

EMPLOYEE RELATIONS

ITOCHU is aggressively developing and enhancing its human resources, while continuing its longstanding promotion of a global human resources strategy. These actions are the management base supporting the drive to “Proactively Seek New Opportunities,” one of the basic policies of the medium-term management plan.

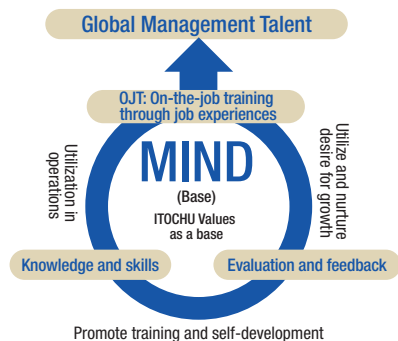
Human Resource Development Supporting the “Seeking of New Opportunities”

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

Through individual evaluations and feedback, and by providing 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 the support of employees’ self-development, we not only provide skills and knowledge through training but also actively support individual career development. We will continue to invest substantially in our human resources, while at the same time promoting human resource development which is proactively led by the front-lines.

In addition, in order to promote aggressive expansion of business in China—one of the measures in the medium-term management plan—it is essential to reinforce Chinese human resources. Last year, we launched a new “Junior staff overseas training for multi-language” program, which is designed to dispatch all Headquarters junior staff overseas, mainly to China, to study Chinese or other languages used in developing countries. We will further enhance our current competitive advantage by promoting human resource reinforcement measures focused on the Chinese market.

Basic Structure of Human Resource Development



<http://www.itochu.co.jp/en/csr/employee/development/>

- Human resources development policy and training details (excerpt)
- Number of employees participating in major training programs
- Comments by training participants

Global Human Resources Strategy Enters a New Stage

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

By fiscal 2011, the Company had created a common global platform, including standardized evaluation items and a global human resources database. From fiscal 2012, focusing on individual employees, we will strengthen human resources strategy implementation in core overseas markets such as China and Asia in order to secure, develop, and optimize personnel that will contribute to business development worldwide.

Talent Management Process



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

Specific Initiatives

- 1 We are inviting employees from our overseas blocs worldwide to come to our headquarters for approximately two years as a form of HR development through actual operations. At the same time, this initiative encourages our headquarters to become more global in its outlook. (From April 1, 2008 to March 31, 2011, a cumulative total of 54 employees have been accepted.)
- 2 We are assigning, promoting, and developing human resources on a global basis regardless of nationality, using the ITOCHU Global Classification (IGC) as a common measure of job level/level of responsibility for all jobs and positions worldwide.
- 3 We promoted a globally shared human resources strategy through the ITOCHU Global Recruitment website, a channel that human resources desiring local recruitment overseas can also utilize, and conducted an internship in English for foreign university students in August 2010.
- 4 We have incorporated the five ITOCHU Values, formulated as the new ITOCHU Mission, into the human-resource requirements for ITOCHU leaders. These requirements are reflected in our hiring standards and our evaluation and HR development programs, enabling us to hire and develop human resources suited to ITOCHU’s values globally.

<http://www.itochu.co.jp/en/csr/employee/global/>

- Number of overseas bloc employees by region (As of March 31, 2011)

Providing Comfortable Working Environment for Employees

ITOCHU Corporation has been expanding and improving its system for both male and female employees that supports efforts to maintain a good balance between work and child care or nursing care. As of July 2011, we received “Kurumin” mark certification, which the Tokyo Labor Bureau awards to companies in recognition of their active support for raising the children who will be Japan’s next generation.

ITOCHU will continue to create an environment that enables employees to remain motivated and fulfilled by their work.



http://www.itochu.co.jp/en/csr/employee/working_environment/

- Efforts to support employees’ childcare and nursing care
- Acquisition of leave according to childcare- or nursing care-related systems
- Comments from an I-Kids user
- Comments from a user of childcare leave
- Career counseling
- Employee health management
- Employee safety measures

Promoting Human Resources Diversification in Japan

ITOCHU has formulated and enacted Promotion Plans on Human Resources Diversification since fiscal 2004. The aim of these plans is to maximize the strength and abilities of employees, regardless of gender, nationality or age. In fiscal 2010, we drafted the “Promotion Plan on Human Resources Diversification 2013 (Japan),” a new five-year plan to promote the creation of an “Attractive business environment and corporate culture” through support for the retention, embedding and activities of even more diverse human resources. Specific efforts here include recruitment of university students from local universities overseas to work at ITOCHU Headquarters.

<http://www.itochu.co.jp/en/csr/employee/diversity/>

- Number of male and female employees (non-consolidated)
- Total hires of new graduates
- Experienced hires (general staff career track)
- Supporting the participation in society by people with disabilities

Communications with Employees

<http://www.itochu.co.jp/en/csr/employee/communication/>

- Employee consciousness survey (engagement survey) implementation
- Dialogue meetings with CEO
- Dialogue with the labor union
- Comments from the labor union president