

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 FY2008, 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 FY2011, 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.



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

Talent Management Process

* We are assigning, promoting, and developing human resources on a global basis regardless of nationality, by implementing the ITOCHU Global Classification (IGC) in FY2010 as a common measure of job level / level of responsibility for all jobs and positions worldwide.

* Related Data: Number of overseas bloc employees by region (P145)

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 line 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.

For overseas blocks, we have established original training systems for each block based on the characteristics of the business and market and reflecting the required skills and specialties. We combine these schemes with the training system of ITOCHU Corporation to facilitate the development of professionals who can manage business on a global level.

Classification		Head Office Employees			Group Company Employees	National Staff
Target	Essential	Elective	Select			
Officers	Training for Newly Appointed Officer			Training for Newly Appointed Officer		
Core Staff	General Manager	Training for Newly Appointed General Manager Training for Newly Appointed Administrative Officer of Group Company	GEP Training		Strategic Management Training Subordinates Development Skills Training Basic Management Training	GEP Training P3 Training GLP Training
	Section Manager	Short-term Business School In Japan or Overseas Training for Newly Appointed Section Managers	Short-term Business School in Japan or Overseas GLP Training			
	Mid-Career	Training for Newly Appointed Acting Section Manager	Next Generation Leader Forum GNP Training		Next Leaders Training	GNP Training
	Junior Employees	8th Year Training 4th Year Training Basic Courses New Employee Training	Corporate Staff Skills Internship English training in Emerging Countries Intensive English Course		Junior Employee Brush-up Training New Employee Training	NS UTR Training
Clerical Staff	Newly appointed GRADE B2 Training GRADE B1 Training 6th Year Training 3rd Year Training New Employee Training	Career Workshop for Clerical Staff Overseas Training for Clerical Staff		Senior Employee Training Junior Employee Training New Employee Training		
Prospective Employees	Training for Prospective Core Staff Training for Prospective Clerical Staff			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 FY2014 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 FY2015, we also introduced a training program to enable accounting operations to be learned efficiently in a short period of



Global Development Program

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.

Next, from the viewpoint of "overseas," we provide training in such forms as global development programs (GEP, GLP, GNP and GPP*) and the dispatch of staff to business schools for short-term programs, 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 at headquarters in Japan, 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.

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	FY2015	FY2016	FY2017
Administrative intern program	94	111	115
Global development program	135	126	128
Organization manager workshops	437	426	417
Dispatch of staff to business schools for short-term	39	41	51
Junior staff overseas training for Chinese and Junior staff overseas training for multi-language	47	52	52
Chinese lesson	86	390	469
Career vision support training (the total number of participants)	1,893	2,097	2,108

Human Resources Synergies with CPG and CITIC

In January 2015, ITOCHU Corporation entered into a strategic business alliance including capital participation with CITIC Limited ("CITIC"), one of Chinese largest conglomerates, and Charoen Pokphand Group Company Limited ("CPG"), one of Asian leading conglomerates. Later, in January 2016, the three companies signed a memorandum of understanding towards enhanced human resources synergies as a basis for creating business synergies between them and increasing corporate value in the medium to long term. The memorandum of understanding is aimed at constructing a strong, consolidated human resources network between the three companies—through initiatives such as short-to-long-term human resources dispatch and exchange, dispatch of employees to participate in existing training programs at each company, and the hosting of newly created joint training seminars—as the foundation that will underpin the strategic alliance.

In May 2016, the three companies held a joint training seminar in Tokyo. ITOCHU head office section chief-level employees and employees with equivalent levels at CITIC and CPG were selected to participate in the seminar, which aimed to create a strong human resources network as partners, with each participant working to gain sufficient mutual understanding of the management policies, values, history and main business operations, etc., of each company and holding thorough debating sessions with a view to the creation of business synergies. In FY2018 the second joint training seminar is planned to be held in Beijing, where CITIC is based.

In addition, given the execution of the strategic business alliance with capital participation with CITIC and CPG, we launched a project in FY2016 for developing 1,000 Chinese-speaking human resources, which is one-third of all career-track employees. We have thus made tremendous efforts toward proceeding thoroughly with establishing the foundation of the language.

	July 2015	March 2016	March 2017	March 2018 (target)
Number of Certified Chinese Speakers	361	430	793	1,000

Comment from a participant

I participated in the joint 10-day training seminar with CPG and CITIC that was held in Tokyo in May 2016. The themes of the training seminar were the business areas of "healthcare," "seeds, fertilizers, and agricultural products," and "evolutionary convenience stores." About 30 people who engage in the themes gathered from three companies.

The Industrial Machinery & Healthcare Business Department, to which I belong, sells medical devices and provides outsourcing services related to hospitals in Japan. I formed a team with participants from CPG and CITIC under the theme of "healthcare" to seek ways of operating these businesses jointly with them in China and ASEAN countries in the future.

During the seminar, the teams held in-depth discussions and delivered presentations on business ideas for the future that take advantage of the strengths or functions of each company. Also, in addition to listening lectures and having discussions, we visited a forefront manufacturing site and distribution center in Japan and the location of the foundation of ITOCHU, where participants could feel the history and spirit of our company. We also visited Asakusa, Kyoto, and other places for cultural exchange. These activities enabled us to create a network of the three companies. I will continue to value the network cultivated in the seminar and lead to future business development.



Mr. Adachi discussing with CP · CITIC participants (Center of photo)

ITOCHU Morning Activity Seminar

In September 2016, as a measure for promoting the morning-focused working system, we began to hold the ITOCHU Morning Activity Seminar during the early-morning hours to deepen the knowledge of our employees, developing their capabilities, and increasing their vitality. In FY2017, the seminar was held on seven occasions with 818 participants and the themes of the seminars were various such as "businesses in China," "performance improvement," "training on the use of PCs for business efficiency improvement," "cash flows," "AI," "sleeping," etc.

Participants made comments such as, "I attended a beneficial lecture before work, which made me feel very positive" and "I think this initiative is exactly what ITOCHU is expected to do." We plan to continue holding the seminars on a regular basis.



ITOCHU Morning Activity Seminar

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

Promotion of Working-Style Reforms and Health and Productivity Management

ITOCHU Corporation believes that employees are its greatest asset, and that the full exertion of each individual employee's capabilities will lead to an improvement in corporate value. Based on this belief, ITOCHU has pursued a range of initiatives to develop environments where all employees can utilize their respective characteristics and concentrate on work at ease. The morning-focused working style, which we introduced in October 2013 as a measure for working-style reforms, has greatly influenced the government and many companies. More than three years after its introduction, it continues to give the results steadily as the core element of the company's working-style reforms.

For Health and Productivity Management, which we began to work on in full scale in FY2017, we promote a range of measures for improving the health of employees, based primarily on the ITOCHU Health Charter (established in June 2016). These include the introduction of the "Health MyPage" apps, via which all employees can manage their health statuses, individual programs for employees who have a high potential risk of suffering from lifestyle-related diseases (distribution of wearable terminals for health and diet and exercise instructions by experts), and enhanced support for smoking cessation (grants of aid money to reimburse the full amount of medical costs involved in smoking cessation). In addition, we are planning to open a new health-focused integrated dormitory for unmarried employees in April 2018.

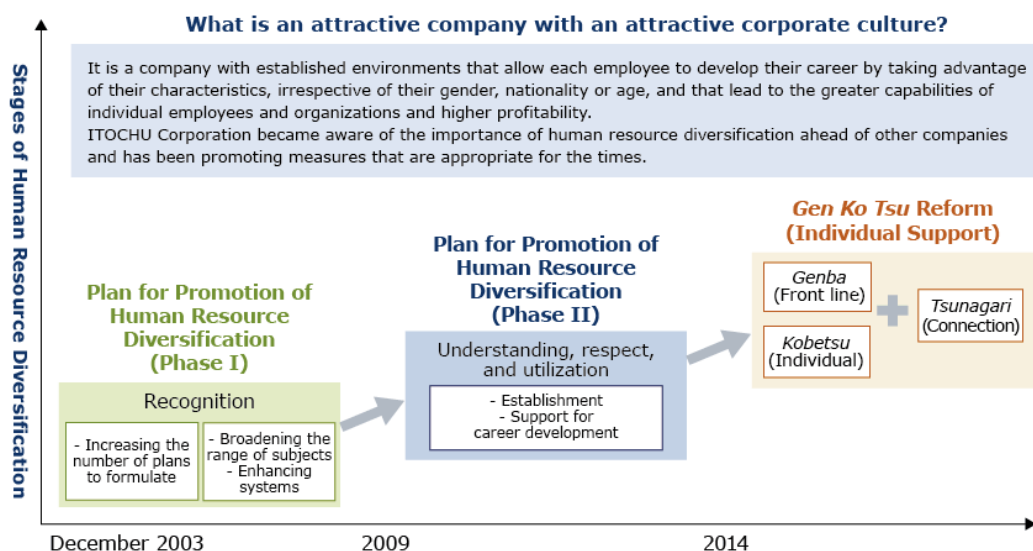
As the leading company in "working-style reforms" and "Health and Productivity Management, ITOCHU will continue to implement a range of initiatives in a pioneering manner to establish an environment where employees find it worthwhile to work for the company.

See P137 for details of the morning-focused working style.

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.

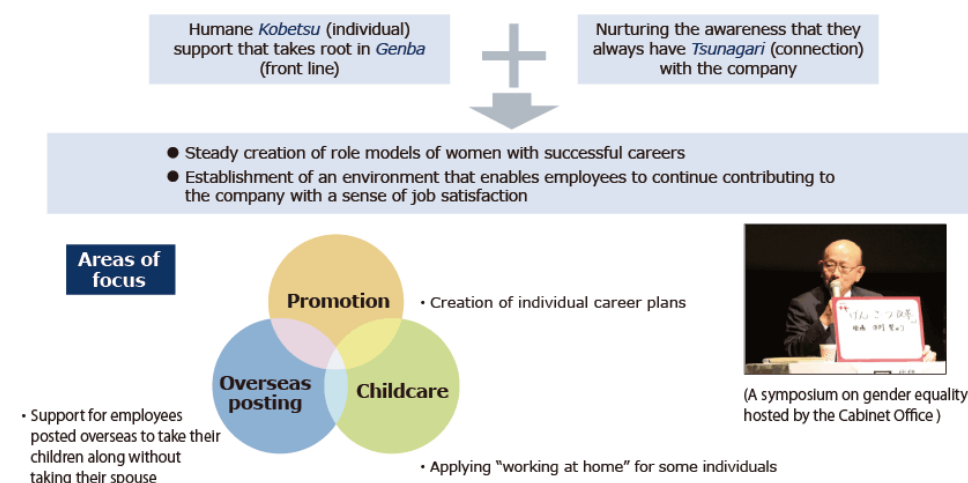
The number of female managements and career-track employees

Year	April 2014	April 2015	April 2016	April 2017	FY2021 Target
Female management	4.0%	4.6%	5.2%	5.9%	Over 10.0%
Female management / All management	97/2,401	111/2,438	130/2,479	149/2,505	
Female career-track employee	8.9%	8.8%	8.8%	9.1%	Over 10.0%
Female career-track employee / All career-track employee	301/3,401	304/3,444	307/3,490	323/3,531	

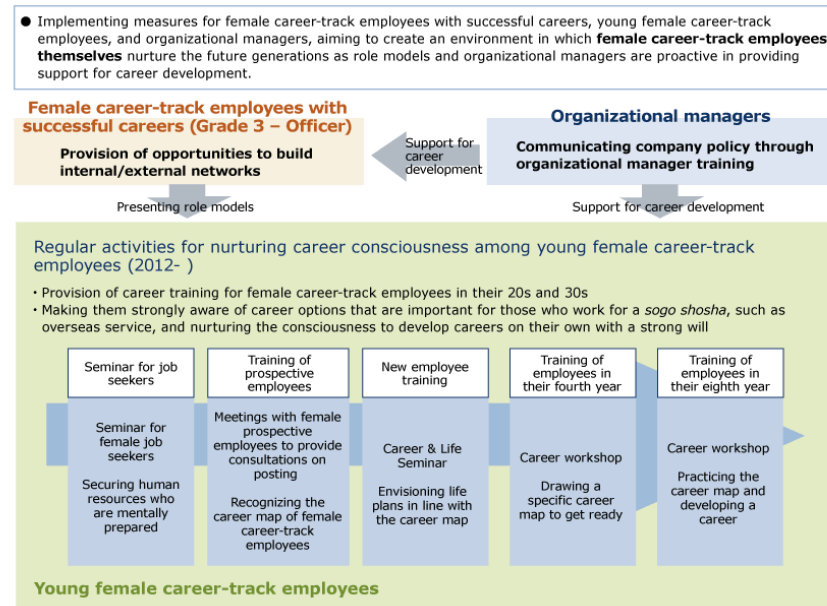
Measures for supporting female career-track employees

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.

In FY2017, ITOCHU was selected as a Health and Productivity Stock 2017 for the second consecutive year in the health and productivity management program carried out jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. In the Randstad Award 2017, which selects the most attractive companies in terms of workplaces, ITOCHU was granted the First Prize in the "Trading Company, Wholesaler, and Retailers" division. In the "Comfortable, Highly Productive Companies and Workplaces" hosted by the Ministry of Health, Labour and Welfare, ITOCHU was granted the Encouragement Award.

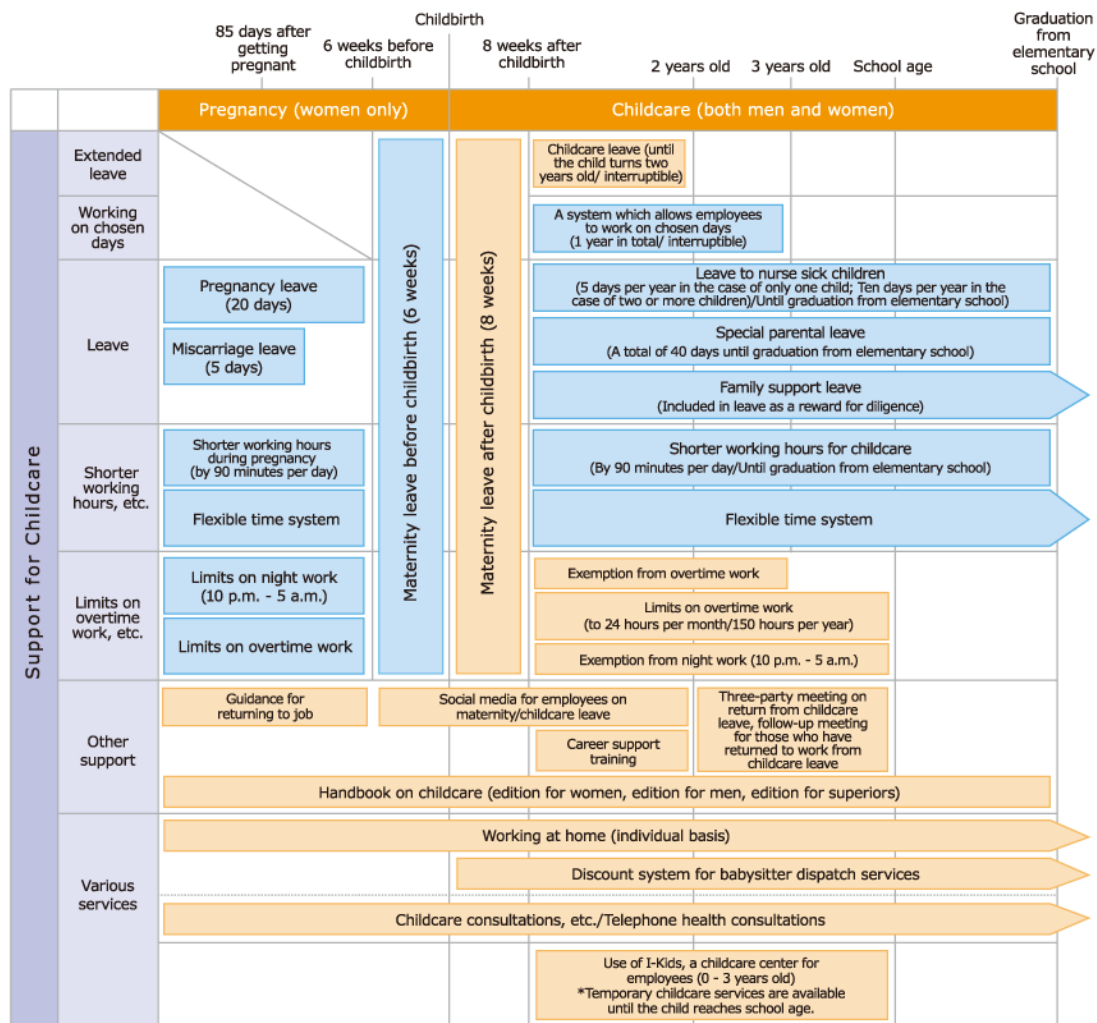
Platinum Kurumin Authorization	New Diversity Management Selection 100	Nadeshiko Brand	Health & Productivity Stock Selection
Companies with excellent initiatives for providing employees with support at work as well as with childcare receive approval to display the Platinum Kurumin Authorization mark. (Received on 2016 / 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)	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 February 2017/ Ministry of Economy, Trade and Industry, Tokyo Stock Exchange) *ITOCHU was the first sogo shosha to be selected for two consecutive years.

- Related Data : Figures concerning employees (P145)
 Proportion of female career-track employee, manager, and executive officer (P145)
 Number of hires by gender (P145)

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. Concerning childcare leave for male employees, which had been taken only by a few employees, we began to implement a campaign in FY2016 to encourage male employees to take childcare leave by involving their supervisors as well. As a result, 111 male employees took childcare leave during the two years until FY2017. Also, in FY2016, we carried out a trial of a work-from-home system for those who need to stay home due to childcare or nursing care. In FY2017, we officially introduced the work from home system, which is applied based on specific criteria to employees who have time constraints due to childcare, nursing care, or similar reasons and those who have difficulty commuting for reasons such as pregnancy, injury, or illness.

Support for Childcare



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)	
		Special nursing care leave (30days for those with fewer than 8 service years, and with an upper limit in the accumulated number of days at 60days (half day off may be included) for those with 8 or more service years.)	
	Shorter working hours, 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)	
	Limits on overtime work, etc.	Exemption from 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.)	
	Other support	Nursing care seminars	
		Career support training provided for employees on extended leave	
		Handbook on nursing care	
	Various services	"Furusato Care Service" for employees posted abroad (care for their elderly relatives)	
		Working at home (individual basis)	
		Subsidy for use of homemaker services	
Support for use of nursing care services/Telephone health consultations			

* Related Data : Acquisition of leave according to child care or nursing care related systems (P146)

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 2017, the proportion of our workforce with disabilities is 2.31%, which exceeds the legally stipulated ratio of 2%. We will continue to actively help people with disabilities participate in society.



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

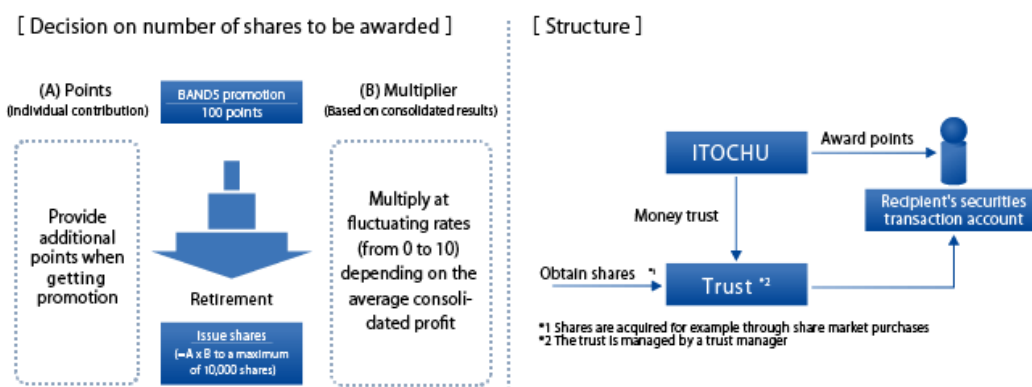
* Related Data : Employment ratio of people with disabilities (P146)

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

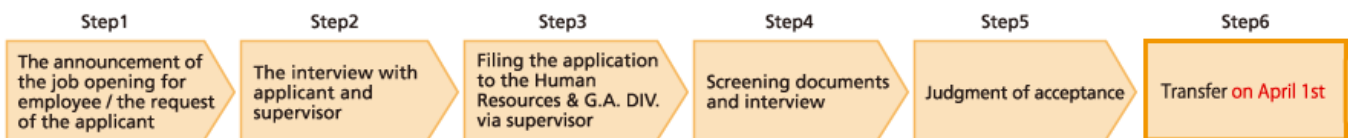
This system is a trust-type employee incentive plan based on the U.S. Employee Stock Ownership Plan (ESOP). We have established "Managers of the Future" reward system, in order to enhance medium and long-term contribution, by raising awareness of employees to encourage them to participate in the corporate 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 80% (as of March 2017) 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.



Trial Implementation of the Challenge Career System

This system was introduced in FY2017 for career-track employees (excluding organizational manager) working in Japan. Under this system, an employee checks the list of job openings announced on the internal intranet in advance and makes a request to their supervisor for a transfer to their desired position. Once approval is obtained from the supervisor, the employee is introduced to the desired transfer destination, and if the department accepts the employee, a transfer beyond the boundaries of Division Companies and administrative divisions is carried out. This system is aimed at increasing employees' motivation by providing the opportunities for career options and enhancing the organizing ability by fostering career awareness among them. We believe that this system will contribute to "Engaging All Employees."

Overall schedule



Cooldown Rooms

In June 2012, ITOCHU Corporation introduced Cooldown Rooms, where summer heat is alleviated, on the first floor and first basement floor of the Tokyo Headquarters building. These rooms are aimed at keeping visitors comfortable in the building and providing employees with a comfortable working environment. As a measure for preventing global warming and saving electricity during summer, when power demand increases, ITOCHU ensures that the temperature setting of the air conditioners in the building is not lower than 28 degrees centigrade. However, the Cooldown Rooms have lower ceilings than other rooms for greater air-conditioning efficiency. Cool air of 15 degrees centigrade is supplied to the rooms to keep the temperature at 20 degrees centigrade or lower. The rooms thus cool down people who visit the building on hot summer days and employees who return from sales activities outside. In addition, in December 2016, we began to make effective use of the Cooldown Rooms in winter by raising the temperature setting to warm people up and established ITOCHU History, a section for history exhibitions, so that many people can experience the pioneering spirit of ITOCHU.

Shower Lounge and Shower Room

As a measure for creating a workplace environment that provides job satisfaction, ITOCHU introduced a shower lounge on the third floor and a shower room on the second basement floor of the Tokyo Headquarters building in the summer of 2016. Employees who returned from business trips by early morning flight would say that the airport shower rooms were crowded and that they had to use external facilities (such as gyms and saunas) on their way to work. In response to this feedback, ITOCHU established these facilities in the Headquarters building so that employees who have returned from business trips are able to start working in comfort.

The facilities are equipped with overhead showers, which warm up the body immediately, even in winter, and amenities (towels, hair driers, shampoo, and conditioner). A total of 250 employees have used these facilities in the nine months since they were opened. The employees greatly appreciate the facilities, stating that they make it possible to work in comfort.

In response to employee other requests, these facilities are now open for longer hours and are also available for employees who have exercised to improve their health.



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

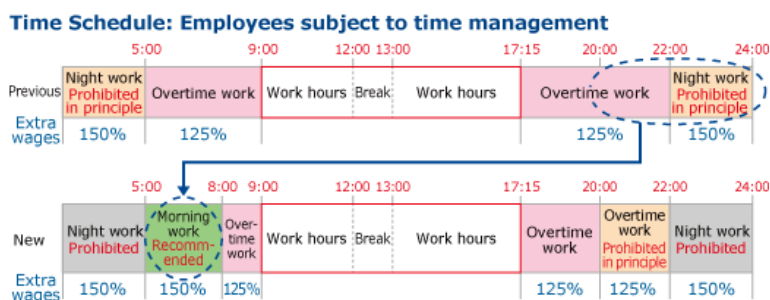
Outline of Initiatives (Continued after official introduction)

- 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)

		Prior to introduction FY2013	After half year from introduction	2 years after introduction	3 years after introduction
Leaving	8:00 p.m. or after	About 30%	About 7%	About 6%	About 5%
	(10:00 p.m. or after (within 8:00 p.m. or after))	(About 10%)	(Nearly 0*)	(Nearly 0*)	(Nearly 0*)
Entering	8:00 a.m. or before	About 20%	About 34%	About 40%	About 45%
Electricity consumption (since introduction)		-	-	-	About ▲7%
Amount of greenhouse gas emissions (since introduction)		-	-	-	About ▲8%
Hours of Overtime Work per Person (since introduction)		-	About ▲10%	About ▲12%	About ▲15%

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

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 eight 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.

Health and Productivity Management

Based on the idea that each individual employee can maximize outcomes, it is the cornerstone of strengthening human resources ability to fulfill the corporate message "I am ONE with Infinite Missions" together with the development of employees' capabilities, the company's policy for Health and Productivity Management was clarified in ITOCHU Health Charter (established in June 2016). With this ITOCHU Health Charter as the core policy, we have implemented diverse initiatives in our efforts to enhance health and productivity. The Health Administration Center at ITOCHU's Tokyo Headquarters, which also serves as a clinic, has more than 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, as it were 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 thus encourage improved productivity and health at ITOCHU Corporation through the health management of each employee.

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. In FY2017, the rate of employees working in Japan who received regular medical checkups was nearly 100%.

In addition, in April 2017, we introduced the "Health MyPage" apps, which allow medical checkup results to be viewed and permit the centralized management of lifestyle habit data, such as number of steps, weight, body fat percentage, and calorie intake via PC and smartphone in our efforts to raise the health awareness of each employee. For young employees who have a high potential risk of suffering from lifestyle-related diseases, we have introduced individual programs under which we distribute wearable terminals for health to collect data on exercise and sleeping and manage data on diet as well, and enable them to receive diet and exercise instructions online every day from a health coach and national registered dietitian.

Our Health Insurance Union operates two domestic recreation centers, and also cooperates with the Health Administration Center to fully support the smoking cessation treatment expenses, etc.

| 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 Union, we have set up the "Health & Mind Online" health consultation website where employees can seek consultations over the website or telephone. The revised Industrial Safety and Health Act came into force on December 1, 2015, employers are required to conduct stress checks to workers once a year. With the Health Administration Center playing the leading role, ITOCHU Corporation introduced stress checks on a trial basis in October 2015, one year in advance, and began to implement stress checks on a full-scale basis 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 introduced a morning-focused working system in October 2013, ahead of other companies. Under this initiative, we 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. As a result, the total number of working hours has been decreasing year by year. We believe that this initiative will not only enable the maintenance and improvement of our employees' health, but that it will 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.

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 in the two consecutive years of FY2016 and FY2017.

We succeeded in these areas because we have positioned "working style reforms" and "Health and Productivity Management") as important management strategies, introducing a morning-focused working system ahead of other companies, and promoting aggressive health enhancement measures throughout the entire company by cooperating with industrial physicians and the Health Insurance Union.

Communications with Employees

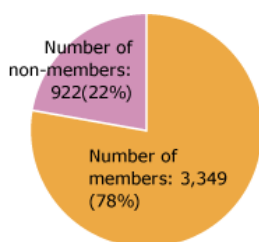
Dialogue Meetings with the President

ITOCHU Corporation is proactive about offering employees opportunities for two-way discussions with the president. In FY2017, the president visited 6 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 local employees of each country when he visits one of our overseas bloc areas. In FY2017, the president held meetings at our business locations in the UK, Italy, France, South Korea, Indonesia, Singapore, and the United States. In these discussions, the president shared directly with employees, the company's management policies and his passion for their realization, while employees in turn could express their opinions to the president and ask questions directly. The meetings therefore provided 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 FY2017, 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 surrounding the company and to study and implement improvement measures.



Ratio of ITOCHU Labor Union members as of April 1, 2017

Initiatives with the ITOCHU Labor Union in FY2017

June 2016	Settlement of accountings meeting
November 2016	Food Company management meeting
November 2016	Meeting regarding engagement of all employees
December 2016	Textile Company management meeting
January 2017	Meeting regarding time management
February 2017	Management meeting with the President



Akira Umezawa
President,
ITOCHU Labor Union

Comments from the ITOCHU Labor Union President

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, making use of company dormitories. The dormitories allow employees to interact with junior and senior employees who 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 four locations in the Tokyo Metropolitan area, are scheduled to be integrated into one new building containing approximately 360 units, which is planned to be built in Hiyoshi (Kohoku Ward, Yokohama City, Kanagawa Prefecture) sometime around April 2018. This new dormitory is planned to be equipped with a range of common utilities, such as a dining room with a capacity of 120 people, a shared kitchen, a multi-purpose meeting room, a training room, a large bathroom with a sauna, a library, and communication spaces on each floor (relaxation lounge and open terrace). The dormitory will therefore function as 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. We continued to take steps to make the cafeteria more attractive for employees. These include the introduction of new menus created under the supervision of Kagawa Nutrition University*, which are offered under the name of "Wellness Cafeteria," for helping employees improve their health. They also include the revision of menus and a change in the room layout, which were done in response to requests from employees. As a result, nearly 1,600 people use the employee cafeteria every day.

The special cafeteria, which can also be used for eating meals with customers, is opened as a pub at night. It helps boost internal communication and communication with external people by regularly holding a Happy Hour, during which alcoholic beverages are offered for free or at bargain prices. In March 2017, the menus were fully revised and the cafeteria underwent a major renovation. It therefore contributes to the interaction of employees over meals.

*Kagawa Nutrition University is a pioneering force in nutrition education. The menu it helped create focuses on daily specials offering healthy dishes that 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.

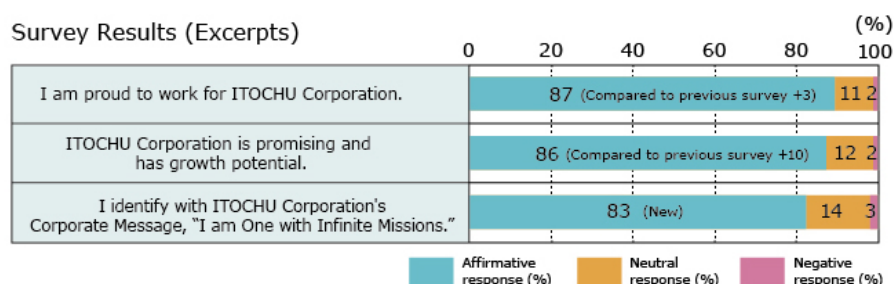
— "SOGO-KAI" Associations

"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 FY2015, the results exceeded those of the previous survey (conducted in FY2011) 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.





Sustainability Action Plan for Human Resources and General Affairs




We create Sustainability 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.

These activities lead to the establishment of the appropriate work environment and respect and consideration for human rights, which ITOCHU Corporation has adopted as Materiality. These also facilitate achievement of Goals 3, 5, 8, and 11 of SDGs (Sustainable Development Goals), which were established by the UN, and other targets.

See P13 for SDG's details.

Issues	FY2017 action plans	Status*	FY2017 results	FY2018 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 140-150 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. 19,000 students registered for recruitment of new graduates in FY2018 and 143 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. 	<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 140 new graduates in FY2019 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"> Ensure steady implementation of the action plan based on the Act of Promotion of Women's Participation and Advancement in the Workplace (increase the parent population for female recruitment, support independent career development) and promote understanding by organization managers on diversity management. Organize workshops and other specific measures on female development. 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"> Ratio of female career-track employees: 8.9%, ratio of female management: 6.0% (Target: achieving 10% for each by the end of FY2021). Gave explanations about support systems for employees' childcare and nursing care and prevention of harassment through training sessions for all organization managers working in Japan (414 participants). Held ITOCHU Kids Day for Visiting Dad and Mom at Work on July 28, and 50 sons and daughters of employees participated in it. Encouraged male employees to take childcare leave. 52 male employees took the leave in FY2017. ITOCHU was authorized as an Eruboshi company and a Platinum Kurumin company by the Ministry of Health, Labour, and Welfare. ITOCHU was ranked top of the industry in the Randstad Award 2017. ("Trading companies and wholesale and retail trade" sector) ITOCHU received the encouragement award at "Awards for Enterprises and Workplaces with Pleasant Working Environments and High Productivity." 	<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 all organization managers and encouraging employees to take childcare leave, etc. Continue to hold ITOCHU Kids Day for Visiting Dad and Mom at Work.

Issues	FY2017 action plans	Status*	FY2017 results	FY2018 action plans
Supporting career development and activity of diverse human resources	<ul style="list-style-type: none"> ● Refine the clerical leader program aimed at enabling clerical workers to be more active. ● Study human resource deployment policies including internal recruiting. 		<ul style="list-style-type: none"> ● Informed people on the front lines of the roles of clerical leaders/ Reviewed the recommendations made at subcommittee meetings and gave feedback. ● Conduct a trial of the Challenge Career System, in which the suitability of career-track workers working in Japan (excluding organization managers) for their desired transfer destinations are considered by using career vision sheets with the prior approval of their superiors. (Nine employees applied and three were transferred.) 	<ul style="list-style-type: none"> ● Follow up on the suggestions made in FY2017 clerical leader program and refine the program. ● Continue to conduct a trial of the Challenge Career System and review it.
Allowing employees to work in a well-balanced manner (promotion of diversification of human resources, appropriate time management)	<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 the corporate nursery "I-Kids" effectively. 		<ul style="list-style-type: none"> ● Daily management behaviors of organization managers were reviewed by creating unique questions, including those on understanding of work actual conditions, compliance with time management rules, promotion of a well-balanced way of working, and respect for diversity, and giving feedback to them based on their answers and their subordinates' answers to the questions. ● Held a campaign for promoting the morning-focused working style during August to September. A special section was introduced to the light meal menu for one week only. A morning seminar (once a month) and morning Chinese language cafe were held. ● The telecommuting system was introduced officially on April 1 and applied to one employee with difficulty of commuting. ● I-Kids was utilized by 23 children for full-time childcare and a total of 44 children for temporary childcare. 	<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. ● Study measures for enhancing initiatives for encouraging employees to take paid leave. ● Apply the telecommuting system individually to employees with time constraints. ● Continue to operate I-Kids effectively.
Providing people with disabilities with opportunities for stable, continuous employment.	<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. 		<ul style="list-style-type: none"> ● Maintained the proportion of employees with disabilities at 2.3%, which exceeds the legally stipulated ratio of 2.0% (As of March 1). 	<ul style="list-style-type: none"> ● Continue to employ people with disabilities at ITOCHU Uneedus Co., Ltd. to achieve the legally stipulated ratio and submit a report on the status of employment of people with disabilities and other documents without delay. ● Study new businesses of ITOCHU Uneedus Co., Ltd. and its collaboration with ITOCHU Human Resources & General Affairs Services Inc. for realizing stable, continuous employment of people with disabilities.

Issues	FY2017 action plans	Status *	FY2017 results	FY2018 action plans
Promotion of communications with employees including dialogues with the labor union	<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 20 occasions. ● The president visited 6 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 17 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.
Implementing training and awareness-raising activities related to respect for human rights and appropriate labor management	<ul style="list-style-type: none"> ● Promote understanding of the relationship between corporate activities and human rights through training sessions. ● 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. ● Prevent harassment and other problems through counseling at the 24-hour employee consultation desk and the Career Counseling Center. ● 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"> ● Ensured understanding on human rights through training sessions. (A total of 426 employees participated in the training sessions, with 153 participating in training for new recruits, 52 in training for newly-appointed managers, and 221 in training prior to overseas assignments.) ● The employee consultation desk responded promptly to consultations. Held career counseling for career-track employees in their second, fourth, and eighth year in the company. ● Held Group employees' general meeting (on December 2 with 123 participants from 77 companies). ● Held workshop for labor management case studies in two terms. (37 participants from 24 companies) Another 60 people from 40 companies participated in the special workshop. ● Human resources and labor management assessments were conducted for ten Group companies. 	<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. Continue to conduct human resources and labor management assessments and hold workshops for labor management case studies.
Harmony with local communities (active participation in disaster prevention and crime prevention activities and social contribution activities)	<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 with the Akasaka Fire Station at CI Plaza and ITOCHU AOYAMA ART SQUARE (September 1 to 3). ● 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
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
2017	4,285	3,269	1,016	42	16.9	13,838,699	95,944

Number of employees by operating segments ★ (As of March 31, 2017)

(Unit: persons)

	Textile	Machinery	Metals & Minerals	Energy & Chemicals	Food	General Products & Realty	ICT & Financial Business	Others, Adjustments & Eliminations	Total
Non-consolidated	419	448	195	315	388	273	173	1,015	3,226
Consolidated	11,526	9,219	508	11,398	28,949	16,235	15,315	2,794	95,944

Number of overseas bloc employees by region ★ (As of March 31, 2017)

(Unit: persons)

North America	Latin America	Europe	Africa	Middle East	East Asia	Asia & Oceania	CIS	Total
121	143	215	57	133	660	623	82	2,034

Employees registered at overseas trading subsidiaries, branches and offices

Number of hires by gender ★

(Unit: persons)

	New-graduates			Mid-career			Total
	Male	Female	Total	Male	Female	Total	
FY2016	116	24	140	5	1	6	146
FY2017	124	29	153	6	6	12	165
FY2018*	121	29	150				

* The figures as of April 1st, 2017

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
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%
2017	3,531	323	9.1%	2,505	149	5.9%	44	2	4.5%

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

(Unit: persons)

		FY2015			FY2016			FY2017		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Child care	Childcare Leave	1	60	61	59	71	130	55	71	126
	Leave to nurse sick children	51	94	145	47	115	162	65	118	183
	Shorter working hours for child care	0	66	66	0	73	73	0	76	76
	Special parental leave	5	34	39	5	34	39	13	33	46
	Return rate for employees after taking childcare leave*	92%			97%			82%		
Nursing care	Nursing care leave	0	0	0	0	0	0	2	0	2
	Special nursing care leave	1	2	3	0	1	1	2	3	5
	Leave for nursing care	9	22	31	9	24	33	14	26	40
	Shorter working hours for nursing care	0	3	3	0	3	3	0	5	5
Family support leave		118	79	197	109	88	197	122	102	224

* The return rate for employees after taking childcare leave is the ratio of the number of employees enrolled at the end of March 2017 to the number of employees who returned from childcare leave for FY2017.

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

(Unit: persons)

	Employment ratio of people with disabilities	Legally stipulated ratio
2015	2.33%	2.00%
2016	2.14%	2.00%
2017	2.31%	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 bloc employees by region is the total of employees registered at overseas trading subsidiaries, branches and offices.
- 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.