The Brand-new Deal

Strategic Alliance with Dentsu Group Companies

ITOCHU Corporation

Creating a New Earnings Pillar through a Strategic Partnership with Dentsu Group

Evolving into a total solutions provider for the AI era through a strategic alliance with Dentsu Group

IT Services Area

CTC × 電通総研

- ITOCHU's subsidiary will invest in DENTSU SOKEN **up to ¥215.2bn (38% Stake)**
- CTC and DENTSU SOKEN plan to enter into a **business alliance agreement**

Retail Media Area

DATA ONE / GATE ONE × dentsu tokyo/osaka/nagoya

- DATA ONE, GATE ONE and Dentsu entered into a **business alliance agreement**
- **Accelerating media-related revenue growth** across ITOCHU Group

Accelerating data-driven value creation by combining Dentsu Group's expertise and network with ITOCHU Group's strengths

Aiming for ROI of over 8% across the entire framework in the long term

(*) "CTC" refers to ITOCHU Techno-Solutions Corporation.

IT Services Area: AI-Driven Transformation of the IT Industry

As AI becomes more widespread, the significance of IT/digital is evolving, making end-to-end value delivery increasingly important

	Until now	Going forward (the AI era)
The significance of IT/digital	Foundation supporting the enterprise	Source of competitiveness that transforms and grows the enterprise
Customer	IT department	IT department + Management / Business department(LOB)
Value required	**System development / stable operation** Deploy high-quality systems and keep them running without interruption	**Creating business results / Driving continuous transformation** Continuously improve operations, decision-making and customer experience
How value is delivered	**Division-of-labor model organized by specific layers** Applications, infrastructure, operations, providing expertise in each respective layer	**End-to-end model driven by business challenges** From problem identification to implementation and operation, creating value with customers through a market-in approach

IT Services Area: Digital Business Group

Further strengthening end-to-end problem-solving capabilities through ITOCHU's digital business group

Strategy & Operations Consulting → Application → Infrastructure → Maintenance & Operation → BPO

Management/ Business department (LOB)

IT department

DENTSU SOKEN

Leveraging accumulated business knowledge to deliver IT solutions

- ✓ Deep expertise and trusted relationships with customers in the manufacturing and financial sectors
- ✓ Providing packaged software with a high market share

CTC

Challenging Tomorrow's Changes

Leveraging large-scale system and infrastructure building capabilities to provide optimum solutions

- ✓ Total support from development to operation and maintenance
- ✓ Combining the latest technologies and a wide variety of products from approximately 300 partner companies in Japan and overseas

Customer Support / BPO

Bell System24

Digital business group

Strategy consulting	Digital marketing	Applications	Cloud
I&B CONSULTING, SIGMAXYZ	ITOCHU INTERACTIVE	WingArc1st, COMTURE	GI Cloud

ITOCHU's functions / network

- Relationships with group companies / business partners
- M&A sourcing capabilities
- Expertise in evaluating overseas products and support for global expansion

ITOCHU

IT Services Area: Synergies

Combining both companies’ strengths to accelerate growth through customer base expansion

DENTSU SOKEN

Strengths

Applications / operations & consulting

The ability to identify, address, and propose solutions to business challenges across the entire process, from business process design to application development and package implementation

Manufacturing, finance and other sectors

Strong customer base in business application projects

Mutual referrals / integrated proposals

From apps to infrastructure and operations, delivered end-to-end

CTC

Challenging Tomorrow's Changes

Strengths

Infrastructure / cloud foundation

Strong technical capabilities and a proven track record in building and operating cloud, network, and security infrastructure

Telecom, distribution and other sectors

Strong customer base in infrastructure and operations projects

Key planned items for business alliance

1. Promoting cross-selling using both companies’ strengths
2. Joint development of products / offerings in new domains (physical AI, cybersecurity, etc.)
3. Promoting overseas business collaboration
4. Building collaboration framework & personnel exchange

Retail Media Area: Our Groups' Strengths

A frontrunner in retail media, utilizing Life-Live Data to provide end-to-end optimization from awareness to purchase

Verifying Effectiveness Based on Life-Live Data and Proposing Optimal Ad Delivery

TV × Retail Media × Digital

AD

Cross-media effectiveness verification and delivery optimization

Effectiveness Measurement

Media

Advertising Media with Visible Effectiveness

DATA ONE
GATE ONE

One of Japan's Largest Retail Media Platforms Reaching 15 Million Visitors per Day

Deploying owned media such as Famima TV and FamiPay, in addition to linking with major social media

Number of Stores with Signage
Approx. 11,580 Stores
(As of July 2026)

FamiPay

Life-Live Data

Integrated Planning and PDCA Design Based on Consumer Understanding

23 million	60 million IDs	¥10 trillion
Purchaser data acquired per day	Equivalent to over 50% of Japan's adult population	Equivalent to 27% of the consumer goods market

FamilyMart

Collaborating with multiple partner companies, including major supermarkets and drugstores

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Other Data

Attributes	Location Data
Ad Exposure Logs	Interests and Preferences

Linkage with major telecom carrier data

Retail Media Area: Evolution through Alliance with Dentsu Group

Combining both companies' strengths to accelerate the advancement of advertising and marketing driven by consumer purchasing data

DATA ONE
GATE ONE

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dentsu
tokyo / osaka / nagoya

Life-Live Data
Purchasing Data of Approx. 60 Million IDs

One of Japan's Largest In-Store Signage Networks
Approx. 12,000 stores

Cutting-Edge Data Analysis and Effectiveness Verification in Retail Media

Integrated Marketing Platform Driven by Consumer Purchasing Data

Integrated Planning and PDCA Design Based on Consumer Understanding

Ad Exposure Data, Primarily from TV, Held by Dentsu

Solution Development Capabilities Utilizing AI and Data

Deep Consumer Understanding Based on Life-Live Data ✖ Providing a Better Shopping Experience for Consumers ✖ Integrated Solutions Contributing to Advertisers' Growth

Tender Offer Outline

Target Company	**DENTSU SOKEN INC.** （Securities Code：4812）
Tender Offer Price	**¥2,880** per share
Total Purchase Price	Up to **¥215.2 billion**
Ownership Stake	Up to **38.22**%
Commencement of Tender Offer	Early November 2026 (planned)(*)

(*) Scheduled to commence promptly upon obtaining all required domestic and overseas regulatory approvals.

Privatization planned with parent Dentsu Group (61.78% ownership) after the tender offer