

Earnings Opportunities for Growth

- Expansion of the infrastructure services business in response to increasingly specialized and sophisticated business processes
- Creation and expansion of finance-related business opportunities connecting Japan and the rest of the world
- Initiatives in fintech and other new markets combining ICT and finance
- Business development using IoT to address a growing global population and falling birthrates and aging populations in industrialized countries
- Cultivation and support for business development by excellent companies in regional Japanese locations

IN DEPTH

The Business Process Outsourcing (BPO) Business



BELLSYSTEM24 Holdings, listed on the First Section of the Tokyo Stock Exchange (November 2015)

Management Resources

BELLSYSTEM24 Holdings' leading-edge BPO services and the comprehensive capabilities of the ITOCHU Group

Creating Added Value

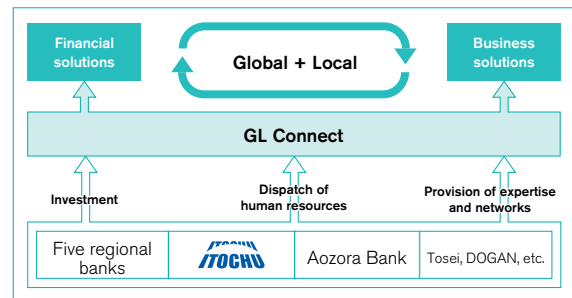
In October 2014, ITOCHU invested and began participating in BELLSYSTEM24 Holdings, Inc., Japan's largest contact center operator. Since that time, ITOCHU has positioned BELLSYSTEM24 Holdings as a core company in the BPO sector, and worked to strengthen our operations in the non-resource sector, particularly the consumer-related sector. In August 2015, we concluded a comprehensive business partnership with BELLSYSTEM24 Holdings and ITOCHU Techno-Solutions Corporation (CTC). By combining ITOCHU's expertise in business expansion with CTC's leading-edge IT and BELLSYSTEM24 Holdings' operational know-how in customer service, we provide CRM and contact center service, a type of advanced BPO service.

Challenges to Address

- Further advances in customer-response quality and efficiency in the consumer-related sector
- Provision of business solutions to address increasingly complex and sophisticated business risks
- Initiatives in response to rapid industry restructuring and regulations in various sectors
- Thorough information management for ICT, medical, and financial business development
- Response to various laws and regulations in ICT & Financial business fields

IN DEPTH

Joint Business Development with Aozora Bank and Five Regional Banks, including Kagoshima Bank: Regional Revitalization Business



Reason for Importance from a Strategic Perspective

To create and expand business opportunities that connect Japan's regional and large cities with overseas locations, measures to proactively support overseas business development by regional banks' corporate customers, provide consulting functionality to support business expansion and finance functions related to commercial distribution, and invigorate regional economies constitute important policies.

Current and Future Actions

GL Connect Co., Ltd., a wholly owned ITOCHU subsidiary in the corporate finance business, underwent a capital increase through a third-party allotment of new shares, forming its first partnership with Aozora Bank, Ltd., and five regional banks including The Kagoshima Bank, Ltd. By organically integrating into a joint business entity with strengths in function, expertise, and information that its new shareholders possess, GL Connect aims to provide functions of both finance and creating business solutions, taking part in initiatives and business activities that will help to invigorate regional economies.