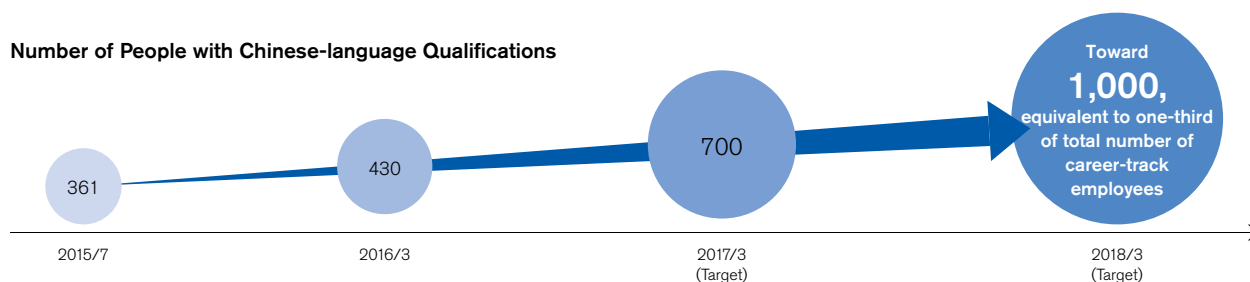


Number of People with Chinese-language Qualifications



the three companies are already moving forward with mutual exchanges and development of capable personnel.

In addition, with consolidated business management becoming more and more important, from FYE 2014 we introduced a system to develop human resources who will manage operating companies in the future. In this way, we are working to increase the management capabilities of sales employees, and we are expanding the number of employees participating in the program each year.

Number of people who have received training or been dispatched	FYE 2014	FYE 2015	FYE 2016
Overseas training in the Chinese language and other special foreign languages (of which, Chinese language)	77 (21)	66 (29)	66 (44)
Number of people who have taken Chinese-language lessons	139	86	390
Training to develop personnel who will manage operating companies	5	94	111

We are also aggressively expanding support for the development of employees at domestic operating companies and locally hired overseas employees.

In FYE 2016, more than 10,000 employees of domestic group companies participated in training and worked to enhance their skills and expand their networks within the Group. In addition, for the development of overseas employees we offer five types of programs in line with specific themes and career ranks. These programs include courses launched in FYE 2016 for locally hired employees at overseas operating companies.

Number of people who have received training	FYE 2014	FYE 2015	FYE 2016
Number of people who have received training for domestic Group companies	6,868	8,191	10,734
Global training for locally hired overseas employees	135	135	126

OUTCOME

Results of Human Resources Strategy

The various initiatives implemented by ITOCHU in recent years have been highly evaluated socially through a number of corporate award programs. In addition, the employee engagement survey periodically conducted by the Company shows gains in all categories from the previous survey. We are successfully motivating employees to make contributions.

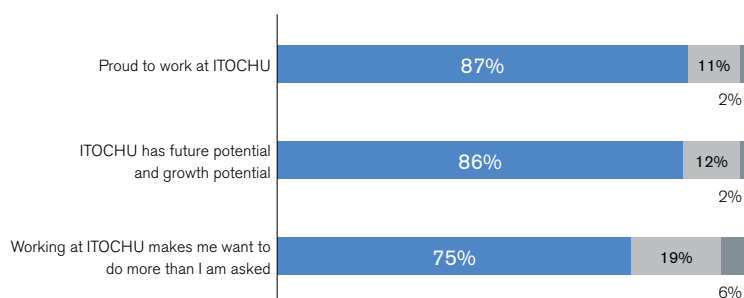
Awards Over the Past Three Years

FYE 2014	Merit Award in "Firm of Integrity" Award (Integrex Inc.)
FYE 2015	Best Excellence HR Award 2014 for Corporates' Human Resource Divisions (Japanese HR Divisions "HR Award" selection committee) Kurumin certification obtained* (also obtained in 2011) (Ministry of Health, Labour and Welfare) DBJ Employee Health Management Ratings, highest rank <A rank> (Development Bank of Japan)
FYE 2016	Top Prize in "Firm of Integrity" Award (Integrex Inc.) 2016 Health & Productivity Stock (Ministry of Economy, Trade and Industry / Tokyo Stock Exchange) 2016 Nadeshiko Brand (Ministry of Economy, Trade and Industry / Tokyo Stock Exchange) New Diversity Management Selection 100 (Ministry of Economy, Trade and Industry)

* Certified by the Minister of Health, Labour and Welfare as a "Childcare Support Company." Certification was also obtained in 2011.

Engagement Survey (FYE 2015)

■ Agree ■ Neutral ■ Disagree



	vs. FYE 2011	vs. Japan average	vs. Global average
Proud to work at ITOCHU	+3 Pt.	+18 Pt.	+9 Pt.
ITOCHU has future potential and growth potential	+10 Pt.	- Pt.	- Pt.
Working at ITOCHU makes me want to do more than I am asked	+11 Pt.	+29 Pt.	+17 Pt.