

// The *Brand-new Deal*

Strategic Alliance with Dentsu Group Companies

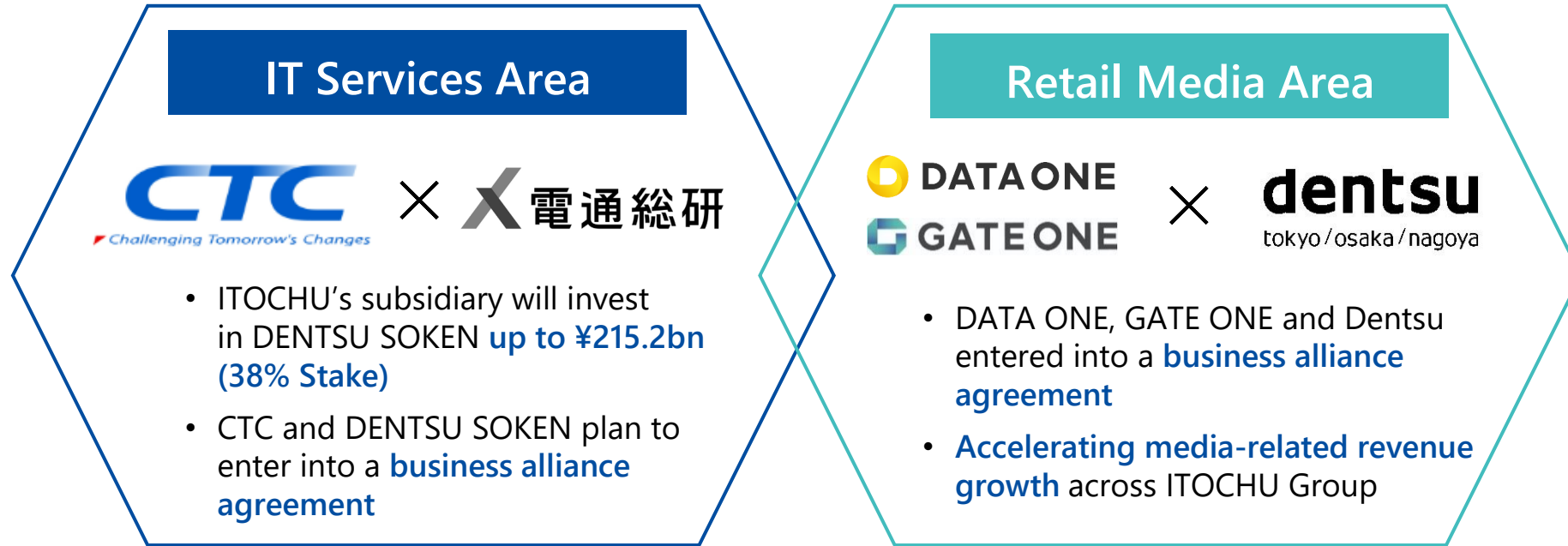
ITOCHU Corporation

Forward-Looking Statements

Data and projections contained in these materials are based on the information available at the time of publication, and various factors may cause the actual results to differ materially from those presented in such forward-looking statements. ITOCHU Corporation, therefore, wishes to caution that readers should not place undue reliance on forward-looking statements, and further, that ITOCHU Corporation has no obligation to update any forward-looking statements as a result of new information, future events or other developments.

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



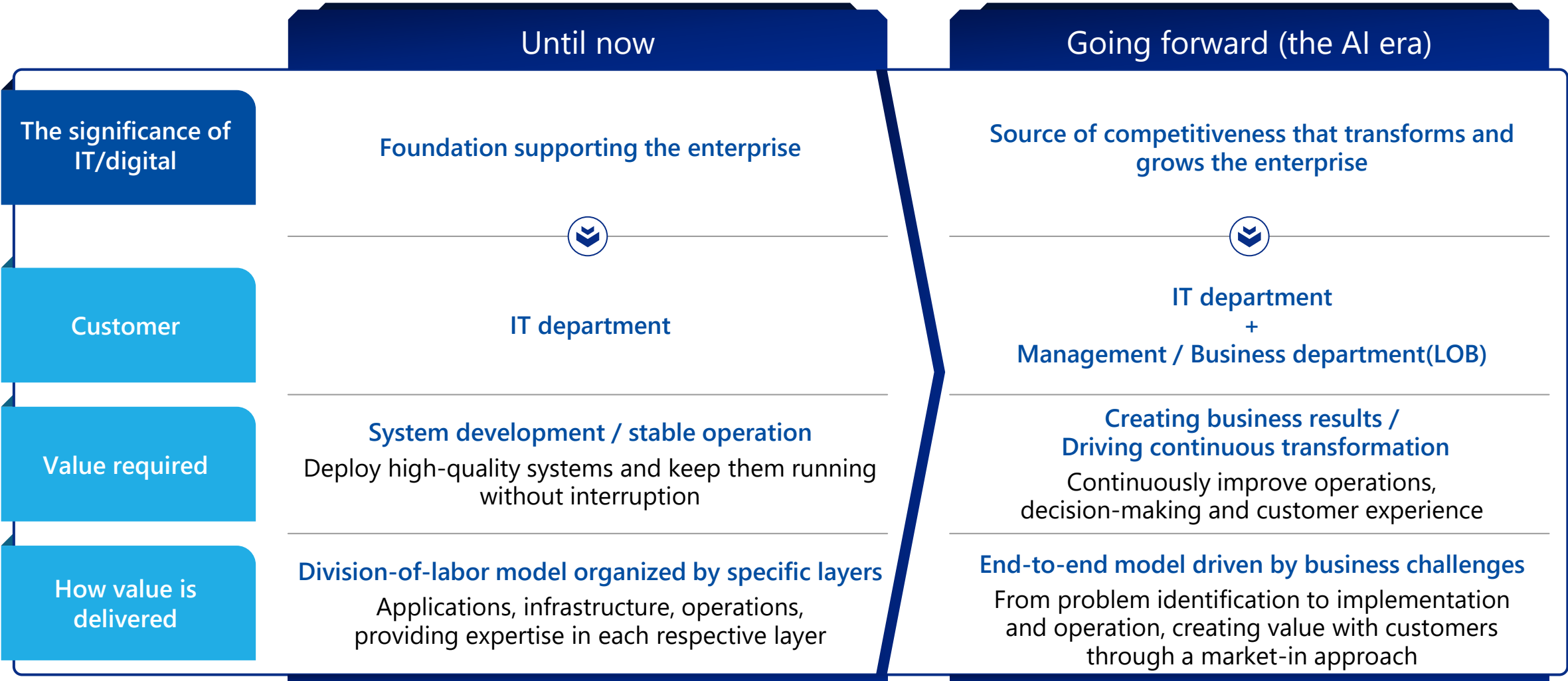
Accelerating data-driven value creation
by combining Dentsu Group's expertise and network with ITOCHU Group's strengths

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

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

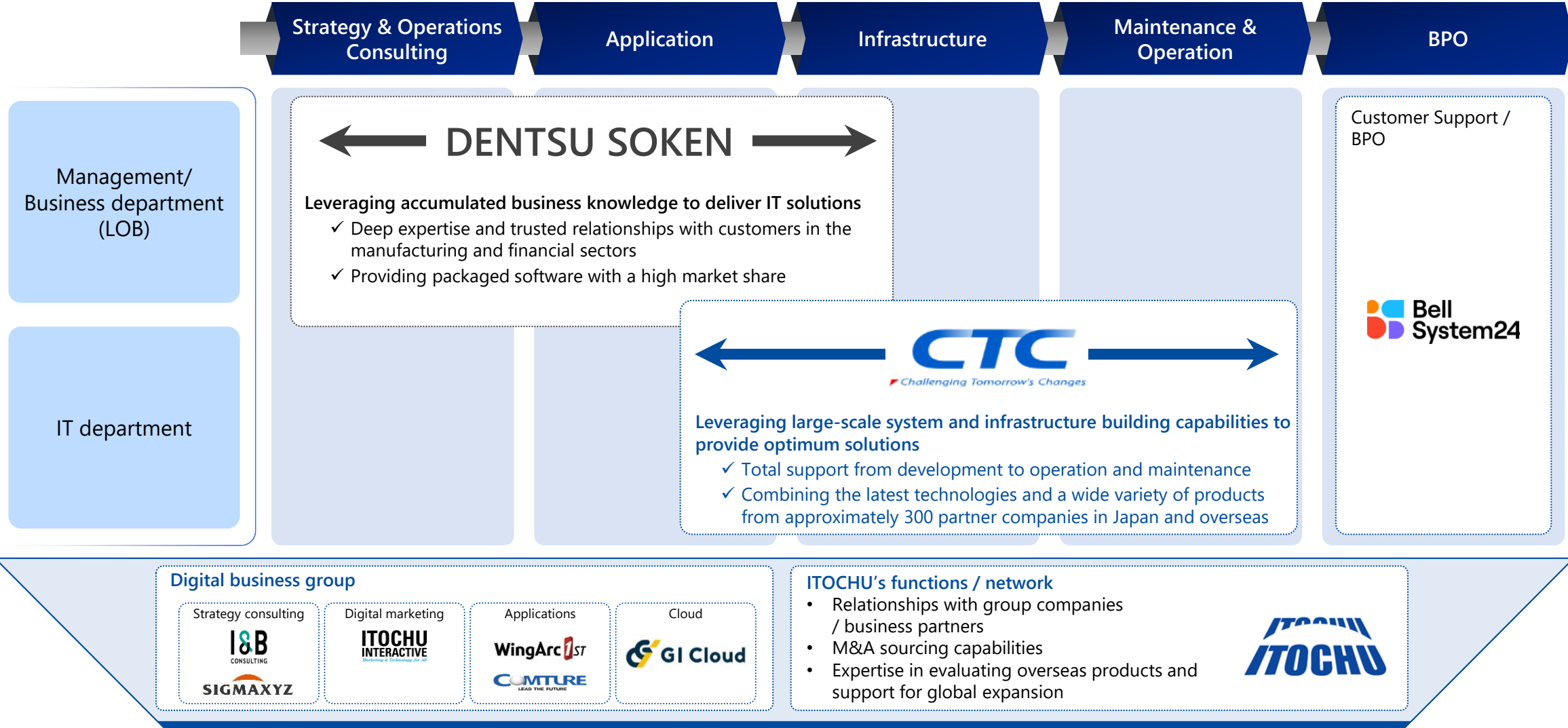
IT Services Area: AI-Driven Transformation of the IT Industry

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



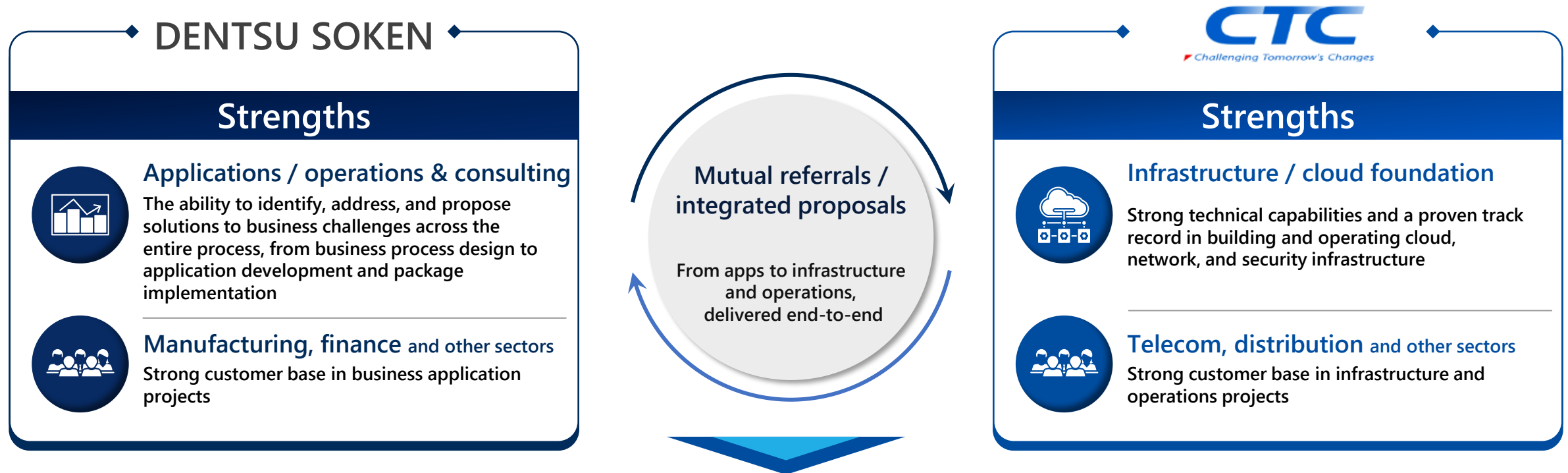
IT Services Area: Digital Business Group

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



IT Services Area: Synergies

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

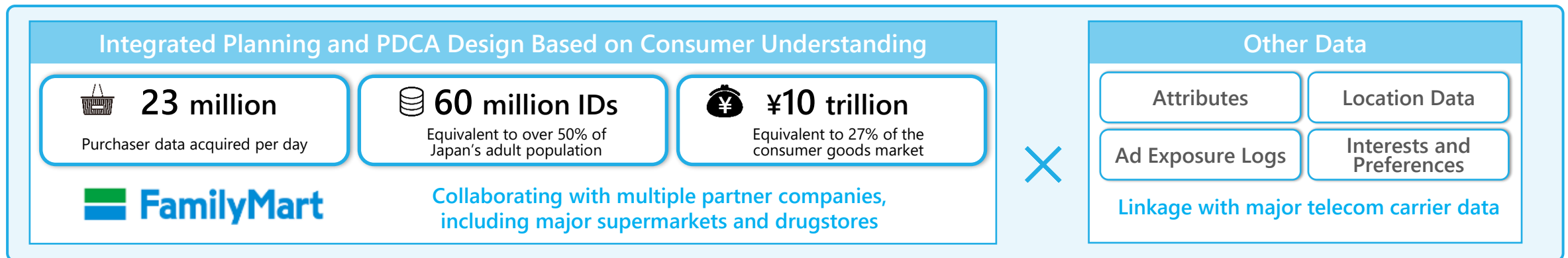
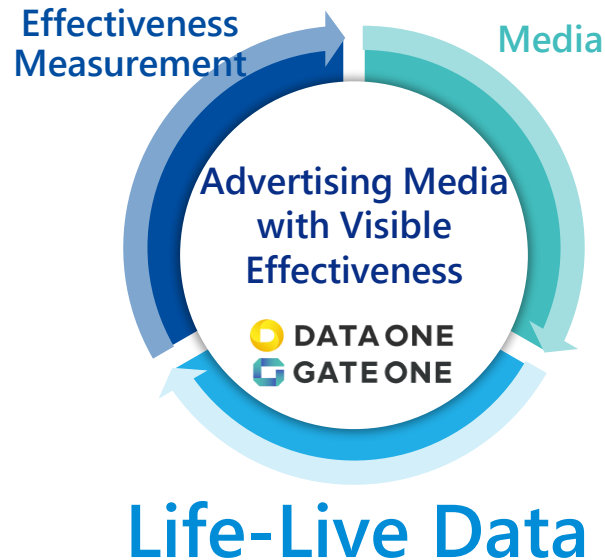
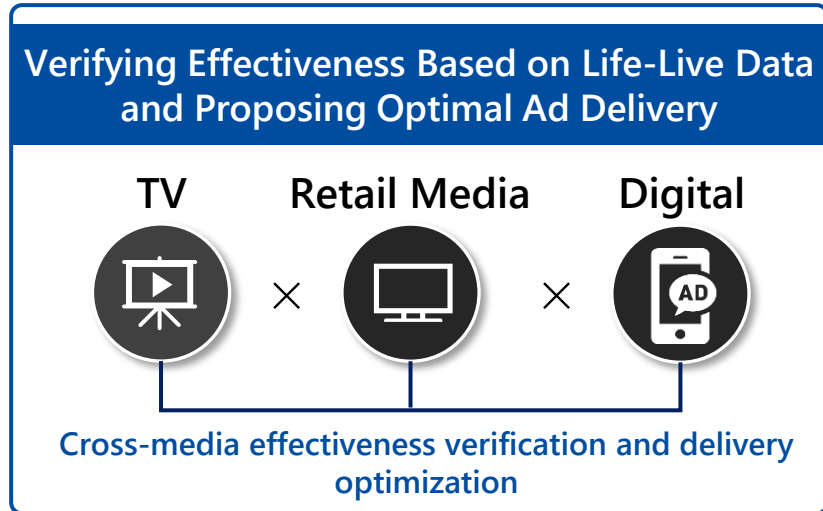


Key planned items for business alliance

- 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



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



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

