. This move was made in light of a widespread social issue where many children are currently waiting for entry to nurseries in the Tokyo metropolitan area, and female workers face difficulties in planning their return from childcare leave.

In 2011, ITOCHU Corporation received approval from the Ministry of Health, Labour and Welfare to display Kurumin certification mark in recognition of its formulation and execution of an action plan for this childcare support. Starting October 2012, we also made revisions to treat the five-day period following the start of childcare leave as paid leave instead of unpaid to encourage male employees to take part in childcare.

In 2011, in cooperation with the SECOM Group, we launched the "Furusato Care Service" to help employees posted abroad care for their elderly relatives (all expenses are paid by the company). As ITOCHU aims to increase overseas revenues and profits, one of the key strategic approaches in its overseas policy is to increase the number of staff on overseas assignment. The service helps keep our employees working overseas updated on the lives and health of their elderly relatives living alone in Japan, helping our middle-aged employees to meet their work and nursing care responsibilities. Through this care service, we are working to establish an environment that enables employees to concentrate on their overseas assignments.

(Click [here](#) for details about the Chuzai-in Furusato Care Service.)

In addition, since October 2012 we have been expanding and upgrading our nursing care systems in anticipation of the coming era of increased demand for nursing care. Changes included extending the available period of shorter working hours for nursing care (from three years to five years) and launching a web-based consultation service for nursing care matters.



- Related data: Acquisition of leave according to child care or nursing care related systems (page73)

Comments from an I-Kids user

Maiko Masuda

Legal Division

My older child has been in I-Kids since May 2013. I was unable to place her in the nursery school run by the Ward due to the timing of my return to work, and am really grateful for the existence of this kind of childcare center. Although there are few children to become friends of my daughter, I feel that the staff are looking after each child more carefully because of it. I am pleased at how they are providing the children with opportunities for contact with nature such as walks to parks and strolls along the avenue lined with ginkgo trees, as well as making sure to celebrate festivals such as Children's Day, Setsubun (a day with a traditional bean-throwing ceremony to celebrate the coming of spring) and the Doll's Festival. I constantly realize that I am now able to work with peace of mind because of I-Kids and the warmhearted support of people concerned. I hope that I-Kids will definitely remain in operation as part of the efforts to prepare an environment allowing all employees to work free from worry.



Stroll along avenue of ginkgo trees



nutritional education

Comments from a user of childcare leave



Shinya Takaoka

Construction
Machinery
Department

The explanation I received from my superior about the provisions for taking childcare leave prompted me to apply for it. In taking this leave, I was deeply moved by the tremendous support I received from work-related people both inside and outside Japan. I hope in turn to support people around me at work just as they did for me. During my leave, I wanted to do things in the home that I ordinarily hadn't done. My first task was to take my daughter to the doctor when she caught a cold. I even cooked dinner on some nights, and found out how much time it took, from making preparations to cleaning up afterward. The leave was good way for me to learn about the importance of housework.

ITOCHU Kids Day for Visiting Dad and Mom at Work

In March 2014, 17 boys and girls in elementary school were invited to ITOCHU Kids Day—an initiative where kids can visit their dads and moms at work in the Tokyo Head Office. After studying a little about ITOCHU, the children went to visit their parents in the office. There they practiced exchanging name cards with people at work, using their own cards printed especially for Kids Day, and sat at their parent's desks to experience the office atmosphere. The children also held a mock conference in the Board of Directors conference room on the 22nd floor, and enjoyed lunch in the employee cafeteria as virtual ITOCHU employees. Kids Day was also very favorably received among the parents who were grateful that their children received an easy-to-understand explanation about their jobs at ITOCHU, which they usually had difficulty explaining, and reported that their children said they wanted to work for ITOCHU in the future. It appears that the special day left a lasting impression on the children, as well. ITOCHU Kids Day was planned and held in response to employees' voices. The company also considers such measures for strengthening family ties and the understanding of ITOCHU to be very significant, and plans to continue holding ITOCHU Kids Day in the future.



Career Counseling

The Career Counseling Center offers a wide range of counseling and support for diverse career stages, ranging from new recruits to organization managers. Staffed by employees, majority of whom are certified as career counselors, the department touches on an array of topics fit for the circumstances of each individual, including relationships with supervisors, junior staff and peers, approaches to work, and considerations about one's own future. A mechanism is in place in which all young employees go to career counseling at certain milestones after joining ITOCHU as part of their training. A system is in place for all young employees to receive career counseling when they reach certain milestones in their ITOCHU careers, as part of their training. Counseling is also available to mid-career employees as well as middle-aged employees looking to continue working. The Career Counseling Center aims to provide ITOCHU employees—and through them, their organizations— with the opportunity to develop their careers, as well as with a safety net.

Initiatives Aimed at Occupational Health and Safety

For ITOCHU Corporation, employees are assets, and ensuring the health and safety of employee workplaces is one of the vital responsibilities a company must fulfill so that its employees can reach their full potential. To ensure that ITOCHU Corporation employees stationed around the world and their families can enjoy a meaningful assignment in safety and good health, we have built a full system not only for incidents, accidents, disasters and other emergencies, but also for health management.

Overseas Security Management

ITOCHU Corporation maintains global business operations with roughly 800 rotational staffs stationed overseas, and sends a total of ten thousand staffs on overseas business travel from Headquarters in Japan each year. In terms of overseas security management, based on the belief that a shared awareness between the overseas location and Japan is important, the Research & Business Development Division have assigned security management to some staffs in each regional headquarters of nine blocs worldwide. Information concerning politics, economics, public safety and other factors is periodically collected and disseminated internally. We have also established a system to cover regions where information is more difficult to obtain through contracts with international security consultant firms. To prepare for emergencies such as diseases or injuries, including preventative measures for infectious diseases in the dispatched area, we collaborate with an international emergency medical service company and developed complete support systems for preventative and post-incident measures.

Before being stationed overseas, rotational staffs are given extensive guidance to deal with matters such as local security, health care and different cultures. Awareness raising activities are conducted after arrival, such as security management seminars for rotational staffs as well as their families.

Employee Health Management

For ITOCHU Corporation, employees are assets, and thus the health management of every single employee is extremely important to ensure that a diversity of employees can freely exert their capabilities.

We have developed an in-house system that allows employees to receive counseling on their health at any time. For example, the Health Administration Center at ITOCHU's Tokyo Headquarters, which also serves as a clinic, has 20 specialist physicians on staff, as well as an X-ray technician and a pharmacist. These health maintenance professionals, who each act as a "health concierge," care for every aspect of health for each employee, providing them with the support needed to manage their own health.

In terms of specific services, in addition to general medicine (internal medicine, orthopedics, dental), medical checkups (regular medical checkups, half-day complete medical checkups, medical checkups for employees traveling overseas and those returning temporarily or permanently), various vaccinations, examinations (VDT examination, adult-onset disease examinations), we also offer medical counseling and provide information. Web services such as the Health Support System (HSS), which allows individuals to view their medical checkup history, are also available. As well as the operating four recreation facilities through our health insurance society, we run quit smoking and other health campaigns.

Mental Health

Where mental health is concerned, we have established a stress management room in-house, and offer counseling given by a clinical psychologist. Employees can also seek counseling from a company physician as well as see a psychiatrist in-house. Through our health insurance society, we have set up the "Health & Mind Online" health consultation website where employees can seek consultations over the web.

Working Hours Management

To achieve more effective working style, ITOCHU Corporation has introduced an morning-focused working system (page69). This initiative is aimed at practicing an effective working style to reduce the total number of working hours. Specifically, the Company reviewed the work style that assumes overtime work and shifted from a night-focused style to morning-focused work centered on the basic hours of 9 a.m. to 5:15 p.m. We believe that this initiative would not only further strengthen the effectiveness of operations and maintain and improve its employees' health, but also help female employees demonstrate their abilities and help employees achieve a good balance between work and family life. We are pursuing a well-balanced reform of work awareness and style among all employees, in order to discharge our corporate mission of "Committed to the Global Good" by always viewing things from the customer's perspective.

Close Up

Taking Steps to Achieve a More-Effective Working Style

Introduction of Morning-Focused Working System

On May 1, 2014, ITOCHU officially introduced a morning-focused working system to achieve a more-effective working style.

With a focus on managing employee health and promoting effective operations, ITOCHU has long sought to reduce overtime work. To that end, we decided that it was necessary to implement decisive reforms by reevaluating the traditional working style, which is based on the assumption that employees will work overtime. In October 2013, we started a trial of a new working system that was intended to foster a shift from a night-focused, overtime-based system to a morning-focused working style.

Reviews that were conducted during the trial period confirmed that the new system was effective. For example, the morning-focused working system did not cause any particular inconvenience

for operations in any workplace. In addition, the system met the initial objective, which was a significant reduction in the number of overtime work hours. Consequently, ITOCHU decided to officially introduce the system on May 1, 2014, in accordance with the labor-management agreement with the ITOCHU Labor Union.

ITOCHU believes that this initiative will help individual employees to reform their approach to their own working styles and to advance well-balanced operational reforms. In this way, the Company will strive to achieve a work environment that further strengthens the effectiveness of operations, supports the maintenance and improvement of employees' health, and helps diverse employees, including female employees, to make full use of their capabilities.

Outline and Effects of Initiatives during Trial Period

Period: October 2013 to March 2014 Scope: Approx. 2,600 employees in Japan (excluding employees on temporary assignment)

Outline of Initiatives (Continued after official introduction)

Night work (10 p.m.–5 a.m.) is prohibited. Work after 8 p.m.–10 p.m. is, in principle, prohibited, though it is permitted upon prior application when such work needs to be performed due to unavoidable reasons.

As an incentive for employees who work early in the morning (5 a.m.–8 a.m.), extra wages are provided at the same rate paid for night work (employees subject to time management: 50%; employees not subject to time management: 25%).

* When an employee starts working at 7:50 a.m. or before, the extra wage rate is applied not only for 5 a.m.–8 a.m. but also for 8 a.m.–9 a.m.

From the perspective of managing employees' health, the Company provides light meals to employees who begin work before 8 a.m.

Cost

(1) Amount of overtime allowance	Reduced by about 7%, even when extra wages provided for early-morning work are included
(2) People receiving light meals	Average of 550 people per day
Overall (1 + 2)	Reduction of about 4%*

* With overtime allowance (including extra wages for early-morning work) and cost of light meals, overall reduction of about 4%*.

Effects of Initiatives

(Comparison with same period in the previous fiscal year)

Entering and Leaving Office (Percentage of employees who entered / left the office)

		Prior to introduction	Trial period
Leaving	8:00 p.m. or after	About 30%	About 7%
	10:00 p.m. or after	About 10%	Nearly 0*
Entering	8:00 a.m. or before	About 20%	About 34%

* Includes employees who applied in advance or on-the-spot

Hours of Overtime Work per Person (Monthly average)★

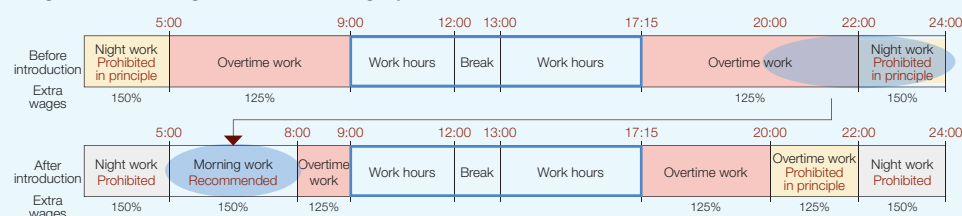
	Prior to introduction	Trial period	Effectiveness
Employees in career-track positions	49 hours 11 minutes	45 hours 20 minutes	Reduction of about 4 hours
Employees in clerical positions	27 hours 3 minutes	25 hours 5 minutes	Reduction of about 2 hours

Reduction of a cumulative total of about 20,100 hours over six months (Employees subject to time management)

★Data assured by KPMG AZSA Sustainability Co., Ltd, an external assurance provider based on the international standard ISAE 3000 (page123)

Electricity Consumption (Tokyo Headquarters) About 6% reduction

Diagram of Morning-Focused Working System Time Schedule: Employees subject to time management



Employee Voice

Now I have more time to spend with my family after the day's work is done. My children are still young, so I get a great deal of enjoyment when I find their growth each day. It makes me feel positive and realize that I should keep working hard. Also, since I want to find time to think quietly every day, I go to a library near my house to make some time for thinking and studying after my children are asleep. Now that I go to sleep earlier than I used to, I wake up refreshed and start the day with a good feeling.

Typical day

5:00	Wake up
5:30	Go to the gym
7:30	Drop children off at I-Kids (childcare center for employees)
7:40	Arrive at work
18:30	Pick up children at I-Kids
19:00	Dinner, cleaning up, relax with family
21:30	Study or reading at nearby library
23:00	Lights out



Keisuke Masuda
Legal Division

Communications with Employees

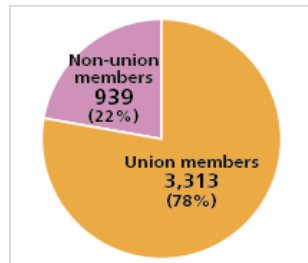
Dialogue Meetings with the President

ITOCHU Corporation is proactive about offering employees opportunities for two-way discussions with the president. In fiscal 2014, the president visited 6 domestic branches, which usually have limited opportunities for dialogue with the president, and held dialogue meetings. Along with these domestic meetings, the president also has dialogue meetings with our staff on overseas assignment, as well as overseas bloc employees when he visits one of our overseas bloc areas. In fiscal 2014, the president held 9 meetings at our business locations in Singapore, Indonesia, Thailand, Myanmar, China, the United Kingdom, France, the United States, and Australia. In these discussions, the president shares directly with employees the company's management policies and his passion for their realization, while employees in turn can express their opinions to the president and ask questions. The meetings therefore provide extremely valuable opportunities for deepening two-way communication. Every meeting is held in a very spirited atmosphere, and touches on everything from management policies to more personal topics.



Dialogue with the Labor Union

At ITOCHU Corporation, a wide range of issues is discussed with the ITOCHU Labor Union in order to realize our corporate mission, "Committed to the Global Good." In fiscal 2014, we held five meetings, including management meetings with the President and similar meetings with Division Companies and the Administrative Headquarters. Labor and management enter repeated and active discussions to build up a healthy relationship that enables both sides to recognize and share challenges currently facing them and to study and implement improvement measures.



Ratio of ITOCHU Labor Union members as of April 1, 2014

Initiatives with the ITOCHU Labor Union in fiscal 2014

June 2013	Settlement of accountings meeting
August 2013	ICT, General Products & Realty Company management meeting
October 2013	Metals & Minerals Company management meeting
December 2013	Textile Company management meeting
February 2014	Management meeting with the President

Comments from the ITOCHU Labor Union President



Noriko Imamura
President,
ITOCHU Labor Union

The ITOCHU Labor Union is involved in a host of measures designed to realize working environments that allow one of the Company's key stakeholder groups, its employees, to be more enthusiastic and motivated, and bring their individual abilities to the fore. Based on input gathered from a wide array of frontline operations, we hope to encourage communication between the Company and employees through active dialogue with the Company at management meetings, and ultimately to contribute to CSR activities.

| Improving the Infrastructure for Employee Communication

ITOCHU Corporation works to revitalize communication between employees and provide opportunities for exchange through a range of welfare facilities and schemes. Revitalized communication helps to foster a sense of belonging and motivation to work in individual employees and also helps to invigorate the organization as a whole.

■ Dormitories for Single Employees

More than 300 junior career-track employees spread across four buildings for males and two buildings for females make use of company dormitories. The dormitories allow employees to interact with junior and senior employees joined the company at different times or who belong to different departments, and also leads to more lively communication among fellow junior employees.

■ Employee Cafeteria

The employee cafeteria at the Tokyo Head Office underwent large-scale renovations in May 2013 and was transformed into a space that is brighter and a more comfortable meeting place than before. Each day around 1,500 employees make use of the employee cafeteria, which helps promote exchanges between fellow employees during meal times.

■ "SOGO-KAI" Associations

"SOGO-KAI" associations are organizations in which fellow employees assemble and enjoy the same sports or cultural activities. More than forty such associations are active within the company and boast more than 700 employee members. The associations are not limited to current employees of ITOCHU Corporation. Many former employees and Group company employees also take part. Through sports and cultural activities, these associations promote exchanges and communication across different generations and organizations.

Basic Data

Figures concerning employees ★ (As of the end of March 31)

	Non-consolidated						Consolidated
	Total employees	Male	Female	Average age of employees	Average number of years of service	Average annual salary (JPY)	Number of employees
2012	4,255	3,162	1,093	41	15.6	12,810,035	72,528
2013	4,219	3,162	1,057	41	15.8	13,893,019	83,768
2014	4,235	3,200	1,035	41	16.1	13,835,551	104,310

Number of employees by operating segments ★ (As of the end of March 31, 2014) (Unit: persons)

	Textile	Machinery	Metals & Minerals	Energy & Chemicals	Food	ICT, General Products & Realty	Others, Adjustments & Eliminations	Total
Non-consolidated	422	444	209	334	375	406	1,035	3,225
Consolidated	20,191	12,358	618	9,459	27,410	30,808	3,466	104,310

Number of overseas bloc employees by region ★ (As of the end of March 31, 2014) (Unit: persons)

North America	Latin America	Europe	Africa	Middle East	Oceania	East Asia	ASEAN & South West Asia	CIS	Total
139	163	205	37	150	30	742	615	82	2,163

Employees working in overseas subsidiaries

Number of hires by gender ★ (Unit: persons)

	New-graduates			Mid-career			Total
	Male	Female	Total	Male	Female	Total	
FY2013	103	20	123	10	4	14	137
FY2014	99	25	124	8	2	10	134
FY2015*	107	28	135				135

*The figures as of April 1st, 2014

Proportion of female career-track employee, manager, and executive officer ★ (As of April 1)

	Career-track employee			Manager			Executive Officer		
	Total	Female	Proportion of Female	Total	Female	Proportion of Female	Total	Female	Proportion of Female
2012	3,293	300	9.1%	1,644	23	1.4%	46	0	0.0%
2013	3,339	302	9.0%	1,692	25	1.5%	43	1	2.3%
2014	3,401	301	8.9%	1,745	30	1.7%	43	1	2.3%

Acquisition of leave according to child care or nursing care related systems ★

(Unit: persons)

		FY2012			FY2013			FY2014		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Child care	Childcare Leave	2	59	61	0	43	43	3	51	54
	Leave to nurse sick children	51	74	125	58	76	134	43	91	134
	Shorter working hours for child care	1	56	57	0	64	64	0	61	61
	Special parental leave	5	3	8	6	29	35	5	31	36
	Return rate for employees after taking childcare leave	88%			100%			91%		
Nursing care	Nursing care leave	1	0	1	0	1	1	0	1	1
	Special nursing care leave	6	6	12	4	8	12	1	5	6
	Leave for nursing care	7	11	18	6	12	18	14	19	33
	Shorter working hours for nursing care	0	3	3	0	2	2	0	3	3
Family support leave		325	211	536	248	206	454	104	84	188

Employment ratio of people with disabilities ★ (As of March 1)

	Employment ratio of people with disabilities	Legally stipulated ratio
2012	1.91%	1.80%
2013	1.95%	1.80%
2014	2.16%	2.00%

★ Data assured by KPMG AZSA Sustainability Co., Ltd, an external assurance provider based on the international standard ISAE 3000. Independent Assurance Report (page123)

* The figures are for non-consolidated unless otherwise indicated as consolidated.

* The number of overseas bloc employees by region is the total of employees hired locally by each overseas subsidiary.

* The figures of employment ratio of people with disabilities are the combined total of ITOCHU Corporation and the certified special-purpose subsidiary, ITOCHU Uneedus Co.,Ltd.