

# 04

The essence of "Profit Opportunities are Shifting Downstream"  
**(2) Data-Driven Value Creation**

## ICT & Financial Business Company



### Shunsuke Noda

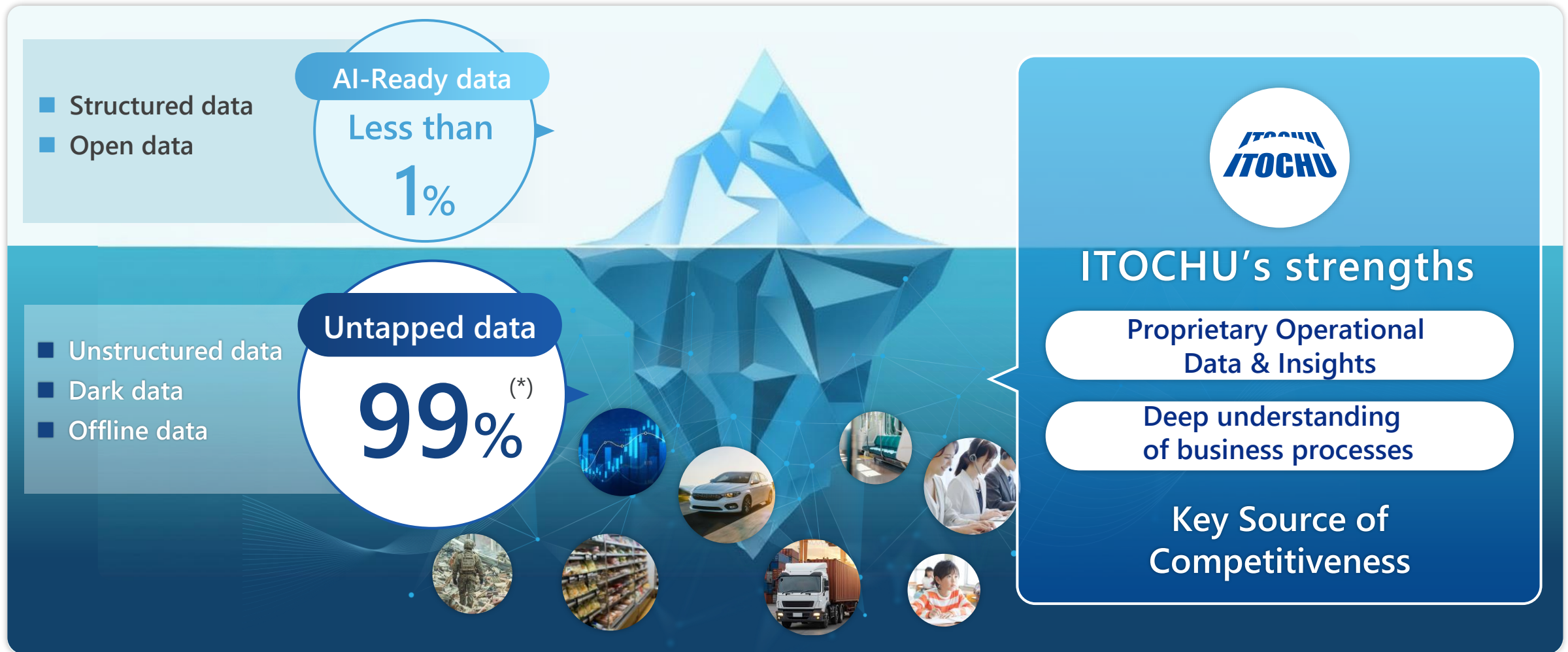
Senior Managing Executive Officer  
President, ICT & Financial Business Company; (Since 2024)  
Deputy COO

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- Joined ITOCHU in 1987; worked in the information and communications business, was seconded to CTC, and has been involved in the development of the internet business since the dawn of the internet era
  - Has served as President and Representative Director of Excite Japan Co., Ltd., General Manager of the Corporate Planning & Administration Division, and as CSO, CDO•CIO
  - Has served as President of Bellsystem24 Holdings before the current position

# Unlocking the Value of Untapped Data

The 2026  
AI Data Bottleneck

As traditional AI training data becomes exhausted, real-world operational data is becoming increasingly valuable



# The Role of the ITOCHU Group



## Customers

- Mobility
- Financial Services
- Retail
- Customer Support
- Public Sector
- Education
- Defense
- Logistics etc.

### Customer Business Challenges

Massive volumes of data

Data preparation and utilization

ITOCHU supports end-to-end coordination and problem-solving

Issue identification and structuring

Business consulting



Solutions

ITOCHU Digital Value Chain Companies, etc.

Implementation

Infrastructure/BPO



Leveraging digital expertise and track record built since the 1980s, we help solve customers' evolving challenges



## Solutions

Providing the Best-Fit Solutions, Including AI

### AI Platforms

OpenAI

Google

Anthropic

Microsoft

### AI Partners



sakana.ai



MAMEZO



Distinct strengths in generative AI platforms, physical AI, and in-house AI development support

# Examples of Group AI Initiatives

Ongoing projects are helping customers unlock the value of data through AI



**ほけんの窓口**  
HOKEN NO MADOGUCHI

Leveraging AI to analyze one million insurance consultation records per year



- Improved Operational Efficiency
- Enhanced Service Quality



**Bell System24**

Supported the adoption of generative AI using Voice of Customer (VOC) data, helping automate contact center operations



- Deployment and Validation across multiple industries
- Cross-Industry Knowledge Transfer

## The 8th Company



# Kensuke Hosomi

Managing Executive Officer  
President, The 8th Company (Since 2026)

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- Joined ITOCHU in 1986; he has long been engaged in brand marketing, primarily in the Textile Company
  - In 2019, he was appointed President upon the establishment of The 8th Company
  - Most recently, from 2021 to 2025, Served as President of FamilyMart

# The Evolution of Our Retail Media Business

Establishment of  
The 8th Company

**FamiPay**

Jul. 2019

Launched

Customer  
contact points

**DATA ONE**

Dec. 2020

Established

Data  
expansion

**GATE ONE**

Sep. 2021

Established

Media  
expansion

Asia's first  
**successful retail media case**

## Three Strategic Pillars

- Accumulation and analysis of customer attributes and purchase data
- Ownership of **owned media** and enhancement of brand value
- Revitalization of in-store sales

FamiPay  
**30 million**  
downloads

## Life-Live Data

**60 million**  
One of Japan's  
largest  
purchase-data-  
linked ID bases

FamimaTV  
**11,300 stores**  
Digital signage  
installed

Delivering customer understanding, ad distribution, and effectiveness verification through a single, seamless process

# The Potential of Life-Live Data

**Life-Live Data × AI = “Consumer Intelligence”**

Consumer understanding grounded in purchase and behavioral data

## Potential application areas

Purchase prediction

= Marketing

Demand forecasting

= Supply chain

Behavior prediction

= Finance, travel, healthcare, etc.

**60 million IDs**

One of Japan's largest  
purchase-data-linked  
ID bases

“Data-driven”  
retail media

**AI enhances the analysis of purchase data and the extraction of insights,  
broadening the areas of application**

# Examples of Initiatives to Enhance Advertising Value

- Cross-retail effectiveness verification
- Leveraging store assets



Membership base,  
media, and data  
combined to  
maximize advertising value

## In-store linked campaign

Record-high sales\*

- FamimaTV ad broadcast
- Linked with the FamiPay app, social media, and in-store merchandising
- Advertising effectiveness analysis and feedback



\*Over the past 5 years, first-week unit sales of new beverage products



## "FamilyMart as Retail Media" – test-drive event

- FamimaTV ad broadcast
- Test-drive events held in the store parking lots

▶ Toward "a convenience store that even sells cars"

