

Employee Relations

As a general trading company that has a diverse range of businesses around the world, ITOCHU believes that the 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”

Ongoing Promotion of Global Human Resources Strategy

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

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. Specifically, in fiscal 2011, we established leadership standards for managers and developed a global human resources database of organization managers*. We also created a Talent Management Process for recruiting, fostering, utilizing and promoting talented personnel who will play key roles in the expansion of revenues and profits overseas, by cooperating with each Division Company and the overseas blocs. In addition, the ITOCHU Mission and Values, which we have passed down since our establishment more than 150 years ago, are reflected in our recruitment standards and in our evaluation and human resources development programs. This enables us to hire and develop human resources around the world who are suited to ITOCHU’s values.

* We are assigning, promoting, and developing human resources on a global basis regardless of nationality, by implementing the ITOCHU Global Classification (IGC) in fiscal 2010 as a common measure of job level / level of responsibility for all jobs and positions worldwide.

- Related page: Number of overseas bloc employees by region (P138)



* Program in which overseas bloc employees are trained through work at the Tokyo Headquarters

Talent Management Process

Development Policy

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

Training System

ITOCHU Corporation’s training system consists of company-wide training structures and independent training structures for each Division Company and administrative divisions, which are designed in light of industry characteristics, specialties, and other elements. We provide opportunities for human resources at all job levels to develop a wide range of capabilities. This includes not only Headquarters employees but also locally hired overseas staff and Group company employees.

In addition to the above, we have established a training system for each overseas bloc based on the characteristics of the business and market and reflecting the required skills and specialties. We focus our efforts on developing management-level employees through training schemes including a bloc workshop in the Asia & Oceania bloc and workshops in other overseas blocs including North America, Europe, and East Asia. We combine these schemes with the training system of ITOCHU Corporation to develop professionals who can manage business on a global level.

Classification	Head Office Employees			Group Company Employees	National Staff	
	Essential	Elective	Select			
Career-track Employee	Officer	Training for Newly Appointed Officer			Training for Newly Appointed Officer	
	General Manager	Training for Newly Appointed General Manager			Organizational Change and Business Execution	GEP Training
		Training for Newly Appointed Administrative Officer of Group Company	Workshop for Organizational Managers			P3 Training
	Section Manager	Short-term Business School in Japan or Overseas			Leading Subordinates	GLP Training
		Training for Newly Appointed Section Managers			Management Essentials	
Mid-Career	Training for Newly Appointed Acting Section Manager					
		OJT Trainer Training				
		Mid-career Hires Training				
		Cross-Cultural Management Training				
Junior Employee						
	8th Year Training					
	4th Year Training					
		Junior Overseas Training-Multi				
Clerical Staff	Basic Course					
	New Employee Training					
	Training for Newly Appointed Grade B2 Employee					
	Training for Clerical B1 Employee					
	6th Year Training for Clerical Staff					
Prospective Employee	3rd Year Training for Clerical Staff					
	New Employee Training					
	Training for Prospective Employee					

Legend: Training Available to Employees of Group Company

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

Key Points of Human Resources Development

As the key points of our human resources development, we focus on consolidation, overseas and front-line capabilities.

First, from the viewpoint of “consolidation,” in fiscal 2014 we built a structure for developing human resources who can play key roles in the business management of Group companies. Specifically, we introduced programs aimed at allowing employees to obtain further basic knowledge of business management and risk management methods. One example is an administrative intern program focused on enabling employees to acquire experience working in in-house administrative units, such as the Audit Division and the Legal Division, for a certain period of time. In fiscal 2015, we also introduced a training program to enable accounting operations to be learned efficiently in a short period of time through hands-on exercises as an essential training program for junior staff. We continue to expand the lineup of training programs for employees of Group companies so that the employees of domestic Group companies will improve their skills and expand their network within the Group.



Global Development Program

Next, from the viewpoint of “overseas,” we provide training in such forms as global development programs (GEP, GLP, GNP and GPP*), dispatch of staff to business schools for short-term programs, and workshops for organizational managers, with a view to nurturing the growth of global management human resources. In addition, 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 by dispatching our junior staff, in short term, to China and other emerging markets, for training in Chinese and other languages. Above all, given the execution of a strategic cooperation agreement with capital participation with CITIC Limited (CITIC), China’s largest conglomerate, and Charoen Pokphand Group Company Limited (CPG), one of Asia’s leading conglomerates, we concluded a memorandum for strengthening synergy in human resources development with these two companies. Under this memorandum, the three parties jointly develop human resources who will play the leading roles in the strategic cooperation agreement to create a base for improving corporate value in the medium to long run terms. In FY2016, we launched a project for developing 1,000 Chinese-speaking human resources, which is one-third the number of all career-track employees. We have made tremendous efforts to proceeding thoroughly with a foundation of the language. In addition, we are accelerating measures to strengthening the development of human resources that can pursue the maximization of synergies in a wide range of business domains, with a focus on the markets of China and other Asian countries. These measures including exchanges of excellent human resources are to solidify the human resources network of the three companies as a base that supports the strategic cooperation agreement.

	July 2015	March 2016	March 2017 (target)	March 2018 (target)
Number of Certified Chinese Speakers	361	430	700	1,000

From the viewpoint of “front-line capabilities,” we provide diverse object-oriented training such as training to support career visions and independent training based on the human resources strategy of each Division Company and the headquarters administrative divisions, in order to produce professionals with diverse outlooks on value.

- * 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.
- * Global Partnership Program (GPP): This Program introduces the history and outline of ITOCHU, and communicates and nurtures corporate message to subsidiary staffs. It also helps create network among ITOCHU group members.

Number of employees participated in major training programs

Name of Training program	FY2014	FY2015	FY2016
Administrative intern program	5	94	111
Global development program	135	135	126
Organization manager workshops	325	437	426
Dispatch of staff to business schools for short-term	50	39	41
Junior staff overseas training for Chinese and Junior staff overseas training for multi-language	25	47	52
Chinese lesson	139	86	390
Career vision support training (the total number of participants)	2,025	1,893	2,097

Comments from the Participants



Mikio Hashimoto
Metals & Minerals
Company, Steel,
Non-Ferrous &
Solar Division,
Non-Ferrous &
Metal Materials
Department

Junior staff overseas training for multi-language (Chinese)

I studied in a language training program held at Nanjing, China for a period of six months in 2015. When I departed for the country, I didn't know even basic Chinese words or phrases. However, I was exposed to the language from morning till night every day and traveled to major cities on my weekends and other days off. As a result, I was able to pass the highest level on the Chinese proficiency test by the time I returned to Japan. I really got a lot out of my time in China. While we are in Japan, news reports about China, Japan's most important neighbor, generate a range of speculation and sometimes lead us to have complex feelings about the country. However, by actually spending time in the country, walking around towns, and talking with local people, I developed a more diversified and deeper view of China. ITOCHU Corporation is strengthening joint measures with China, such as investing in the country and further increasing the number of Chinese-speaking human resources. I appreciate that I was given the opportunity to improve my skills as a part of these measures, and am determined to make the best use of my skills for future work.



Mr. John Prijadi
PT. ITOCHU
Indonesia

Global Leadership Program (GLP)

Joining in a training program with participants from 32 companies from 18 countries, with various work-fields and some company backgrounds would definitely give tremendous experience. For me, Global Leadership Program is a well-planned and contented training program yet conducted with best way to fill in every single participant with great experience. It is a truly global leadership program. ITOCHU's next leaders should join this program. Thanks to Management, thanks to HR, thanks to the trainers and special thanks to the committee for all about this GLP! Thanks for giving motivation to achieve ITOCHU Mission!

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) structure, 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.

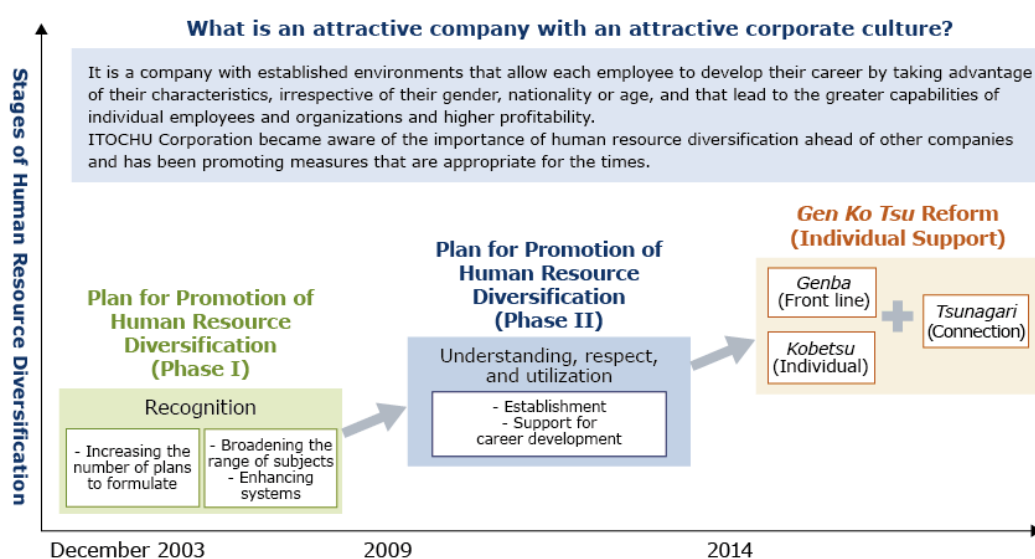
We regard fair and equitable evaluations by supervisors and feedback through interviews with subordinates as critically important to ensure proper functioning of these personnel evaluation systems. We make use of evaluator training and other activities to communicate the importance of encouraging employee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

Creating Environments that Bring Out the Best in Employees

Supporting the Activity of Diverse Human Resources

Amid intensifying global economy, 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.

ITOCHU Corporation's measures for human resource diversification



Supporting the career development of female employees

Among its measures for human resource diversification, ITOCHU Corporation focuses primarily on supporting the career development of women. We have increased the number of female employees by promoting the Plan for Promotion of Human Resource Diversification. We have also expanded and upgraded systems far and above those required by law to help female employees succeed in both work and family life. At present, we are implementing a *Gen Ko Tsu Reform* (*Gen* for *genba*, or "front line," *ko* for *kobetsu*, or "individual," and *tsu* for *tsunagari*, or "connection"). Under this reform, we promote individual support measures based on the life stages and careers of individual employees. At the same time, we strive to create role models of women with successful careers and develop an environment that enables women to work with a sense of job satisfaction, through training programs for nurturing career consciousness among young female career-track employees and various forums.

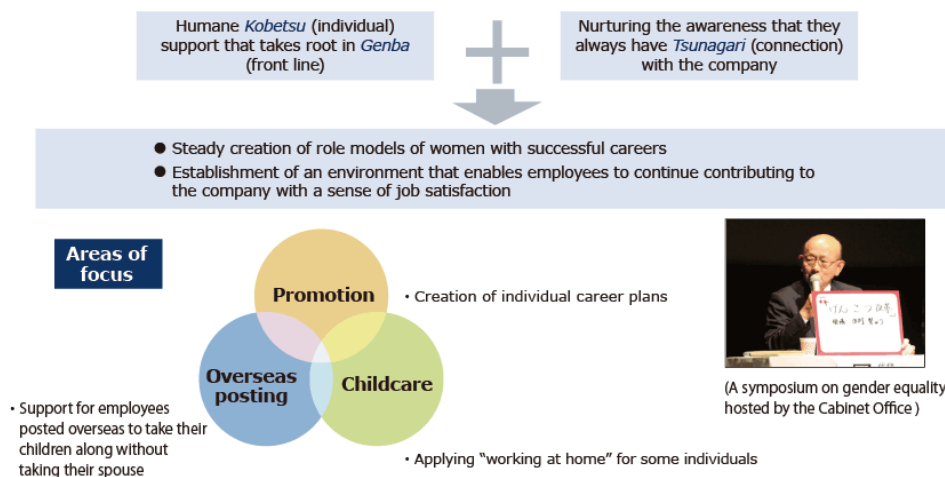
The number of female managements and career-track employees

Year	2014	2015	2016	2020 Target
Female management	4.0%	4.6%	5.2%	Over 10.0%
Female management / All management	97/2,401	111/2,438	130/2,479	
Female career-track employee	8.9%	8.8%	8.8%	Over 10.0%
Female career-track employee / All career-track employee	301/3,401	304/3,444	307/3,490	

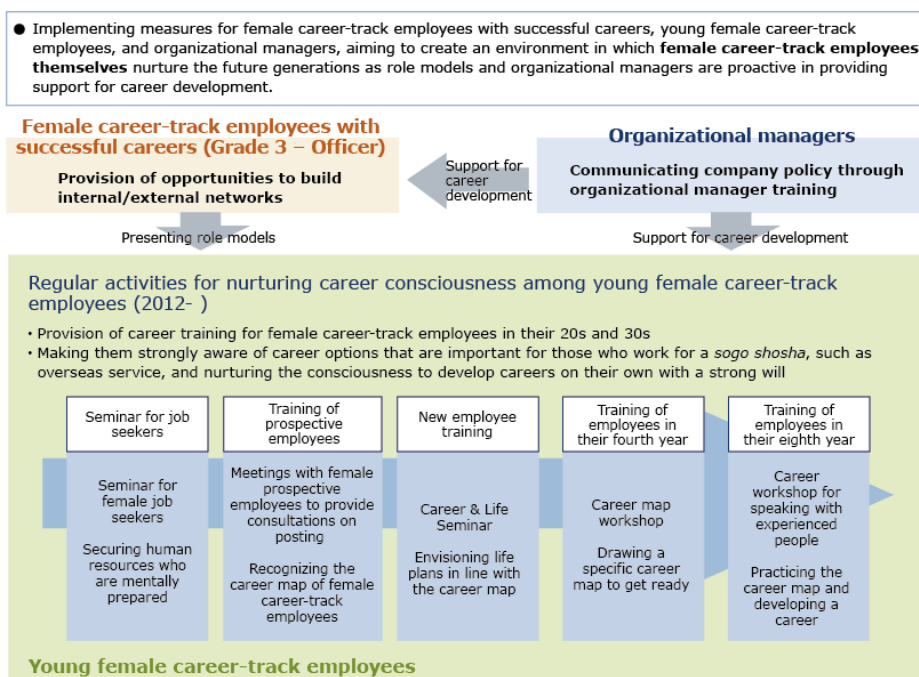
Measures for supporting female career-track employees

Stage	Perceived environments and tasks	Specific measures
Early period (1989-2003) Legal requirement	<ul style="list-style-type: none"> The employment of women is required by the equal opportunity law, which came into force in 1986. 	<ul style="list-style-type: none"> Continuing to hire female career-track employees (several employees every year) Transfers from clerical positions Introduction of childcare support systems
Increase in number and enhancement of systems (2004-2011) Company where female career-track employees enjoy working	<ul style="list-style-type: none"> Formulation of the Plan for Promotion of Human Resource Diversification (December 2003) To promote women to executive positions proactively, it is important to first increase the number of women and utilize them widely in the company. Establishing an environment that allows women to achieve a good balance between work and childcare/nursing care to retain female employees. 	<ul style="list-style-type: none"> Setting numerical targets Introduction of a mentor system Enhancement of childcare support systems Introduction of a system that permits a leave of absence in the event of the overseas transfer of a spouse Establishment of a childcare center for employees Holding various forums
Promotion of individual support (2012-) Company that enables female career-track employees to work with a sense of job satisfaction	<ul style="list-style-type: none"> Systems have been established beyond the level required by law. The populous generations of female career-track workers have entered in their 30s, and their life events are expected to take place in earnest. Support is provided individually under the Gen Ko Tsu Reform to those who try hard to develop careers on their own. 	<ul style="list-style-type: none"> Switch from job transfer/leave to a reemployment system Support for employees posted overseas (permission to take their children along without taking their spouse) Identification and nurturing of candidates for promotion Collecting opinions from the front lines at sectional meetings Support for endeavors to nurture career consciousness (various forums, etc.)

Gen Ko Tsu Reform







Support for nurturing career consciousness among female career-track employees



Major Awards and Certifications

ITOCHU Corporation's initiatives for creating environments that bring out the best in employees have earned high praise from various quarters.

			
Kurumin Certification	New Diversity Management Selection 100	Nadeshiko Brand	Health & Productivity Stock Selection
Companies with excellent initiatives for providing employees with support at work as well as with childcare receive approval to display the Kurumin certification mark. (Received on two occasions in 2011 and 2014 / Ministry of Health, Labour and Welfare)	A project for selecting excellent companies that provide diverse human resources with opportunities and an environment for exercising their potential (Selected in March 2016/ Ministry of Economy, Trade and Industry) *ITOCHU was the first <i>sogo shosha</i> to be selected.	A program under which companies with excellent measures for encouraging women to play active roles in the workplace are evaluated and designated (Selected in March 2016/ Ministry of Economy, Trade and Industry, Tokyo Stock Exchange)	A program that recognizes enterprises which focus on and strategically carry out efforts regarding their employees' health from a management perspective (Recognized in January 2016/ Ministry of Economy, Trade and Industry, Tokyo Stock Exchange)

- Related page:
 - Figures concerning employees (P138)
 - Proportion of female career-track employee, manager, and executive officer (P138)
 - Number of hires by gender (P138)

Initiatives for Work-Life Balance

ITOCHU Corporation regards people as its greatest asset and has pursued a range of initiatives to develop environments that allow all employees to enjoy peace of mind and concentrate on their work by taking advantage of the characteristics of each. Initiatives for work-life balance are included in such measures, and are implemented in the belief that it is important for employees to work in a well-balanced manner by working very hard when they need to and refreshing themselves fully when they need to, thereby further improving work quality and efficiency. 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. In addition, ITOCHU believes that the promotion of a morning-focused working style, which commenced in October 2013, will contribute further to enabling employees to work in a well-balanced manner.

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

During the course of their working lives, most 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 for them to succeed in their work as well as child and / or nursing care duties. In FY2016, we have implemented a campaign targeting male employees, whose baby was born, to take childcare leave. At this time, we have informed their bosses as well. As a result, 59 male employees took childcare leave (only 1 in FY2015). Also, we have done a trial for work from home system, to those who need to stay home due to childcare or nursing care. From FY2017, we have officially allowed certain employees who meet the criteria, to utilize this system.

Support for Childcare

		85 days after getting pregnant	6 weeks before childbirth	Childbirth	8 weeks after childbirth	2 years old	3 years old	School age	Graduation from elementary school		
		Pregnancy (women only)			Childcare (both men and women)						
Support for Childcare	Extended leave	Pregnancy leave (20 days) Miscarriage leave (5 days)			Maternity leave before childbirth (6 weeks)	Childcare leave (until the child turns two years old/ interruptible)					
	Working on chosen days					A system which allows employees to work on chosen days (1 year in total/ interruptible)					
	Leave	Shorter working hours during pregnancy (by 90 minutes per day) Flexible time system			Maternity leave after childbirth (8 weeks)	Leave to nurse sick children (5 days per year in the case of only one child; Ten days per year in the case of two or more children)/Until graduation from elementary school					
	Shorter working hours, etc.					Special parental leave (A total of 40 days until graduation from elementary school)					
	Limits on overtime work, etc.	Limits on night work (10 p.m. - 5 a.m.) Limits on overtime work			Exemption from overtime work	Family support leave (Included in leave as a reward for diligence)					
	Other support					Shorter working hours for childcare (By 90 minutes per day/Until graduation from elementary school)					
	Various services	Other support	Guidance for returning to job			Social media for employees on maternity/childcare leave		Three-party meeting on return from childcare leave, follow-up meeting for those who have returned to work from childcare leave			
			Handbook on childcare (edition for women, edition for men, edition for superiors)								
			Working at home (individual basis)					Ticket system for childcare support by babysitters			
			Childcare consultations, etc./Telephone health consultations								
Various services	Other support	Limits on overtime work			Limits on overtime work (to 24 hours per month/150 hours per year)		Exemption from night work (10 p.m. - 5 a.m.)				
		Use of I-Kids, a childcare center for employees (0 - 3 years old) *Temporary childcare services are available until the child reaches school age.									

Support for Nursing Care

		Commencement of use of the system	2 years	3 years	
Support for Nursing Care	Extended leave	Nursing care leave (2 years in total/interruptible)			
	Working on chosen days	A system that allows employees to work on chosen days (3 years in total/interruptible)			
	Leave	Leave for nursing care (10 days granted each year regardless of the number of family members in need of nursing care)			
	Shorter working hours, etc.	Special nursing care leave (30 days for those with fewer than 8 service years, and 60 days (half days off may be included) for those with 8 or more service years)			
	Limits on overtime work, etc.	Shorter working hours for nursing care (By ninety minutes per day for up to 5 years in total/Salary begins to be reduced accordingly in the 4th year/Interruptible)			
	Other support	Limits on overtime work (to 24 hours per month/150 hours per year)			
		Exemption from night work (10 p.m. - 5 a.m.)			
	Various services	Other support	Nursing care seminars		
			Career support training provided for employees on extended leave		
			Handbook on nursing care		
"Furusato Care Service" for employees posted abroad (care for their elderly relatives)					
Various services	Other support	Working at home (individual basis)			
		Subsidy for use of homemaker services			
Support for use of nursing care services/Telephone health consultations					

■ Related page: Acquisition of leave according to child care or nursing care related systems (P139)

ITOCHU Kids Day for Visiting Dad and Mom at Work

Since 2014, we regularly invite elementary school boys and girls to ITOCHU Kids Day—an initiative where the sons and daughters of employees can visit their dads and moms at work. They visit their parents in the office and practice exchanging name cards with people at work, using their own cards printed especially for Kids Day. They also hold a mock conference in the Board of Directors conference room, and enjoy lunch in the employee cafeteria as virtual ITOCHU employees. Kids Day is very favorably received among the parents, who are grateful to see their children develop an interest in their parents' jobs at ITOCHU and have reported that their children said they wanted to work for ITOCHU in the future. 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.



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 addition, we give seminars on life planning and other topics to those who have reached the age of fifty-eight, thereby providing them with support in terms of work styles and financial planning following the employment extension. 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., the first special subsidiary in Yokohama in Kanagawa Prefecture for the purpose of giving people with disabilities, such as physical disabilities and intellectual disabilities, a desire to work and places where they find working worthwhile. This company handles three divisions of business involving cleaning, printing services, and photography centers under the motto of strict quality control and cordial service. In the cleaning division, people with disabilities and those without help each other perform all the cleaning-related processes. In November 2015, ITOCHU Uneedus Co., Ltd. was relocated to a new office building in Tsuzuki-ku, Yokohama that boasts a floor area that is 2.4 times wider than the old building and possesses the latest equipment. The purpose of this move was to provide a more comfortable work environment for staff members with various disabilities, as well as expand the business.

As of March 2016, the proportion of our workforce with disabilities is 2.13%, which exceeds the legally stipulated ratio of 2%. We will continue to actively help people with disabilities participate in society.

- Related page: Employment ratio of people with disabilities (P139)



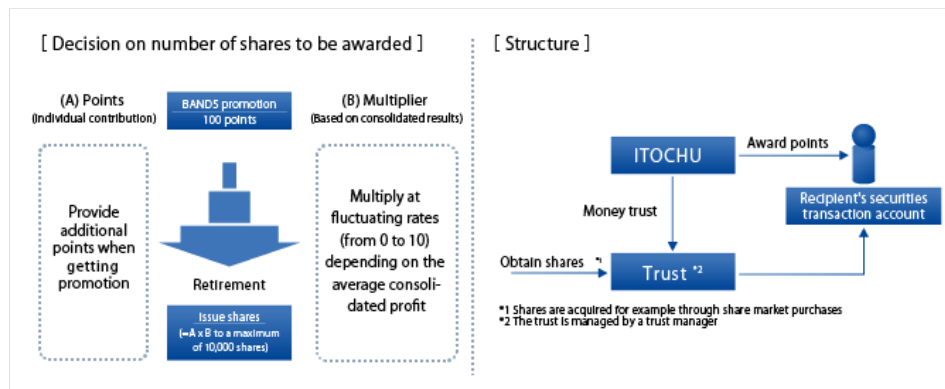
ITOCHU Uneedus Co., Ltd
New office building
(Tsuzuki-ku, Yokohama)
<http://www.uneedus.co.jp/>

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, the 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 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 number of visits to the Career Counseling Center to undergo counseling exceeds 500 per year. The Career Counseling Center aims to provide ITOCHU employees— through them and their organizations— with the opportunity to develop their careers, as well as a safety net.

“Managers of the Future” Reward System

This system is a trust-type employee incentive plan based on the U.S. Employee Stock Ownership Plan (ESOP). We have established “Managers of the Future” reward system, in order to enhance medium and long-term contribution, by raising awareness of employees to encourage them to participate in the corporate management. This system positions ITOCHU employees at the rank of Section Head or above, who will be the key people responsible for future growth as candidates for “Managers of the Future.” They are provided awarded points, whose number increases as they are promoted to higher job levels. At the time of the retirement of such employees, the accumulated share points are multiplied by a multiplier linked to the company's consolidated results of each employee's tenure after the first award of the share points. In addition, the rate of membership in the employee shareholding association reached 77% (as of February 2016) as a result of measures to enhance the association's system in FY2016. We believe that we will be able to share our achievements with stakeholders as well as shareholders by further elevating our corporate value. To accomplish this, we must ensure that employees share the same perspective as management as they perform their duties.



Initiatives Aimed at Occupational Health and Safety that Support the Activity of Employees

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.

Employee 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 close communication between the overseas location and Japan is important, the specialist who are in charge of overseas safety 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, at the safety measures meeting, public security seminars, etc. We have also established a system to cover regions where information is more difficult to obtain through contracts with international security consultant firms. We provide seminars regarding safety and medical practices to our employees and their family, before and after dispatch to overseas. To prepare for emergencies such as diseases or injuries, including preventative measures for infectious diseases in the dispatched area, we collaborate with a special medical service company and developed complete support systems for preventative and post-incident measures, such as providing advice in case of sickness and injuries, including emergency transportation.

With regard to safety initiatives in Japan, we implement countermeasures against large-scale disasters that are likely to occur in this country, such as earthquakes. These include the creation of a disaster manual, the preparation of disaster supplies such as drinking water, food, and toilets, emergency drills, and training on responses to the safety confirmation service. Group companies have also formulated various countermeasures on an individual basis.

We encourage our employees and their family to prepare for large-scale disasters every day, such as securing means of communicating with their families, ensuring that they have walking shoes available, and checking the route for walking home.

Employee Health Management

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. For more than 30 years, we have been operating a system that can be called a "health concierge without borders." In this system, health maintenance professionals provide individualized healthcare guidance to employees all over the world adapted to their individual conditions by cooperating closely with physicians who specialize in individual lifestyle-related diseases. We provide each employee with the support they need to manage their own health.

In terms of specific services, in addition to the above specialized disease management, we offer 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, and 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.

Moving forward, we will make our approach to health management a written rule in the form of the ITOCHU Health Charter, and further promote the improvement of employee vitality by strengthening our systems for supporting diet and exercise and creating a better workplace environment.

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 seeing 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. The revised Industrial Safety and Health Act came into force on December 1, 2015, and as a result, employers are required to offer stress checks to workers once a year. ITOCHU Corporation carried out stress checks on trial basis in October 2015, and has been making preparations for the full-scale implementation of stress checks in FY2017.

Working Hours Management

We focus our efforts on reducing the total number of working hours, not to mention observing legislation including the 36 Agreement. To achieve more effective working style, ITOCHU Corporation has introduced a morning-focused working system. 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.

See P132 for details of morning-focused working system.

The above initiatives were highly regarded by the Development Bank of Japan (DBJ), and ITOCHU Corporation obtained the highest rank in the DBJ's Health Management Rating System in FY2016 for the first time as a *sogo shosha*. ITOCHU Corporation was also selected as a Health and Productivity Stock in the health and productivity management program jointly carried out by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.

We succeeded in these areas because we were highly regarded for introducing a morning-focused working system ahead of other companies, thereby changing the mindset of employees, and for promoting health activities, such as a system for preventing mental health problems, throughout the entire company by cooperating with industrial physicians and the health insurance union.

Introduction of Morning-Focused Working System

Taking Steps to Achieve a More-Effective Working Style

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. This progressive approach has made an impact on not only the industrial world but also political and business establishments. It has grown into a big movement that is changing the way Japanese people work.

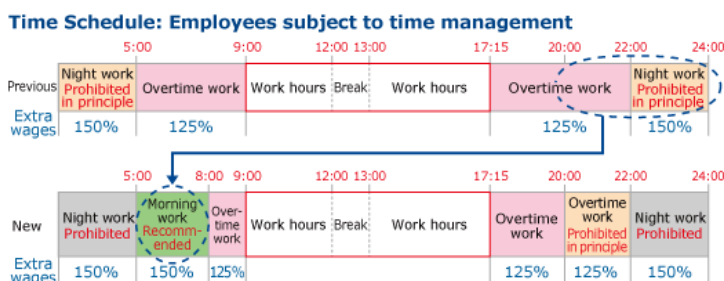
ITOCHU believes that this initiative will help individual employees to reform their approach to their own working styles and to advance well-balanced operational reforms. In this way, the Company will strive to achieve a work environment that further strengthens the effectiveness of operations, supports 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

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: 150%; 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.

Diagram of Morning-Focused Working System



Providing light meals to employees

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 FY2013	After half year from introduction	2 years after introduction FY2016
Leaving	8:00 p.m. or after	About 30%	About 7%	About 6%
	(10:00 p.m. or after (within 8:00 p.m. or after))	(About 10%)	(Nearly 0*)	(Nearly 0*)
Entering	8:00 a.m. or before	About 20%	About 34%	About 40%
Electricity consumption		-	-	▲7.5% (since introduction)
Amount of greenhouse gas emissions		-	-	▲8.3% (since introduction)

Hours of Overtime Work per Person (Monthly average)

	Prior to introduction FY2013	2 years after introduction FY2016
Employees in career-track positions	49 hours 6 minutes	46 hours 25 minutes
Employees in clerical positions	28 hours 49 minutes	27 hours 18 minutes

* Overtime is calculated based on exceedance of our working hours (7 hours 15 minutes), instead of statutory working hours (8 hours).

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

Communications with Employees

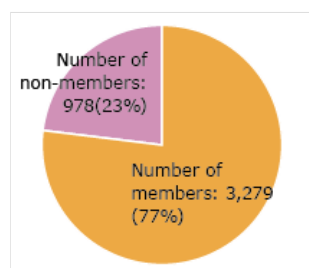
Dialogue Meetings with the President

ITOCHU Corporation is proactive about offering employees opportunities for two-way discussions with the president. In fiscal 2016, the president visited 7 domestic branches, which usually have limited opportunities for direct communication 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 2016, the president held meetings at our business locations in China, Indonesia, Singapore, Vietnam, the UK, Italy and France. 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 are discussed with the ITOCHU Labor Union in order to realize our corporate mission, "Committed to the Global Good." In fiscal 2016, we held six 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, 2016

Initiatives with the ITOCHU Labor Union in fiscal 2016

June 2015	Settlement of accountings meeting
July 2015	Meeting regarding employees' working styles
September 2015	Metals & Minerals Company management meeting
December 2015	ICT, General Products & Realty Company management meeting
January 2016	Meeting regarding salary and compensation
February 2016	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.

The dormitories for male employees, which are currently scattered in about the suburbs of Tokyo, are scheduled to be integrated into one building sometime around April 2018. The integrated dormitory will be a place for communication between employees, help foster a sense of unity among them, and provide basic training to 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.

In April 2016, we began to make changes to the food served in the cafeteria in an effort to promote the good health of employees. The changes made include the introduction of a menu created under the supervision of Kagawa Nutrition University*.

*Kagawa Nutrition University is a pioneering force in nutrition education. The menu it helped create focuses on daily specials offering healthy dishes which fulfill different conditions, such as an energy value of around 600 kcal, sodium chloride equivalent of 3 g or less, and a vegetable serving of 140 g or more.

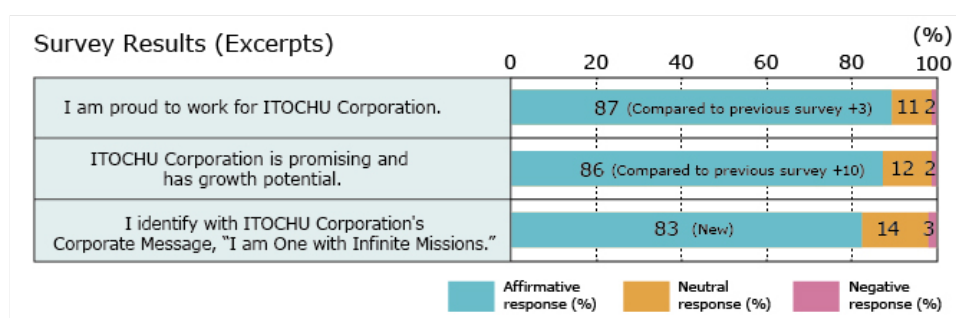
■ "SOGO-KAI" Associations

"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 800 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.

Employee Engagement

ITOCHU Corporation believes that raising the level of motivation, satisfaction and engagement (the degree to which employees with a strong desire to contribute to ITOCHU can capitalize on their own abilities optimally at their own initiative) of employees will improve the corporate value.

In the survey conducted in fiscal 2015, the results exceeded those of the previous survey (conducted in fiscal 2011) in all categories, and the positive answers were 20 points higher than the average of Japanese companies that conducted the survey (about 50 large companies). Above all, the level of engagement remained high, which has allowed us to conclude that many employees are proud of working for ITOCHU Corporation and engage in work with strong motivation to contribute to the company and with the aim of achieving better-than-expected results on a voluntary basis.



CSR Action Plan for Human Resources and General Affairs

We create CSR Action Plan and promote our Human Resources and General Affairs related measures in a PDCA cycle. We promote those measures in order to develop and strengthen our human resources, which is one of the major management resources, and to build the basic policies to support them.

- See P13 for details.

Issues	FY2016 action plans	Status*	FY2016 results	FY2017 action plans
Open, fair recruitment without discrimination based on nationality, race, or gender	<ul style="list-style-type: none"> • Conduct fair recruitment PR and selection activities in accordance with the Guideline on Recruitment and Selection from KEIDANREN (Japan Business Federation). Provide information to more students through internal and external seminars, internships, etc. • Recruit around 140 new graduates in FY2017 as career-track employees and around 10 as clerical staffs. • Support the recruitment activities of Group companies and overseas branches. 		<ul style="list-style-type: none"> • Carried out recruitment PR and selection activities in compliance with the Guideline on Recruitment and Selection from KEIDANREN (Japan Business Federation). • Approx. 23,000 students registered for recruitment of new graduates in FY2017 and 141 new graduates joined the Company as career-track employees and 12 as clerical employees. • Supported Group companies in internship programs, seminars, explanatory sessions for prospective employees, etc. • Contributed to recruiting local employees of Yangon Branch (Myanmar) of ITOCHU Corporation in Japan. 	<ul style="list-style-type: none"> • Conduct fair recruitment PR and selection activities in accordance with the Guideline on Recruitment and Selection from KEIDANREN (Japan Business Federation). • Consider summer recruitment for exchange students. • Recruit around 150 new graduates in FY2018 as career-track employees and around 10 as clerical staffs. • Support the recruitment activities of Group companies and overseas branches.
Supporting career development and activity of diverse human resources	<ul style="list-style-type: none"> • Promote the career development of female employees by strengthening support for individuals (promotion, accumulation of role models, childcare support, and overseas assignment) and raising awareness among organization managers. • Hold internal subcommittee meetings on promotion of career development of female employees to discuss specific measures. • Continue to hold ITOCHU Kids Day for Visiting Dad and Mom at Work. • Inform male employees of systems related to childcare and help them participate in childcare. 		<ul style="list-style-type: none"> • Held subcommittee meetings (2 times with 10 participants) and exchange of opinions about labor and management with the labor union. • Formulated and published an action plan based on the Act of Promotion of Women's Participation and Advancement in the Workplace. • Raised awareness in support of the activity for diverse human resources through training sessions for all organization managers working in Japan (421 participants). • Held ITOCHU Kids Day for Visiting Dad and Mom at Work on July 29, and 67 sons and daughters of employees participated in it. • Encouraged male employees to take childcare leave. 50 male employees took the leave in FY2016. • ITOCHU was selected in two commendations: New Diversity Management Selection 100 hosted by the Ministry of Economy, Trade and Industry and Nadeshiko Brand 2016 co-hosted by the ministry and Tokyo Stock Exchange. 	<ul style="list-style-type: none"> • Ensure steady implementation of the action plan based on the Act of Promotion of Women's Participation and Advancement in the Workplace and strengthening support for individuals (promotion, accumulation of various role models, childcare support, and overseas assignment) further. • Develop a workplace climate that brings out the best in diverse human resources, by providing training to organization managers and encouraging employees to take childcare leave, etc. • Continue to hold ITOCHU Kids Day for Visiting Dad and Mom at Work.

Supporting career development and activity of diverse human resources	<ul style="list-style-type: none"> • Revise the clerical staffs system (July 2015) and introduce a leader system aimed at enabling clerical workers to be even more active. • Help employees to achieve and maintain balance between work and childcare by holding three-person interviews (superior, the employee, and a person in charge of personnel affairs) of employees returning to work after leave of absence. 		<ul style="list-style-type: none"> • Developed individual career plans for female career-track employees and carried out monitoring. • Introduced a new system for the personnel affairs of clerical staffs. Measures under this system included appointment of 18 clerical staffs as leaders, promotion of such leaders to recruitment interviewers, and implementation of a project for making recommendations to the company. • Held three-person interviews of employees returning to work after leave of absence for 21 employees. 	<ul style="list-style-type: none"> • Brush up the leader system aimed at enabling clerical workers to be more active. • Implement three-person interviews of employees returning to work after leave of absence, and guidance before maternity leave.
Allowing employees to work in a well-balanced manner (promotion of diversification of human resources, appropriate time management)	<ul style="list-style-type: none"> • Comply with the agreement under Article 36 of the Labor Standards Act, have the morning-focused working style established in the front lines, and promote work efficiency improvement. • Renew the attendance management system and strengthen monitoring of overtime work at each organization. • Maintain effective operation of the I-Kids, a childcare center for employees, and open I-Kids to local companies. • Implement a telecommuting system on trial. 		<ul style="list-style-type: none"> • There was no violation of the agreement under Article 36 of the Labor Standards Act. A new attendance management system started operating in February 2016. • Promoted establishment of the morning-focused working style on the frontlines and encouraged employees to work in a well-balanced manner by enhancing healthy menus and implementing a program for improving work efficiency through organization manager training. • I-Kids was utilized by 20 children for full-time childcare and a total of 219 children for temporary childcare. • A total of four employees utilized the telecommuting system, which was run on a trial basis. • Encouraged employees to take summer/winter holidays by introducing promotion periods. 	<ul style="list-style-type: none"> • Include targets related to work style reform (e.g., further promotion of morning-focused working style and work efficiency improvement and encouraging employees to use leaves of absence) in the evaluation of organization managers as an item for "Improving capability of managing organization." • Continue to carry out reforms for promoting well-balanced working style by evolving the morning-focused working style. • Apply the telecommuting system individually to employees with time constraints. • Continue to operate I-Kids effectively and keep it open to local companies.
Providing people with disabilities with opportunities for stable, continuous employment.	<ul style="list-style-type: none"> • Create a comfortable working environment at ITOCHU Uneedus Co., Ltd., a special subsidiary of ITOCHU for employing people with disabilities. Relocate the company to a new office. • Maintain the proportion of employees with disabilities at a level exceeding the legally stipulated ratio. 		<ul style="list-style-type: none"> • The new premises of ITOCHU Uneedus Co., Ltd., which has 2.4 times the total floor area of the previous one and features the latest equipment, was completed on November 25 as a comfortable workplace for people with disabilities. • Held a completion ceremony by inviting people from inside and outside the Group, including the Deputy Director-General of Health, Labour and Welfare and other senior government officials. • Maintained the proportion of employees with disabilities at 2.1%, which exceeds the legally stipulated ratio of 2.0%. 	<ul style="list-style-type: none"> • Study new businesses of ITOCHU Uneedus Co., Ltd. for realizing stable, continuous employment of people with disabilities. • Maintain the proportion of employees with disabilities at a level exceeding the legally stipulated ratio.

<p>Promotion of communications with employees including dialogues with the labor union</p>	<ul style="list-style-type: none"> • Provide employees with opportunities for direct, two-way communication with the president. • Hold consultative meetings with the labor union on a regular basis. • Hold an employee assembly at each division company. 		<ul style="list-style-type: none"> • The president's message was sent via the intranet on 19 occasions. • The president visited 7 domestic branches and offices in remote locations and 7 overseas countries and held dialogues with employees. • Consultative meetings with the labor union were held on a total of 6 occasions, including dialogues with the president and with the presidents of division companies. • Employee assemblies were held on 13 occasions at each division company and with each responsible officer from headquarters. 	<ul style="list-style-type: none"> • Provide employees with opportunities for direct, two-way communication with the president. • Hold consultative meetings with the labor union on a regular basis. • Hold an employee assembly at each division company.
<p>Implementing training and awareness-raising activities related to respect for human rights and appropriate labor management</p>	<ul style="list-style-type: none"> • Raise awareness of relationship between corporate activities and human rights through various internal training sessions. • Establish a 24-hour employee consultation desk system. Have specialized, qualified counselors respond to consultations on individual careers, workplace culture, interaction with colleagues, harassment, and other issues of concern at the Career Counseling Center. • Hold a workshop on labor management compliance for people in charge of personnel affairs at Group companies to improve their capability of handling labor management issues. 		<ul style="list-style-type: none"> • Ensured understanding on human rights through training sessions. (A total of 457 employees participated in the training sessions, with 131 participating in training for new recruits, 51 in training for newly-appointed managers, and 275 in training prior to overseas assignments.) • The employee consultation desk responded promptly to consultations. Held career counseling for 405 career-track employees in their first, fourth, and eighth year in the company and 203 employees in clerical positions. In FY2016, counseling was newly provided to 43 newly appointed deputy managers. Including other employees who sought consultations, the total number of employees who received consultations reached 909. • Held workshops on labor management compliance for Group companies on eight occasions. A total of 42 people in charge of personnel affairs from 25 Group companies took part. 	<ul style="list-style-type: none"> • Promote understanding of the relationship between corporate activities and human rights through training sessions. • Prevent harassment and other problems through counseling at the 24-hour employee consultation desk and the Career Counseling Center. Provide regular counselling to a total of about 500 employees including career-track employees in their first, fourth, and eighth year in the company and employees in clerical positions in their first, third, or sixth year in the company. • Continue to hold workshops on labor management compliance to people in charge of labor management at Group companies. Carry out assessment for checking Group companies' labor management issues.
<p>Harmony with local communities (active participation in disaster prevention and crime prevention activities and social contribution activities)</p>	<ul style="list-style-type: none"> • Continue to participate and cooperate in disaster and crime prevention activities and events held by local communities. • Continue to participate in cleanup activities organized by government or local neighborhood associations. • Continue consultations for establishing a system for mutual assistance through participation in the Akasaka Aoyama Disaster Management Council and others. 		<ul style="list-style-type: none"> • Held a disaster prevention, first-aid fair in collaboration with the Akasaka Fire Station (September 2015). • Participated in the Akasaka Aoyama Disaster Management Council and continued discussions toward the establishment of a system for mutual assistance in the local community. • Employees participated in community cleanup activities organized by the local neighborhood association. Continued to provide support for the Aoyama Kumano Shrine autumn festival. 	<ul style="list-style-type: none"> • Continue to participate and cooperate in disaster and crime prevention activities and events held by local communities. • Continue to participate in cleanup activities organized by government or local neighborhood associations. • Continue consultations for establishing a system for mutual assistance through participation in the Akasaka Aoyama Disaster Management Council and others.

*  : Achieved  : Nearly achieved  : Unachieved

Basic Data

Figures concerning employees ★ (As 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
2014	4,235	3,200	1,035	41	16.1	13,835,551	104,310
2015	4,262	3,232	1,030	42	16.3	13,950,975	110,487
2016	4,279	3,259	1,020	42	16.7	13,829,954	105,800

Number of employees by operating segments ★ (As of March 31, 2016)

(Unit: persons)

	Textile	Machinery	Metals & Minerals	Energy & Chemicals	Food	ICT, General Products & Realty	Others, Adjustments & Eliminations	Total
Non-consolidated	426	449	207	329	406	443	1,053	3,313
Consolidated	19,031	9,638	511	11,605	30,249	31,341	3,425	105,800

Number of overseas bloc employees by region ★ (As of March 31, 2016)

(Unit: persons)

North America	Latin America	Europe	Africa	Middle East	Oceania	East Asia	ASEAN & South West Asia	CIS	Total
131	156	200	46	160	33	692	617	82	2,117

Employees working in overseas branches and offices

Number of hires by gender ★

(Unit: persons)

	New-graduates			Mid-career			Total
	Male	Female	Total	Male	Female	Total	
FY2015	107	28	135	5	1	6	141
FY2016	116	24	140	5	1	6	146
FY2017*	124	28	152				

*The figures as of April 1st, 2016

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

(Unit: persons)

	Career-track employee			Manager			Executive Officer		
	Total	Female	Proportion of Female	Total	Female	Proportion of Female	Total	Female	Proportion of Female
2014	3,401	301	8.9%	2,401	97	4.0%	43	1	2.3%
2015	3,444	304	8.8%	2,438	111	4.6%	44	1	2.3%
2016	3,490	307	8.8%	2,479	130	5.2%	43	1	2.3%

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

(Unit: persons)

		FY2014			FY2015			FY2016		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Child care	Childcare Leave	3	51	54	1	60	61	59	71	130
	Leave to nurse sick children	43	91	134	51	94	145	47	115	162
	Shorter working hours for child care	0	61	61	0	66	66	0	73	73
	Special parental leave	5	31	36	5	34	39	5	34	39
	Return rate for employees after taking childcare leave	91%			92%			97%		
Nursing care	Nursing care leave	0	1	1	0	0	0	0	0	0
	Special nursing care leave	1	5	6	1	2	3	0	1	1
	Leave for nursing care	14	19	33	9	22	31	9	24	33
	Shorter working hours for nursing care	0	3	3	0	3	3	0	3	3
Family support leave		104	84	188	118	79	197	109	88	197

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

	Employment ratio of people with disabilities	Legally stipulated ratio
2014	2.16%	2.00%
2015	2.33%	2.00%
2016	2.14%	2.00%

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

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

* The number of overseas 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.