

A Good Corporate Citizen

Since its foundation one and half centuries ago, ITOCHU has upheld the spirit of its *sampo yoshi* philosophy—the idea that transaction must be good (“*yoshi*”) for all three parties (“*sampo*”), that is, the seller, the buyer, and the society. The philosophy is at the heart of all of our operational initiatives, including corporate governance, social contributions, preservation of the environment. By remaining true to that spirit and meeting society’s expectations consistently, we are developing as a *global enterprise that is highly attractive to all stakeholders*.

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Corporate Governance

ITOCHU operates its business in accordance with the ITOCHU Credo. Our fundamental policy is to work toward the long-term preservation and enhancement of our corporate value by building positive and effective relationships with our stakeholders. To execute our business activities in a fair and efficient manner in accordance with our fundamental policy, we are increasing the transparency of our decision-making process and constructing a corporate governance system that incorporates appropriate monitoring and supervisory functions. Furthermore, we will operate our business on a basis of trust with our stockholders by ensuring adequate and timely disclosure of information and by maintaining accountability to our stockholders.

ITOCHU's Corporate Governance System

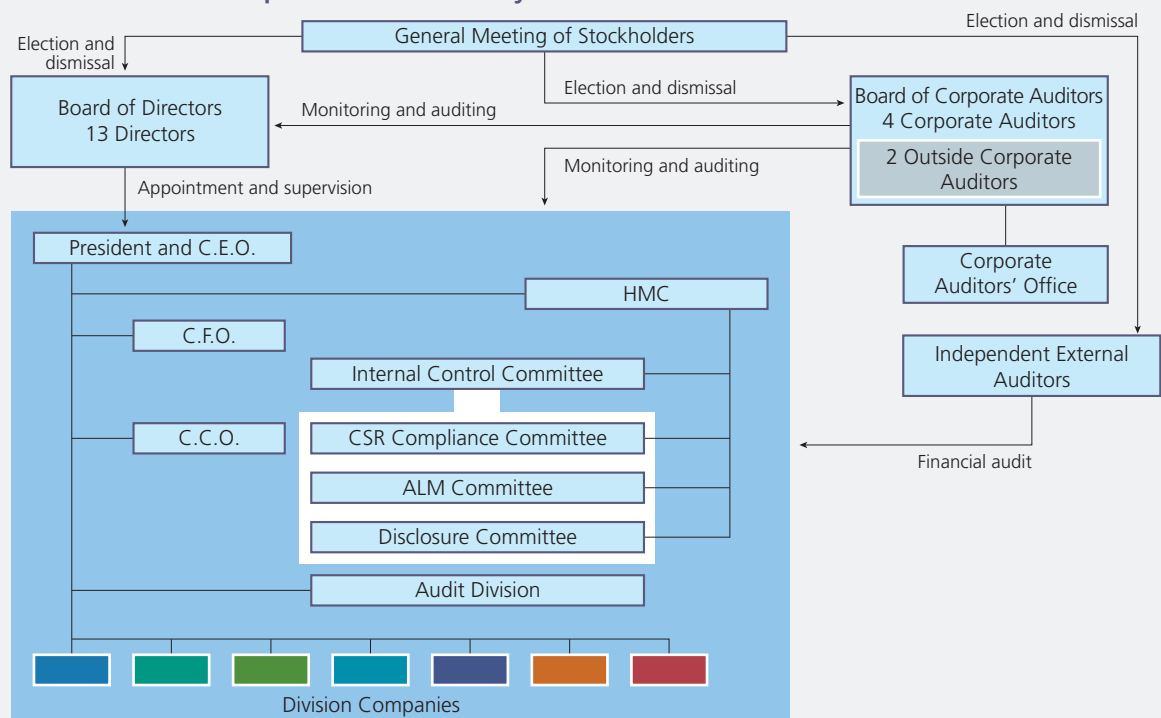
ITOCHU's corporate governance system is made up of the General Meeting of Stockholders, which is the highest decision-making body; the Board of Directors, which makes important decisions at the next level; and the Board of Corporate Auditors, which oversees the operational execution of directors.

The Headquarters Management Committee (HMC) is a supporting body of the president and is where company-wide management policy and important issues are discussed and decided. In the fiscal year ended 2008, the HMC was held 49 times. Management issues are also examined and discussed by various internal committees that support the decision making of the president and the Board of Directors.

With the aim of increasing decision-making speed and management efficiency, ITOCHU introduced the Division

Company System in the fiscal year ended March 1998. Based on overall control by Headquarters, each Division Company is responsible for the management of its field of operations, and each Division Company's president receives decision-making assistance from the Division Company Management Committee (DMC). Further, in order to strengthen the decision-making and oversight functions of the Board of Directors, the Company adopted an Executive Officer System from the fiscal year ended March 1999. Based on the approval of the Board of Directors, executive officers implement their designated duties based on delegation from the Board of Directors and representative directors. The terms of office of directors and executive officers were reduced to one year from the fiscal year ended March 2007.

ITOCHU's Current Corporate Governance System



Notes: 1 Each Division Company has a Division Company President and a Division Company Chief Financial Officer.

2 Internal control systems and mechanisms have been implemented at every level of ITOCHU. Only the main internal control organization and committees are described herein.

Further, the Internal Control Committee receives reports from internal departments related to internal control, the Compliance Committee, the ALM Committee, and the Disclosure Committee on the development and operation of respective internal controls for which they are responsible; evaluates and confirms the overall development status of internal control; and reports items for improvement to the HMC and Board of Directors.

Principal Internal Committees

Name	Objectives
Internal Control Committee	<ul style="list-style-type: none"> Evaluates and confirms the status of implementation and operation of internal control systems based on the Basic Policy regarding the Internal Control System and proposes further improvements to the HMC and directors
ALM* ¹ Committee	<ul style="list-style-type: none"> Performs comprehensive balance sheet and risk management analysis and makes recommendations on monitoring systems and improvement measures for management
Strategic Investment Committee	<ul style="list-style-type: none"> Deliberates and makes recommendations on strategic investment as planned in the management plan
Company-wide Business Committee	<ul style="list-style-type: none"> Maximizes the collective and comprehensive strengths in company-wide business and supports and promotes the realization of synergies between the Division Companies
Corporate Officer Compensation Consultative Committee	<ul style="list-style-type: none"> Deliberates and makes recommendations on the implementation and operation of the corporate officers' compensation system
CIO* ² Committee	<ul style="list-style-type: none"> Deliberates, promotes, and makes recommendations on policies for the introduction and implementation of information technology to the ITOCHU Group
Disclosure Committee	<ul style="list-style-type: none"> Deliberates and makes recommendations on internal control policies and measures concerning information disclosure (including disclosure of financial statements)
CSR Committee	<ul style="list-style-type: none"> Deliberates, promotes, and makes recommendations on policies and measures concerning CSR Implements policies and programs for the full understanding of, and compliance with, the Company's management principles and corporate code of conduct
Compliance Committee	<ul style="list-style-type: none"> Deliberates and decides regarding basic compliance policy, monitors and authorizes of overall compliance control
DNA* ³ Project Committee	<ul style="list-style-type: none"> Deliberates and makes recommendations on policies and measures for promoting business process re-engineering throughout the entire ITOCHU Group

*1 ALM = Asset Liability Management *2 CIO = Chief Information Officer *3 DNA = Designing New Age

Role of Board of Corporate Auditors

The role of objective management oversight is undertaken by Corporate Auditors, including outside corporate auditors, who regularly attend meetings of the Board of Directors and other important internal meetings. Corporate Auditors are strengthening cooperation with the Company's independent auditors and the Audit Division in order to enhance the audit function. They also discuss internal audit planning with the Audit

Division and hold regular meetings among themselves. In addition, the Corporate Auditors' Office, reporting directly to the Board of Corporate Auditors, supports Corporate Auditors in the performance of their duties. Though ITOCHU does not appoint outside directors, Corporate Auditors fully carry out the oversight function within the Company.

Internal Control

The Company develops and operates effective internal control systems based on a Disclosure Committee, a DNA Project Committee, a ALM Committee, and a Compliance Committee, which are respectively responsible for the objectives of internal control: 1) reliable financial reports, 2) effective and efficient operations, 3) protection of assets, and 4) compliance with laws and statutory regulations. The Internal Control Committee, which controls overall internal control and deliberates company-wide internal control issues and improvement measures.

On April 19, 2006, the Company's Board of Directors established the Basic Policy regarding the Internal Control System (summary on page 54), and made a commitment to continuously improve internal control systems by tirelessly revising them.

Since the fiscal year ended March 2007, the Company has been pursuing the ITOCHU DNA Project—Designing New Age—which is an operational improvement project to heighten the effectiveness and efficiency of management. In the fiscal year ended March 2008, we established the Internal Control Committee, which has increased the reliability of consolidated financial reports by targeting main ITOCHU Group companies in Japan and overseas in efforts to strengthen internal control and built internal control environments in the areas of organizations and systems, information systems, and operational processes. Further, in April 2008, the Company established an Internal Control Audit Section, and is building a system that objectively evaluates and audits whether the Company is appropriately developing and operating internal control systems.

Establishment of Advisory Board

As a means of further raising the quality of its corporate governance, ITOCHU established the Advisory Board, which

comprises experts from outside the Company, with the aim of receiving objective, specialized third-party opinions.

Basic Policy regarding the Internal Control System (Outline)

The Company has established the following internal control systems, which are necessary to ensure that executive officers' implementation of duties are in compliance with laws and statutory regulations and articles of incorporation and ensure the appropriateness of other operations. Below is a summary of the Basic Policy regarding the Internal Control System, which the Board of Directors approved on April 19, 2006. (Partially revised on April 30, 2008)

Notes	
<p>1. System to Ensure Compliance by Directors and Employees to Laws, Regulations and the Articles of Incorporation</p> <p>(1) Corporate Governance</p> <p>1) As the decision-making body, the Board of Directors is to decide important matters in accordance with laws and regulations, the Articles of Incorporation, the "Board of Directors Regulations," and other internal regulations, and as the supervisory body, the Board of Directors is to supervise the performance of the directors.</p> <p>2) Each director is to carry out such director's functions and duties as designated by the Board of Directors in accordance with laws and regulations, the Articles of Incorporation, resolutions by the Board of Directors, and internal regulations.</p> <p>3) ITOCHU is to adopt the Executive Officer System to strengthen the decision-making function and supervisory function of the Board of Directors, and to streamline executive decision-making. Based on the approval of the Board of Directors, executive officers implement their designated duties based on delegation from the Board of Directors and representative directors.</p> <p>4) The corporate auditors are to oversee the performance of the directors based on the "Board of Corporate Auditors Regulations" and "Auditors' Auditing Standards."</p> <p>(2) Compliance</p> <p>1) Directors and employees are to conduct themselves in accordance with the ITOCHU Credo and the ITOCHU Code of Conduct.</p> <p>2) ITOCHU is to establish a department that oversees all compliance matters, including all matters relating to the Chief Compliance Officer and the Compliance Committee. In addition, the "ITOCHU Group Compliance Program" is to be created to further enhance our compliance system.</p> <p>(3) Internal Control to Ensure Reliability of Financial Reporting</p> <p>1) ITOCHU is to have in place internal regulations concerning commercial transactions management and accounting, and is to create the position of Chief Financial Officer to ensure the reliability of financial reporting.</p> <p>2) ITOCHU is to establish the Disclosure Committee and regularly review and improve the internal control systems to ensure the reliability of financial reporting.</p> <p>(4) Internal Audits</p> <p>ITOCHU is to establish the Audit Division under the direct control of the President. The Audit Division is to regularly implement internal audits of all aspects of business operations based on the "Audit Regulations." Such internal audits are to examine compliance with laws and regulations, the Articles of Incorporation, and internal regulations, as well as, among other matters, the appropriateness of the procedures and nature of the exercise of duties and responsibilities.</p>	<p>(2) Division Company System</p> <p>Under the Division Company System, the position of Company president is to be created at each Company, and each Company is to manage its business autonomously in accordance with laws and regulations, the Articles of Incorporation, and internal regulations. Furthermore, each Company is to establish its own numerical targets, and regularly evaluate its performance by comparing against such numerical targets.</p> <p>(3) Clearly Define the Scope of Authority and Responsibilities</p> <p>In order to ensure the appropriateness and efficiency of the performance of the management, ITOCHU is to develop internal regulations to clearly define the scope of authority and responsibilities of each corporate officer and divisional manager.</p> <p>5. System to Ensure the Adequacy of Operations of the ITOCHU Group (Consisting of ITOCHU Corporation and Its Subsidiaries)</p> <p>(1) Subsidiary Management System</p> <p>ITOCHU is to establish a department that oversees all the subsidiaries. Furthermore, relevant departments within ITOCHU Corporation are to exercise jurisdiction over their responsible subsidiaries, and provide managerial guidance to such subsidiaries in accordance with the internal regulations concerning consolidated company management. In principle, ITOCHU Corporation is to send directors and auditors to each subsidiary to ensure the adequacy of the subsidiary's operations.</p> <p>(2) Compliance</p> <p>ITOCHU Corporation is to provide guidance to its subsidiaries for the purpose of implementing a compliance system at each subsidiary in accordance with the "ITOCHU Group Compliance Program," and is to implement full compliance in the entire ITOCHU Group through education and training.</p> <p>(3) Internal Audits</p> <p>All of the operations and activities of the subsidiaries are to be subject to internal audits by the Audit Division.</p> <p>6. Matters Concerning Supporting Personnel to Auditors and Independence of Such Personnel from the Directors</p> <p>ITOCHU is to establish the Corporate Auditors' Office under the direct jurisdiction of the Board of Corporate Auditors and is to put in place full-time employees with the sole responsibility of supporting the work of the corporate auditors. The supervisory authority over such employees is to belong exclusively to the corporate auditors, and evaluation of such employees is to be carried out by the corporate auditor designated by the Board of Corporate Auditors. Any transfer orders or disciplinary actions relating to such employees are to require prior approval by such corporate auditor.</p> <p>7. System for Reporting by Directors and Employees to Corporate Auditors</p> <p>(1) Attendance at Important Meetings</p> <p>The corporate auditors are to attend meetings of the Board of Directors, the HMC meetings, and other important meetings, and interview the directors and other relevant persons regarding the performance of their duties. In addition, the corporate auditors are to have the right to inspect all relevant materials.</p> <p>(2) Reporting System</p> <p>1) The directors and corporate officers are to regularly report to the corporate auditors about their performance. Furthermore, in addition to the matters required by laws and regulations, the directors are to report all the decisions that could have a major impact on the finance or business of ITOCHU to the corporate auditors immediately after such decisions are made.</p> <p>2) Employees are to have the right to report directly to the corporate auditors any matters that could cause serious damage to ITOCHU.</p> <p>8. Other Relevant Systems to Ensure the Proper Functioning of Audits</p> <p>(1) Coordination with the Auditors in the Audit Division</p> <p>The Audit Division is to maintain close communication and coordination with the corporate auditors with respect to matters such as formulation of the internal audit plan for each business year, and internal audit results.</p> <p>(2) Retaining External Experts</p> <p>When deemed necessary, the corporate auditors are to independently retain external experts for the implementation of an audit.</p>
<p>2. System for the Storage and Preservation of Information Related to Director Duties</p> <p>The directors are to appropriately store and preserve important documents and related materials concerning the performance of their duties, including the minutes of the General Meeting of Stockholders, in accordance with the "Information Management Regulations," the "Document Management Rules" and other internal regulations. All documents and information so stored and preserved are to be subject to inspection by the directors and auditors at any time. Further, the Company will establish departments responsible for the timely disclosure of important corporate information and other information. At the same time, directors will rapidly and comprehensively gather information that requires disclosure and implement timely and appropriate disclosure in compliance with laws and statutory regulations.</p>	
<p>3. Regulations Concerning the Management of the Risk of Loss and Other Relevant Risk Management System</p> <p>To adequately address the various risks associated with our business operations, such as market risk, credit risk, country risk, and investment risk, ITOCHU is to establish internal committees and responsible departments, and is to develop the necessary risk management system and risk management techniques, for example establishing a full range of management regulations, investment criteria, risk limits and transaction limits, and developing reporting and monitoring systems, and managing company-wide as well as matter-specific risks. Furthermore, ITOCHU is to regularly review the effectiveness of the risk management system.</p>	
<p>4. System to Ensure Efficient Performance of Directors</p> <p>(1) The HMC and Other Internal Committees</p> <p>The HMC (Headquarters Management Committee) as a supporting body to the president, and a number of other internal committees, are to facilitate the proper and agile decision-making by the president and the Board of Directors.</p>	

The Company will improve internal control systems by tirelessly revising them and build systems that are even more appropriate and efficient. Further, a meeting of the Company's Board of Directors convened on April 30, 2008, evaluated the status of the establishment of internal control systems for the fiscal year ended March 2008 and confirmed that there were no significant defects or deficiencies.

Corporate Officers

As of July 1, 2008



EIZO KOBAYASHI

President and Chief Executive Officer

1972 Joined ITOCHU Corporation
2004 President and Chief Executive Officer



UICHIRO NIWA

Chairman

1962 Joined ITOCHU Corporation
2004 Chairman



AKIRA YOKOTA

Executive Vice President
Chief Operating Officer,
Division Companies Operations

1967 Joined ITOCHU Corporation
2003 Executive Vice President



KOUHEI WATANABE

Executive Vice President
Chief Administration Officer;
Chief Financial Officer;
Chief Compliance Officer

1971 Joined ITOCHU Corporation
2006 Executive Vice President



TOSHIHITO TAMBA

Executive Vice President
Chief Operating Officer,
Overseas Operations

1972 Joined ITOCHU Corporation
2008 Executive Vice President



MASAHIRO OKAFUJI

Senior Managing Director
President, Textile Company

1974 Joined ITOCHU Corporation
2006 Senior Managing Director



YOICHI KOBAYASHI

Senior Managing Director
President, Energy, Metals &
Minerals Company

1973 Joined ITOCHU Corporation
2008 Senior Managing Director



SHIGEHARU TANAKA

Managing Director
President, Food Company

1974 Joined ITOCHU Corporation
2006 Managing Director



TAKANOBU FURUTA

Managing Director
President, Machinery Company

1973 Joined ITOCHU Corporation
2006 Managing Director



HIROO INOUE

Managing Director
President, Aerospace, Electronics &
Multimedia Company

1975 Joined ITOCHU Corporation
2008 Managing Director



KENJI OKADA

Managing Director
President, Finance, Realty, Insurance
& Logistics Services Company

1974 Joined ITOCHU Corporation
2008 Managing Director



KOJI TAKAYANAGI

Managing Director
President, Chemicals,
Forest Products & General
Merchandise Company

1975 Joined ITOCHU Corporation
2008 Managing Director



SATOSHI KIKUCHI

Managing Director
Chief Corporate Planning Officer;
Chief Information Officer;

1976 Joined ITOCHU Corporation
2008 Managing Director



MASAHITO TOMINAGA

Corporate Auditor

1971 Joined ITOCHU Corporation
2005 Executive Officer
2007 Standing Corporate Auditor



SHOZO YONEYA

Corporate Auditor

1974 Joined ITOCHU Corporation
2005 Executive Officer
2008 Standing Corporate Auditor



HARUO SAKAGUCHI

Corporate Auditor

1989–1990
Vice Chairman, Japan Federation
of Bar Association; Chairman,
Osaka Bar Association
2001–2006
Chairman, Osaka Public Bid
Monitoring Committee
2003 Corporate Auditor, ITOCHU
Corporation



TADASHI KUDO

Corporate Auditor

2002–2003
President & Chief Executive
Officer, Mizuho Bank, Ltd.
2004 Advisor, Mizuho Bank, Ltd.
2005 Corporate Auditor, ITOCHU
Corporation

Approach to Auditing

Haruo Sakaguchi, Corporate Auditor



Implementation of Duties

For many years, I have been a lawyer specializing in business. When auditing compliance and other areas, rather than always adopting a formal approach I draw on the experience and specialist knowledge accumulated during my career to try to gain an accurate understanding of the actual situation. I agree with those who believe the true role of an auditor is to check corporate management by addressing the CEO directly. In particular, because I am an external corporate auditor, I am prepared to make direct proposals to senior management about concerns employees may find it difficult to voice. Further, I participate in important meetings, such as meetings of the Board of Directors and the Headquarters Management Committee and state opinions to the standing corporate auditors when the opportunity arises.

Evaluation of Internal Control Systems and Auditing Reflecting Distinctive Characteristics

In my evaluation, ITOCHU has established effective compliance and internal control systems, which it operates in a sufficiently sound manner.

In light of ITOCHU's distinctive division company system, which comprises seven highly autonomous division companies covering a wide business area, I concentrate efforts on ascertaining whether each division company is disclosing information sufficiently and whether their conclusions are the results of sufficient debate. On that basis, I make statements aimed at encouraging each division company to strengthen lateral collaboration and increasing the corporate value of the Group as a whole. Further, because a distinctive feature of ITOCHU is that resource price hikes have buoyed business results in recent years, I also concentrate efforts on ascertaining the adequacy of systems and strategies to mitigate resource price fluctuation risk.

Requirements for Sustainable Growth

This year, ITOCHU celebrated the 150th anniversary of its founding. Amid rapid globalization and dramatic changes in international conditions relating to resources, I believe the key to sustainable growth will be how effectively ITOCHU can use its functions as trading company and tackle changing business conditions. To that end, ITOCHU must tirelessly consider and clarify where its advantages lie. Further, in my view, for future growth and development ITOCHU must rigorously examine itself for warning signs of the problems that tend to assail large corporations and make sure that it is taking a rigorously hands-on, or back-to-basics, approach to business.

Managing Executive Officers

TORU OTA

General Manager for Nagoya Area
1970 Joined ITOCHU Corporation
2005 Managing Executive Officer

YOSHIO AKAMATSU

Chief Executive for Asia;
President & C.E.O., ITOCHU
Singapore Pte Ltd.
1974 Joined ITOCHU Corporation
2005 Managing Executive Officer

NOBUO KUWAYAMA

General Manager for China;
Chairman, ITOCHU (China)
Holding Co., Ltd.;
Chairman, ITOCHU Shanghai Ltd.
Chairman, ITOCHU HONG KONG Ltd.
1971 Joined ITOCHU Corporation
2006 Managing Executive Officer

YOSHIIHISA AOKI

Executive Vice President, Food
Company;
Chief Operating Officer, Food
Products Marketing & Distribution
Division
1974 Joined ITOCHU Corporation
2006 Managing Executive Officer

YOSHIIHISA SUZUKI

President & C.E.O., ITOCHU
International Inc.;
President, ITOCHU Canada Ltd.
1979 Joined ITOCHU Corporation
2006 Managing Executive Officer

TADAYUKI SEKI

Deputy Chief Administration Officer;
Deputy Chief Financial Officer;
General Manager, Finance Division
1973 Joined ITOCHU Corporation
2007 Managing Executive Officer

KAZUTOSHI MAEDA

Deputy Chief Administration Officer;
General Manager, Human Resources
Division
1974 Joined ITOCHU Corporation
2007 Managing Executive Officer

TAKEYOSHI IDE

General Manager for European
Operation;
C.E.O., ITOCHU Europe PLC.;
C.E.O., ITOCHU Deutschland GmbH
1975 Joined ITOCHU Corporation
2007 Managing Executive Officer

TATSUO FUJINO

Deputy Chief Corporate Planning
Officer;
Chief Officer for Kansai Operations
2006 Joined ITOCHU Corporation
2007 Managing Executive Officer

KAZUhide SASA

Executive Vice President, Textile
Company;
Chief Operating Officer, Brand
Marketing Division 2
1974 Joined ITOCHU Corporation
2008 Managing Executive Officer

TORU NOMURA

Executive Vice President, Machinery
Company;
Chief Operating Officer, Plant &
Project Division
1976 Joined ITOCHU Corporation
2008 Managing Executive Officer

YOSHIO MATSUKAWA

Executive Vice President, Energy,
Metals & Minerals Company;
Chief Operating Officer, Energy
Development Division
1974 Joined ITOCHU Corporation
2008 Managing Executive Officer

Executive Officers

TAKESHI KUMEKAWA

Deputy Chief Executive for European
Operation;
Deputy CEO of ITOCHU Europe PLC
1974 Joined ITOCHU Corporation
2006 Executive Officer

KUNIIHIKO TAMANO

General Manager, Business
Accounting & Control Division
1974 Joined ITOCHU Corporation
2006 Executive Officer

YOSHIIHARU MATSUMOTO

General Manager,
Corporate Communications Division
1975 Joined ITOCHU Corporation
2006 Executive Officer

SHINTARO ISHIMARU

General Manager, IT Planning Division
2006 Joined ITOCHU Corporation
2006 Executive Officer

TORU MATSUSHIMA

Chief Operating Officer,
Automobile Division
1979 Joined ITOCHU Corporation
2006 Executive Officer

YUJI FUKUDA

Executive Vice President, Chemicals,
Forest Products & General
Merchandise Company;
Chief Operating Officer,
Chemicals Division
1979 Joined ITOCHU Corporation
2006 Executive Officer

MITSUGU KUNO

Executive Vice President,
ITOCHU International Inc.;
General Manager, Food Division,
ITOCHU International Inc.
1975 Joined ITOCHU Corporation
2007 Executive Officer

KIMIO KITAMURA

General Manager,
General Accounting Control Division
1975 Joined ITOCHU Corporation
2007 Executive Officer

KAZUAKI TAKADA

Chief Operating Officer,
Media Business Division
1976 Joined ITOCHU Corporation
2007 Executive Officer

SHUICHI KOSEKI

Chief Operating Officer,
Textile Material & Fabric Division
1979 Joined ITOCHU Corporation
2007 Executive Officer

ICHIRO NAKAMURA

Chief Operating Officer, Metals,
Mineral Resources & Coal Division
1979 Joined ITOCHU Corporation
2007 Executive Officer

TOMOFUMI YOSHIDA

Chief Operating Officer,
Forest Products & General
Merchandise Division
1979 Joined ITOCHU Corporation
2007 Executive Officer

SHIGEMITSU TAKATORI

Chief Operating Officer,
IT & Business Solutions Division
1980 Joined ITOCHU Corporation
2007 Executive Officer

KAZUHIKO MATSUMI

General Manager, Legal Division
1975 Joined ITOCHU Corporation
2008 Executive Officer

YUTAKA KATO

Chief Operating Officer, Industrial
Machinery & Solution Division
1979 Joined ITOCHU Corporation
2008 Executive Officer

HIROO SATO

Chief Operating Officer,
Provisions Division
1979 Joined ITOCHU Corporation
2008 Executive Officer

JUNICHI SASAKI

Deputy General Manager
for Eastern China;
Managing Director, ITOCHU
Shanghai Ltd.;
Group Director, China Business
Development Group
1979 Joined ITOCHU Corporation
2008 Executive Officer

MASATAKA YUKIYA

Chief Operating Officer, Financial
and Insurance Services Division
1979 Joined ITOCHU Corporation
2008 Executive Officer

HITOSHI OKAMOTO

Chief Operating Officer,
Apparel Division
1980 Joined ITOCHU Corporation
2008 Executive Officer

MASAHIRO IMAI

General Manager, International
Operations Division
1980 Joined ITOCHU Corporation
2008 Executive Officer

NOBUYUKI KASAGAWA

Chief Operating Officer, Aerospace
& Electronic Systems Division
1981 Joined ITOCHU Corporation