

///The Brand-new Deal

The 8th Company Retail Media Business (Investor Briefing)

June 30, 2025

ITOCHU Corporation (8001)

Forward-Looking Statements

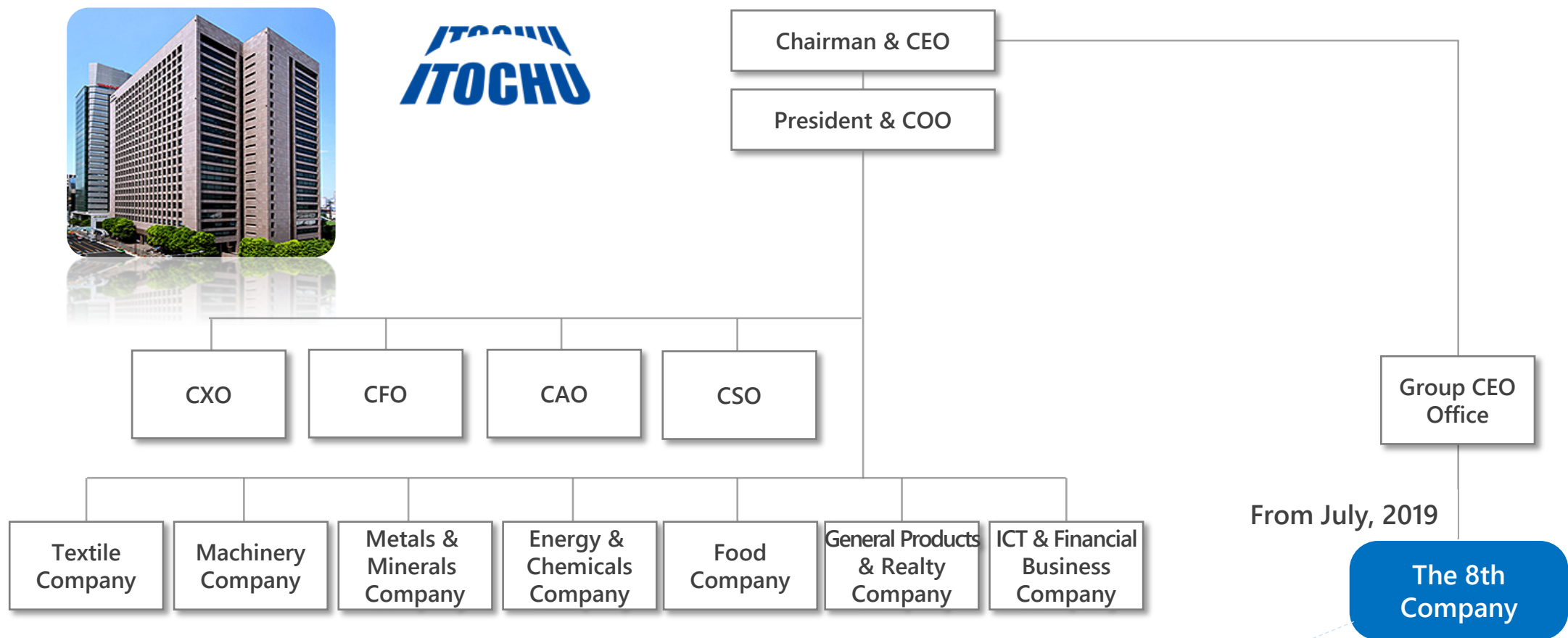
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The 8th Company

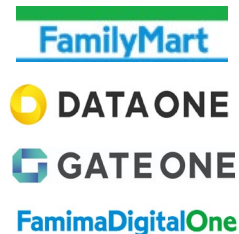


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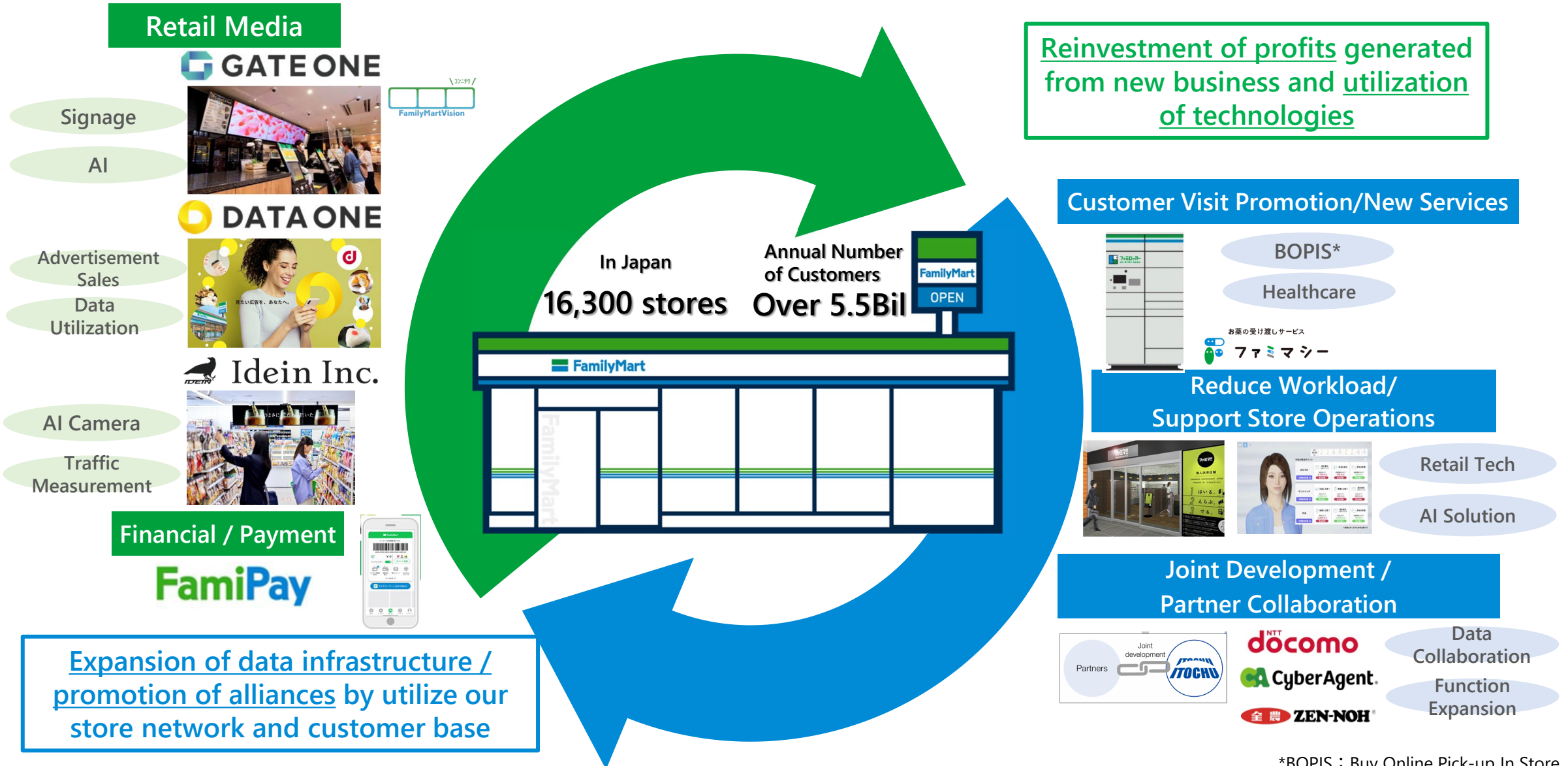


What is The 8th Company ?

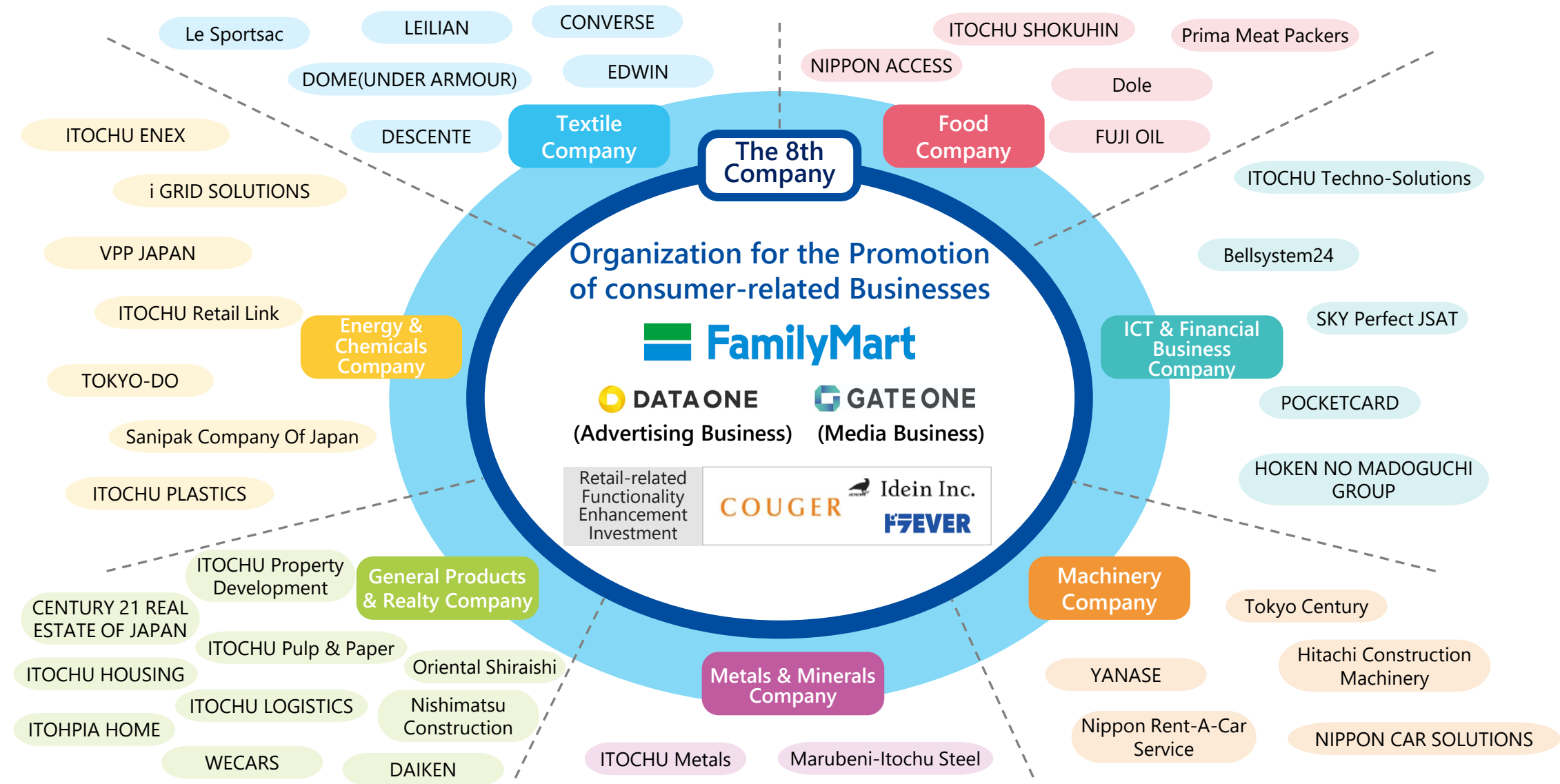
In the business environment surrounding ITOCHU, consumers' tastes and purchase channels have diversified, and unprecedentedly rapid changes are taking place at the facing industries. E-commerce and other businesses deal in a wide range of products, having made it difficult to operate appropriately only with the vertically oriented organizations based on the traditional product-oriented approach. To address this issue, ITOCHU established the 8th Company with select group of human resources with diverse knowledge and experience from the existing seven companies. ITOCHU is aiming to develop new businesses and cultivate new customers with a market-oriented perspective for catering to market and consumer needs, by taking full advantage of the diverse business foundations of its strength in the consumer sector.



Initiatives with the 8th Company and FamilyMart



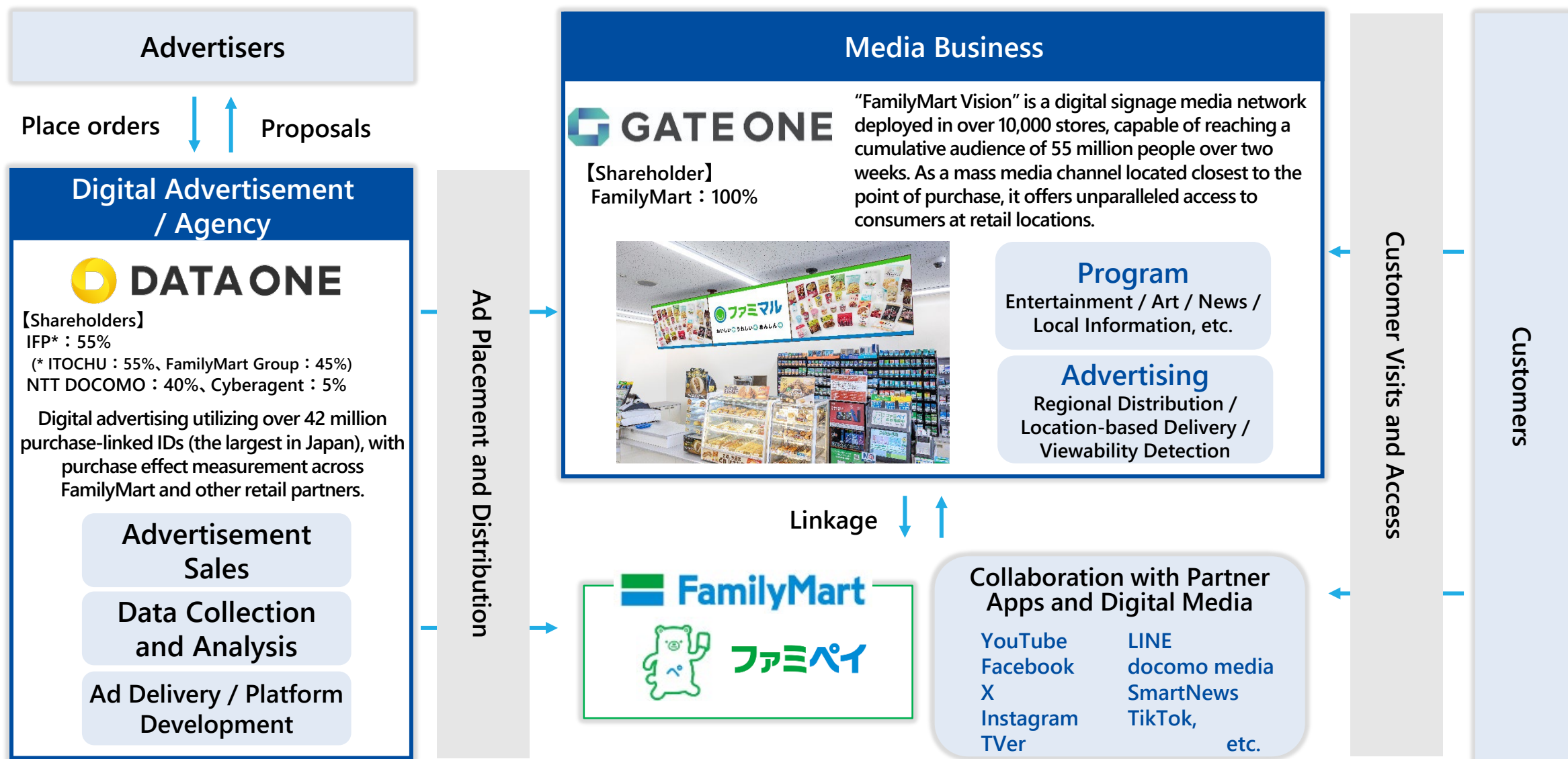
Function of the 8th Company



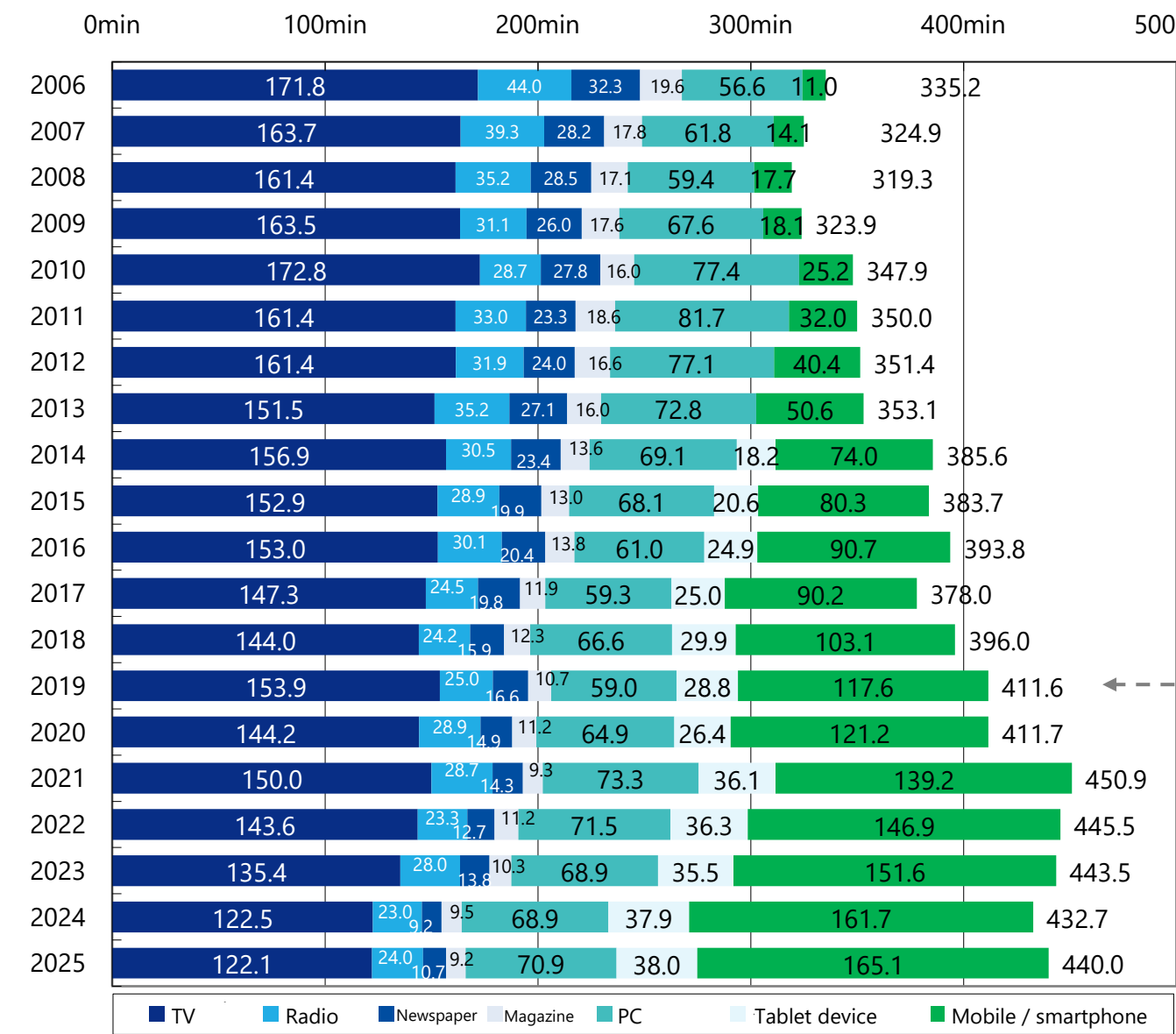
Retail Media Initiatives by The 8th Company



Retail Media Business Overview of The 8th Company



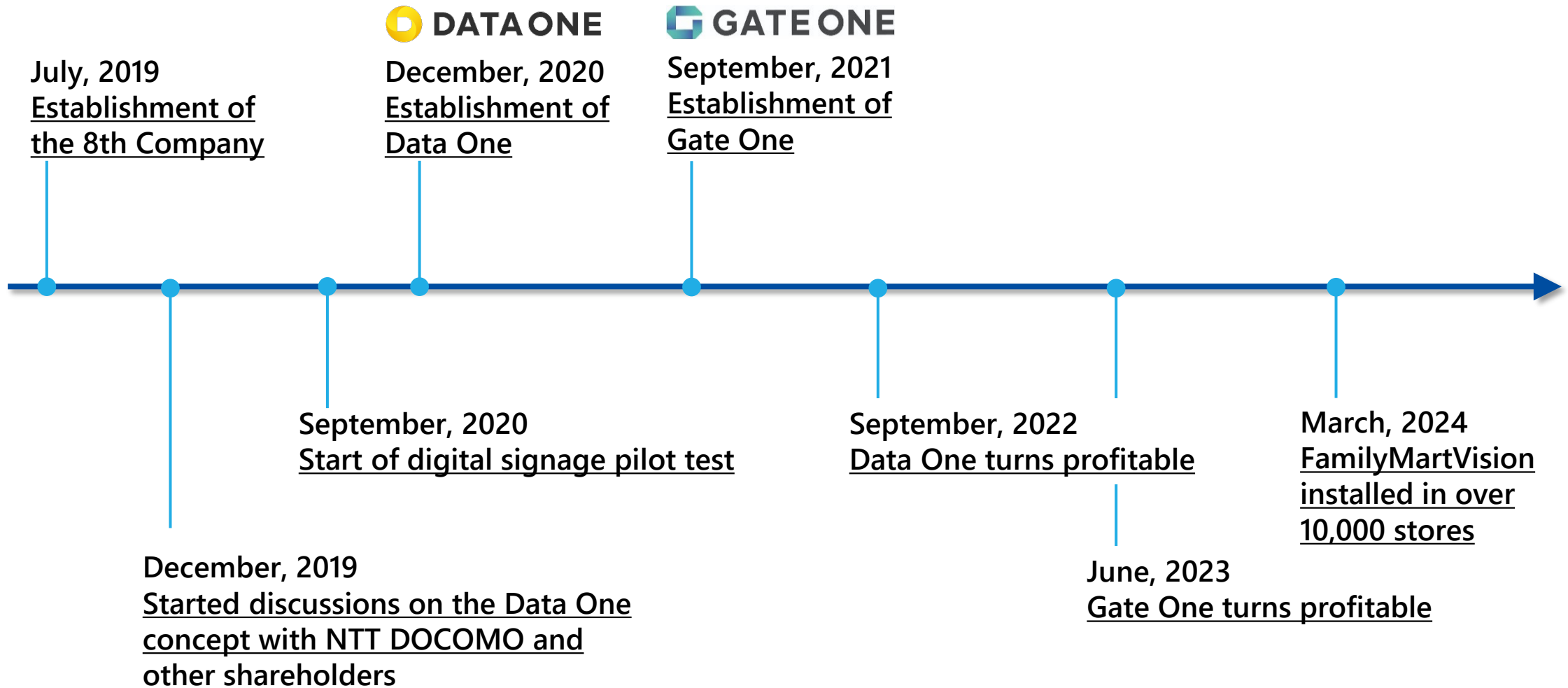
The Retail Media Landscape



- ✓ With the widespread adoption of smartphones, consumers' media consumption time has shifted significantly toward digital platforms.
- ✓ At the same time, increasing diversity in personal interests and preferences has made it more difficult to reach a mass audience through traditional, uniform channels such as television.

Digital advertising overtakes television advertising

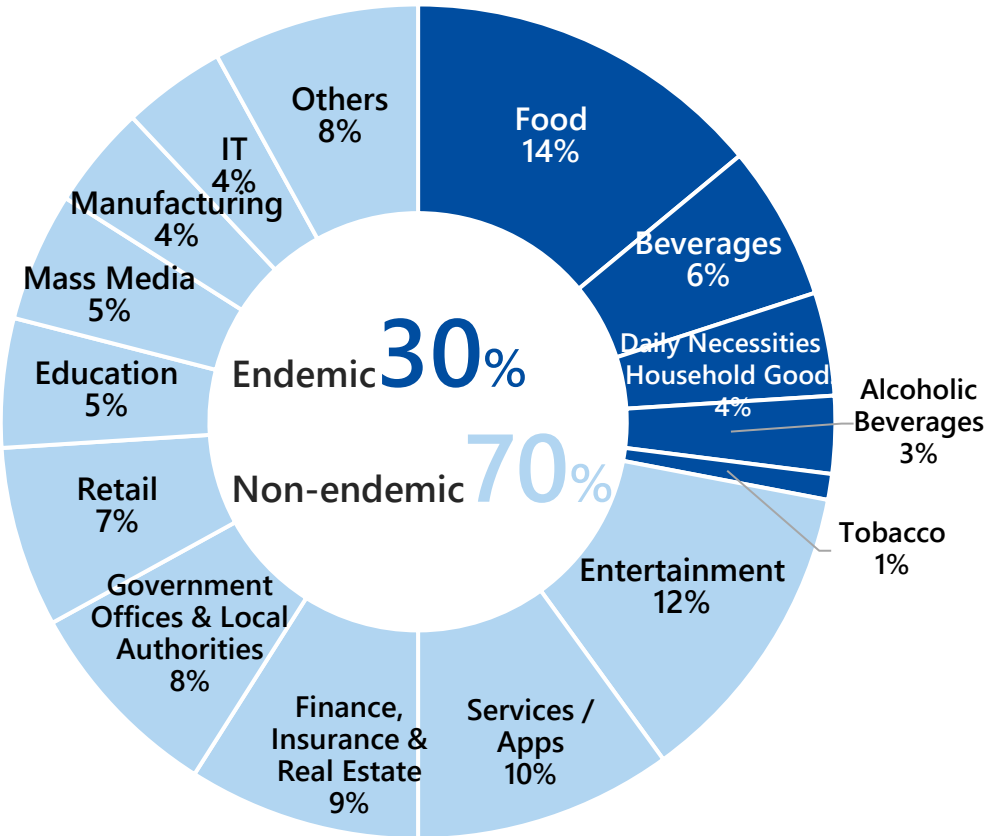
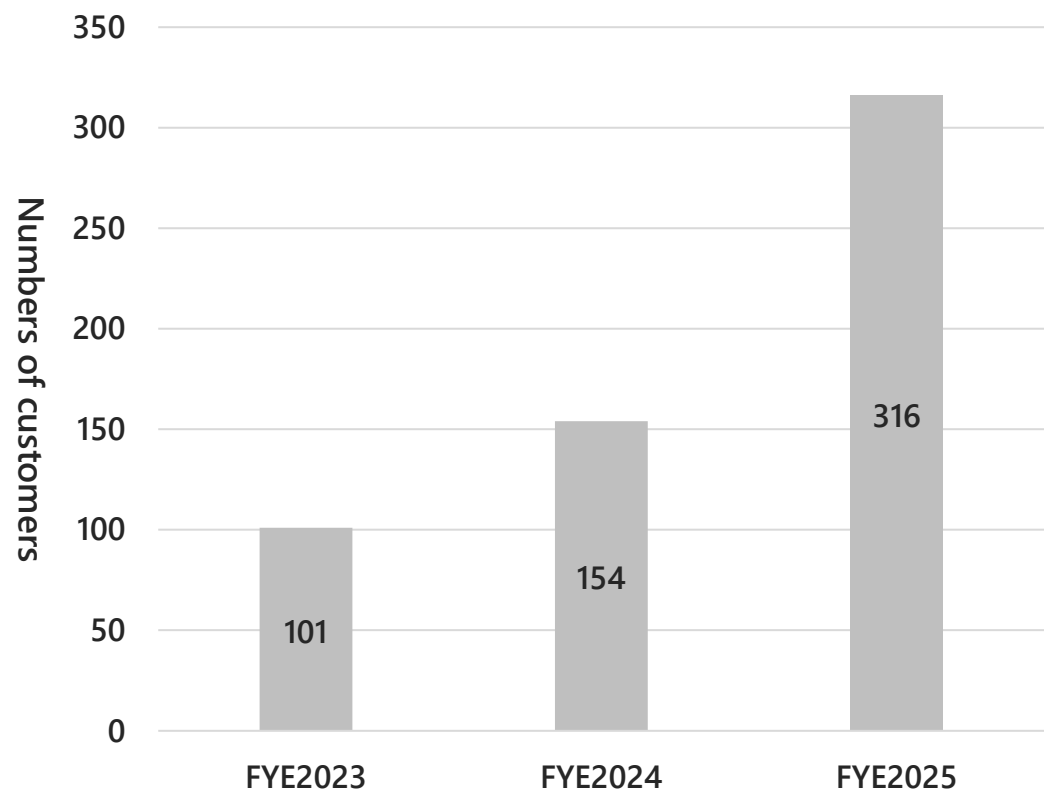
Milestones Following the Establishment of The 8th Company



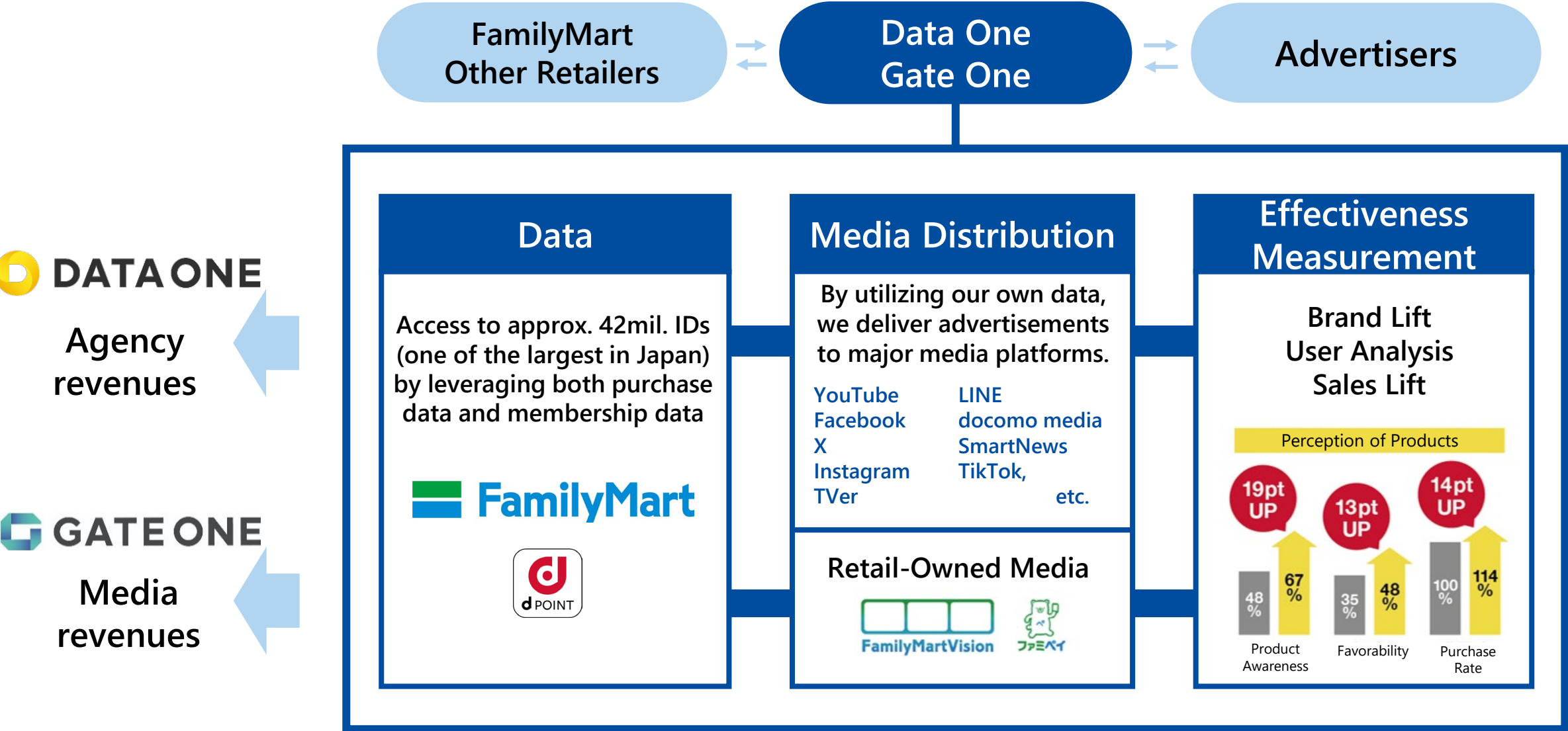
Steady Growth of the Retail Media Business

- ✓ The range of advertiser is diversifying, and the use of our services is expanding for both promotional and branding.
- ✓ On our digital signage, more than half of advertisers are now non-endemic*—companies whose products are not carried by FamilyMart— and continuing to increase in the numbers of companies.

*Advertising for products or services that are not sold on a specific e-commerce site or app.



Objective: Expansion from the Data Domain to the Media Domain



Challenges to Implementing a Retail Media Business

- ✓ The key to success in the advertising media business lies in securing a large volume of high-quality data and extensive reach that are attractive to advertisers.
- ✓ However, in Japan, it is difficult for a single retailer to provide both the necessary scale and quality of data and reach.

Scale of Ad Delivery IDs

Securing an overwhelming number of digital touchpoints and customer IDs is essential.

Breadth of Purchase Data

It is necessary to obtain a wide range of delivery data based on a vast number of SKUs.



Reach and Profitability

Ensuring both a large volume and wide variety of data reach directly contributes to advertising revenue.

U.S. Retail Case

Walmart

Monthly Active App Users : 120Mil.
SKU : Approx. 120,000-140,000

CVS pharmacy

Monthly Active App Users : 70Mil.
SKU : Approx. 20,000-30,000
*Prescriptions excluded

According to our research

Introduction to Data One's Initiatives



<https://data-one.co.jp/>

(Japanese only)



No.1 Retail Data Marketing Company

Develops advertising products and operates an agency business utilizing retail data

Established as a joint venture among the four companies



Data One – Business Overview: Three Core Business Assets

Data

Possesses one of the largest datasets in Japan, combining retail purchase data and “d” member data



Three major drugstore chains

Holds over 42 million IDs, among the largest in Japan

Media

Enables ad distribution not only to major external media, but also to owned media of FamilyMart and NTT DOCOMO

YouTube
Facebook
X
Instagram
TVer

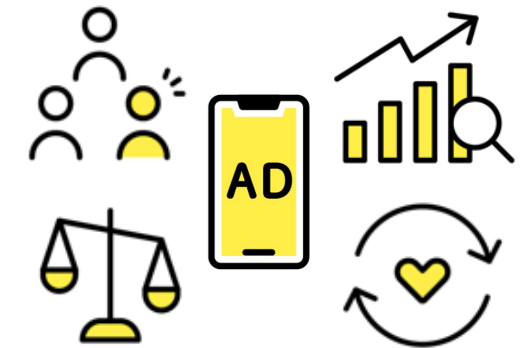
LINE
docomo media
SmartNews
TikTok,
etc.

Retail-Owned Media,
among the largest in Japan



Performance Measurement & Analysis

Supports a wide range of needs, including brand lift, sales lift, and user analysis



Provides analysis based on advertising IDs
Utilizes docomo/d POINT data as well

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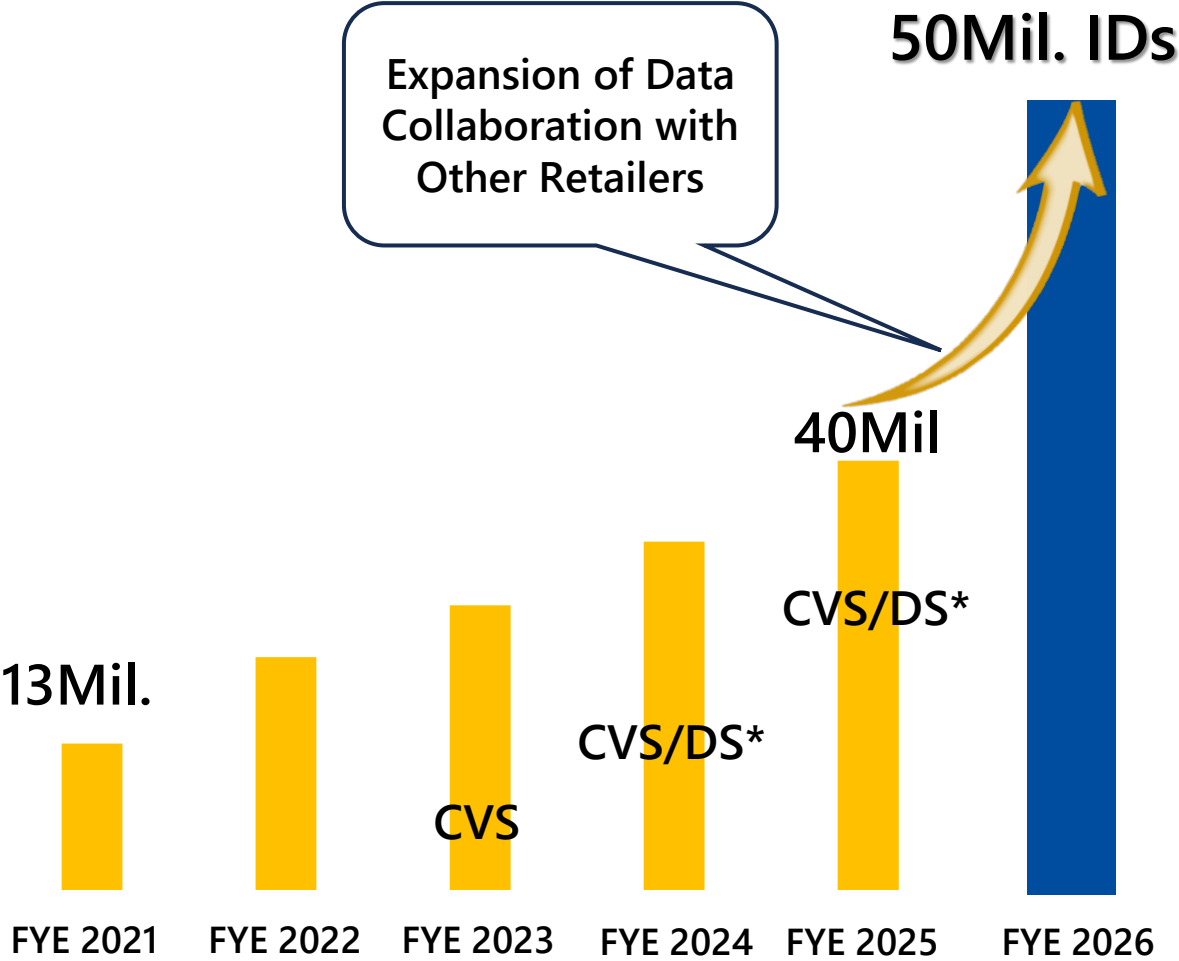
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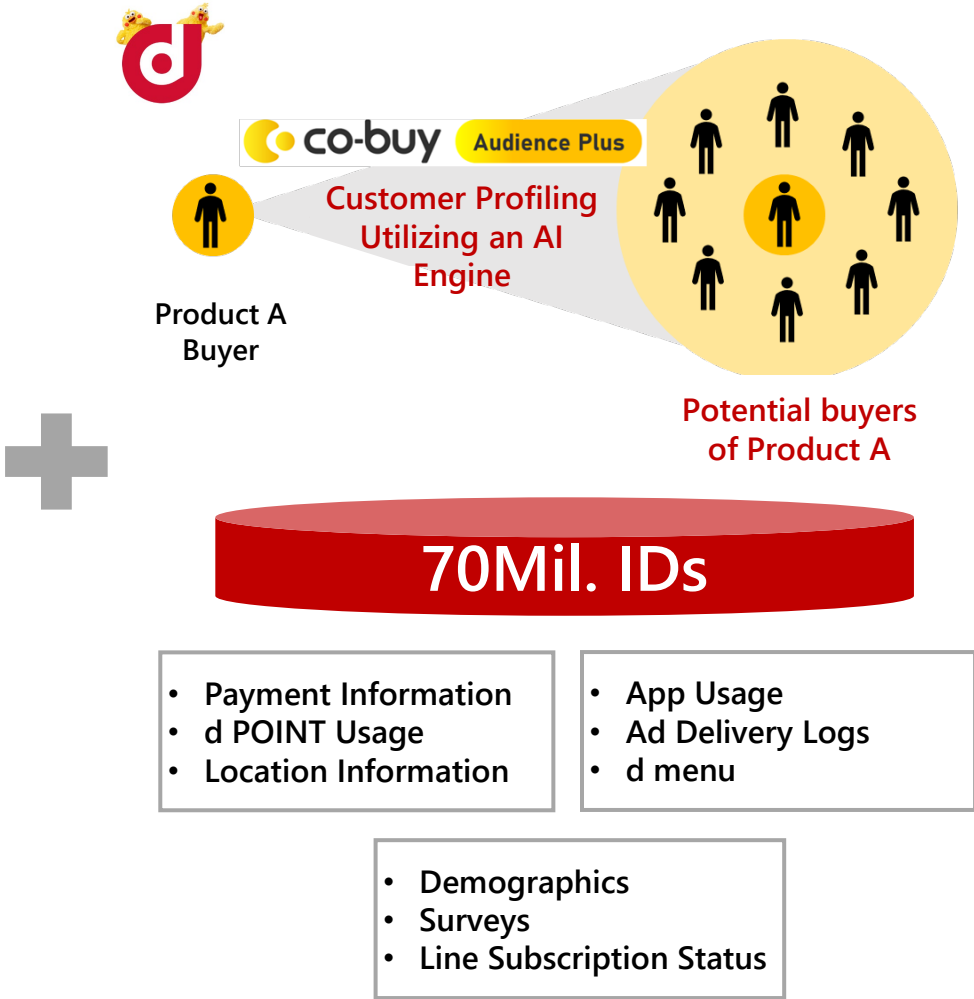
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Trends in the Growth of Purchase-Linked Ad IDs and Attribute Data by NTT DOCOMO

Purchase-Linked Ad IDs

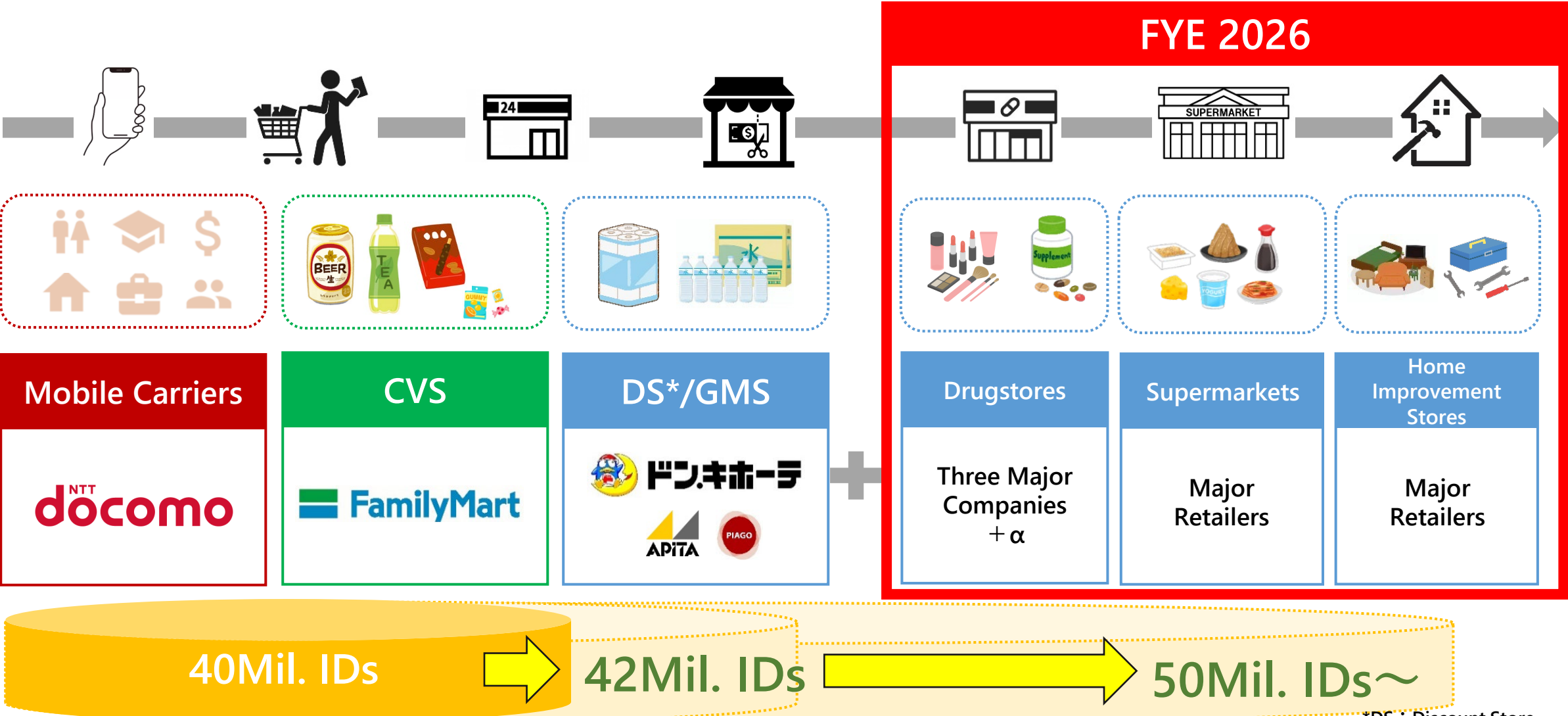


Attribute Data by NTT DOCOMO



Rapid Expansion of Data Alliances

A significant increase in the number of IDs is expected.



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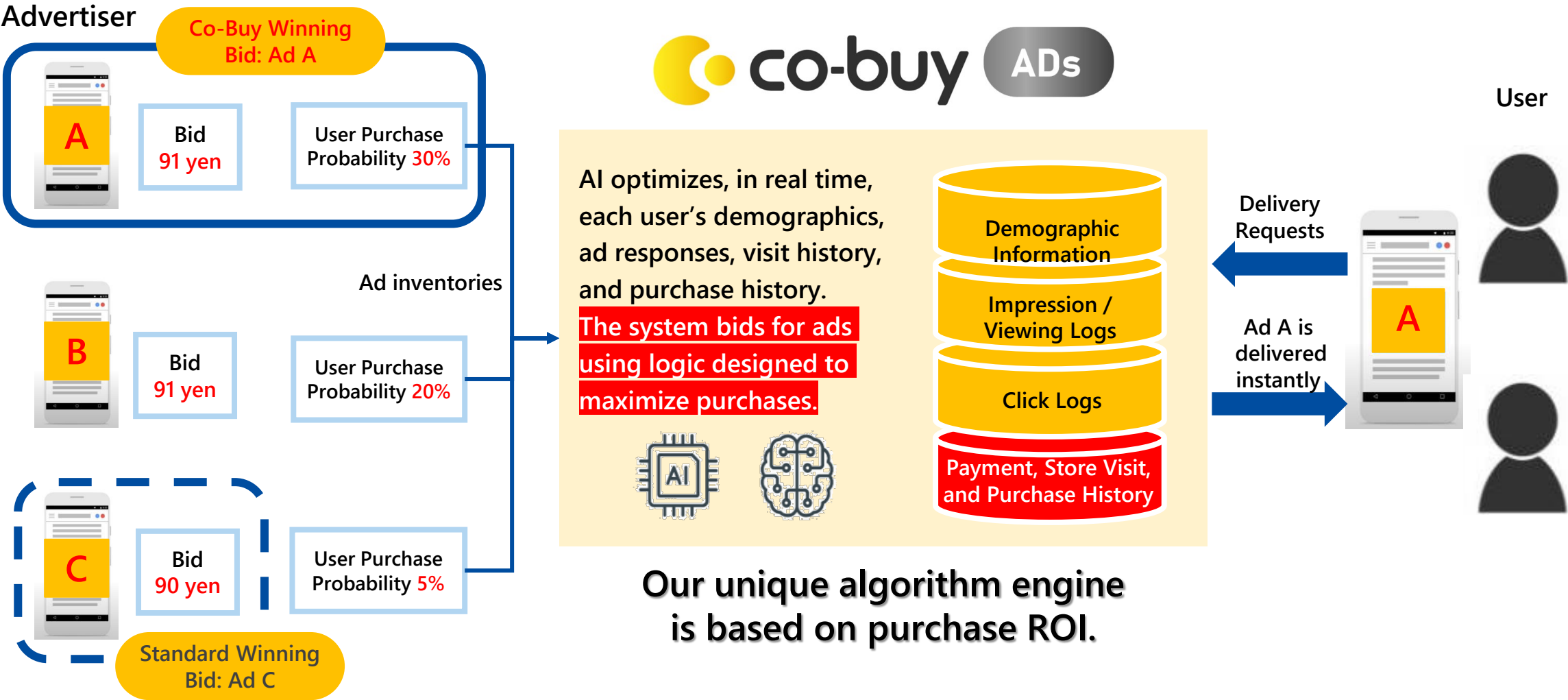
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Utilizes docomo/d POINT data as well

Optimal Ad Delivery through Co-Buy

Based on past purchase behavior, the system bids at the optimal price for users who are highly likely to make a purchase this time, enabling efficient ad delivery.



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Purchase Measurement using Ad IDs – enables analyses such as brand mapping



Evaluates advertising effectiveness using purchase data

Various advertising metrics can be measured and evaluated using purchase data

- Media type
- Segment
- Creative, etc.

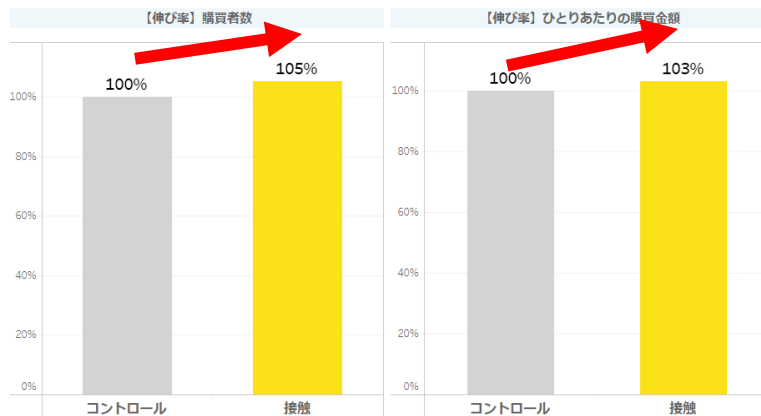
		購買 (14日間)			ROI (14日間)	
		購買数	購買率	購買単価	売上金額	ROI
		16,951	8.98%	¥82.5	¥2,959,165	211.7%
		5,402	2.88%	¥172.2	¥185,126	19.9%
		3,700	2.05%	¥223.3	¥587,579	71.1%
		3,525	4.85%	¥207.1	¥389,721	53.4%
		29,578	4.70%	¥131.3	¥4,121,591	106.1%
		購買単価	売上金額	ROI		
		¥82.5	¥2,959,165	211.7%		
		¥172.2	¥185,126	19.9%		
		¥223.3	¥587,579	71.1%		
		¥207.1	¥389,721	53.4%		
		¥131.3	¥4,121,591	106.1%		



Visualizes the impact of advertising and purchases

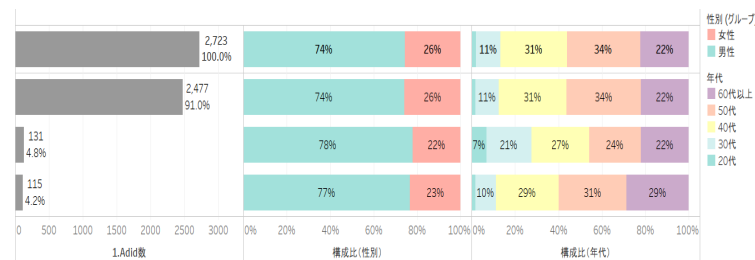
Compare purchase effects between ad-exposed and non-exposed users.

- Exposed vs. non-exposed
- Before vs. after ad delivery
- Repeat vs. non-repeat, etc.

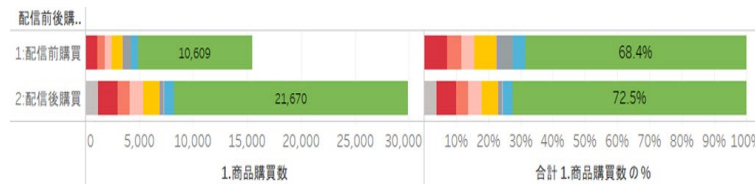


Analyzes the attributes of purchasers

Purchaser attributes



Share changes before and after ad delivery



Integrated Store Collaboration 1: Digital × In-store Signage × Sales Floor Activation

“Coke × FamiChiki” Campaign: Complete Takeover of FM On/Off-Site through In-Store & App Advertising and In-Store Promotions

- Media: FMV (FamilyMart Vision), FamiPay, register screens, in-store broadcasting
- In-store POP: Walk-in coolers, hot food displays

FamilyMartVision



FamiPay Advertising



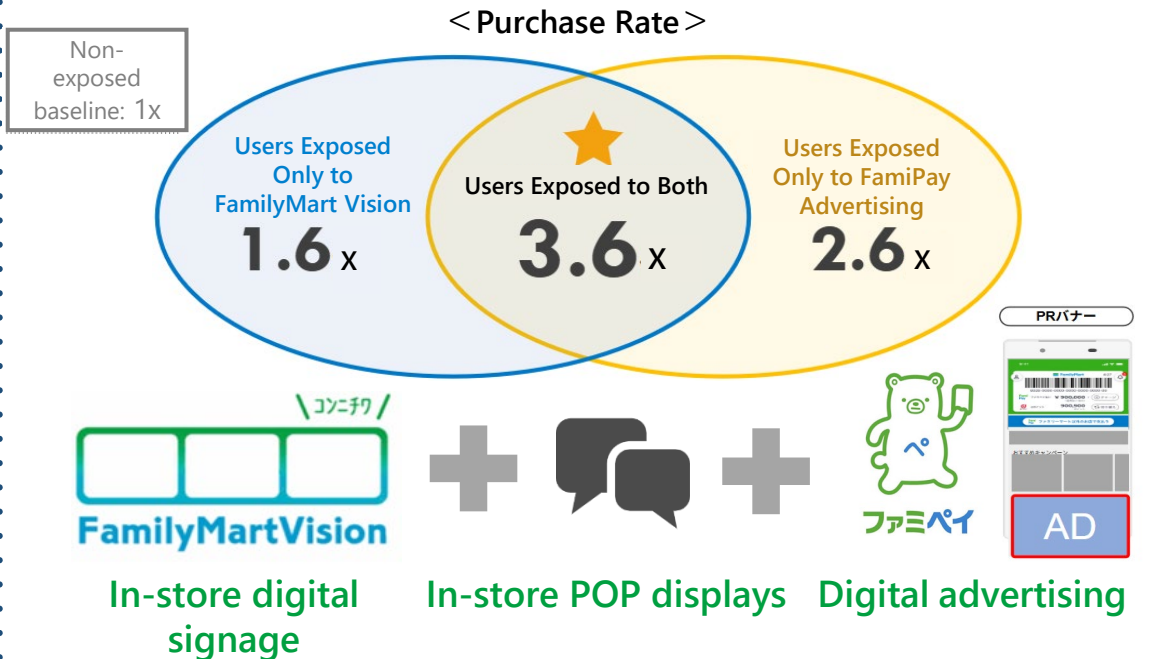
In-store Promotional Materials



Register Screens



- By combining FMV (FamilyMart Vision) and FamiPay advertising, cross-media effects are achieved. Furthermore, simultaneous in-store promotions help maximize the impact on purchase behavior.



The key point is the synergistic effect between information understood by the left brain (logical/rational) and information felt by the right brain (emotional/visual).

Integrated Store Collaboration 2: Utilizing In-Store Digital Signage and Store Assets (Parking Lot)

FamilyMart parking lots were utilized as venues for car test-drive events, and during the campaign period, advertisements were broadcast on FamilyMart Vision screens in the relevant areas.

Advertiser Hyundai Mobility Japan Co., Ltd.

Period April 4 – May 4, 2025
(Fridays, Saturdays, and Sundays)

Stores 10 stores in total (Tokyo, Chiba, Kanagawa, Shizuoka)



By offering test drives on familiar public roads, participant satisfaction was high, and the campaign also resulted in increased new purchases during the period.

● Ads were delivered via in-store digital signage



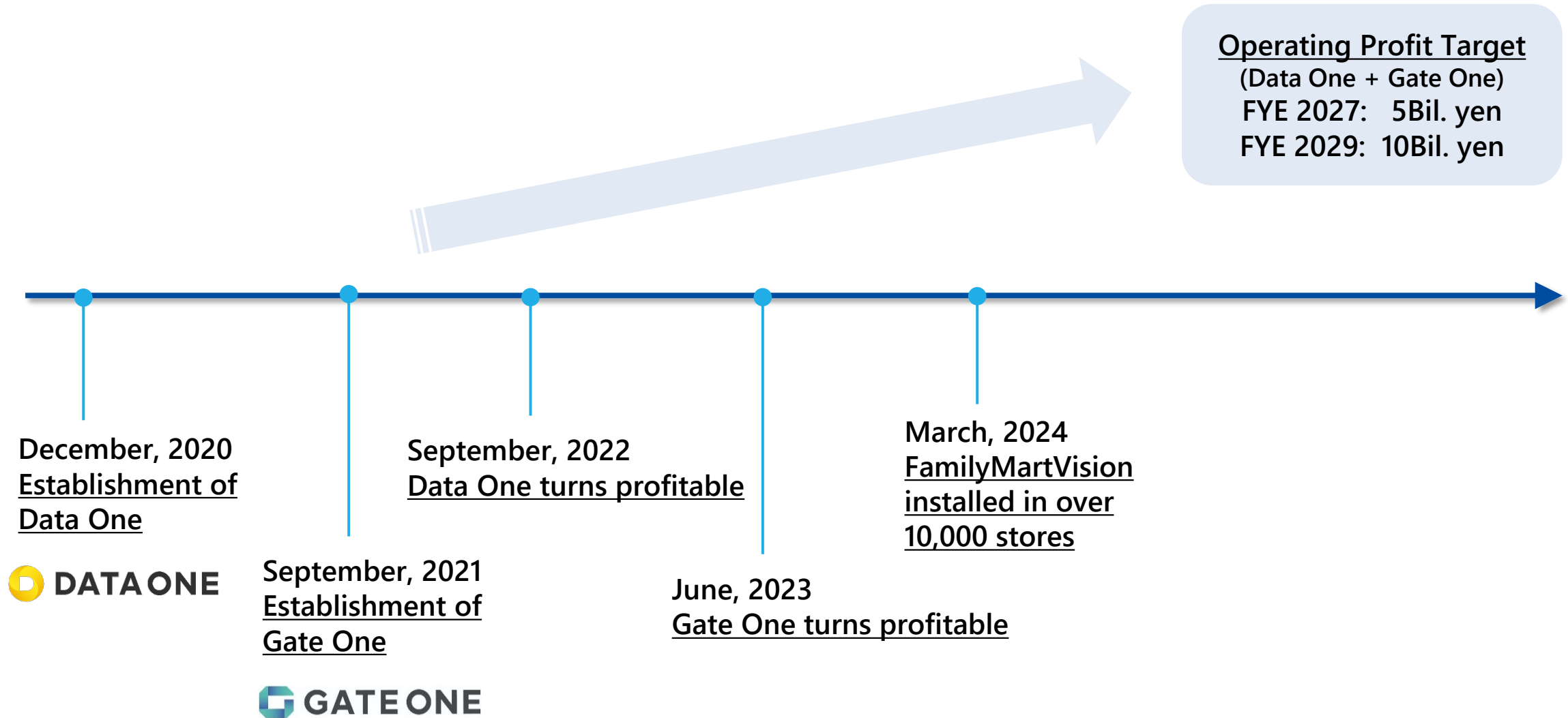
● Test-drive events were held in store parking lots.



Future Vision



Our Progress and Future Target



Future Strategy: Three Key Partnerships

1

Expansion of Data Alliances

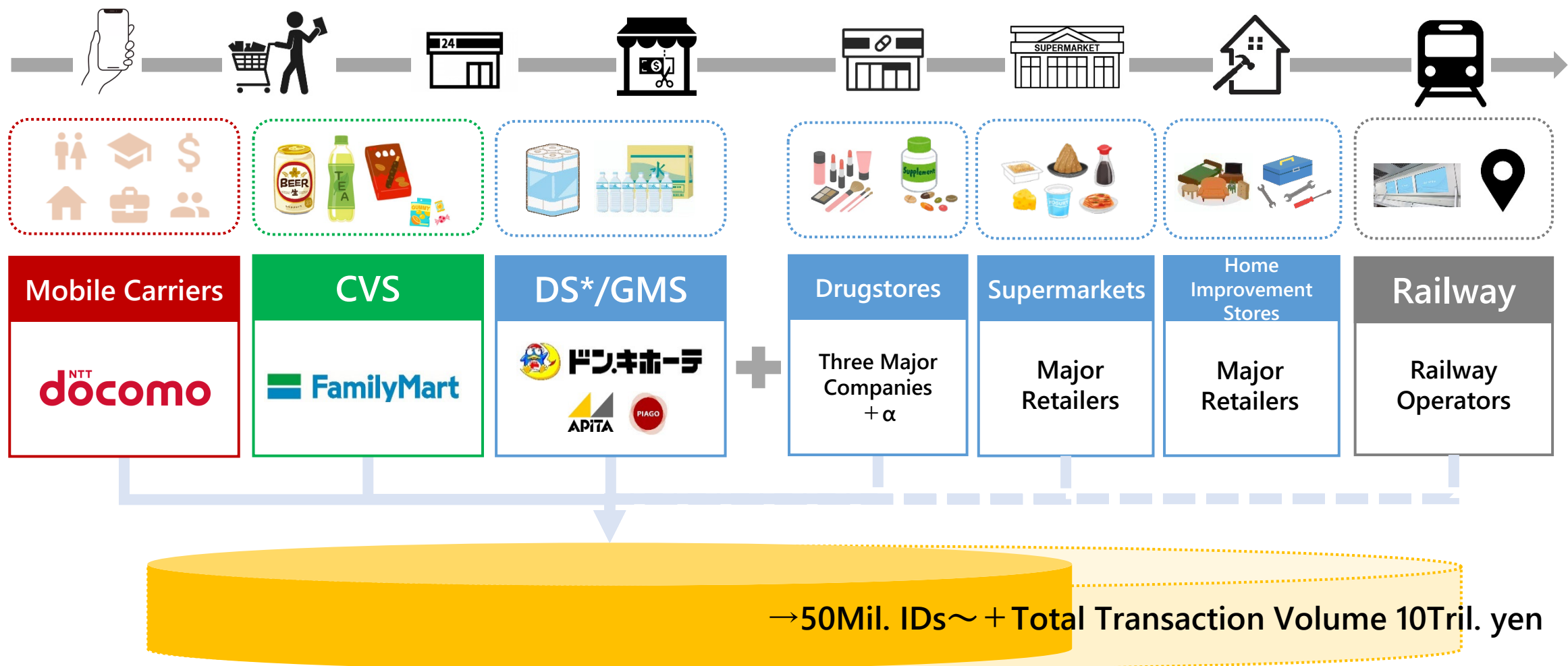
2

Development of Cross-Media Marketing Solutions

3

**Functionality Enhancement and Ecosystem Expansion
through Investment**

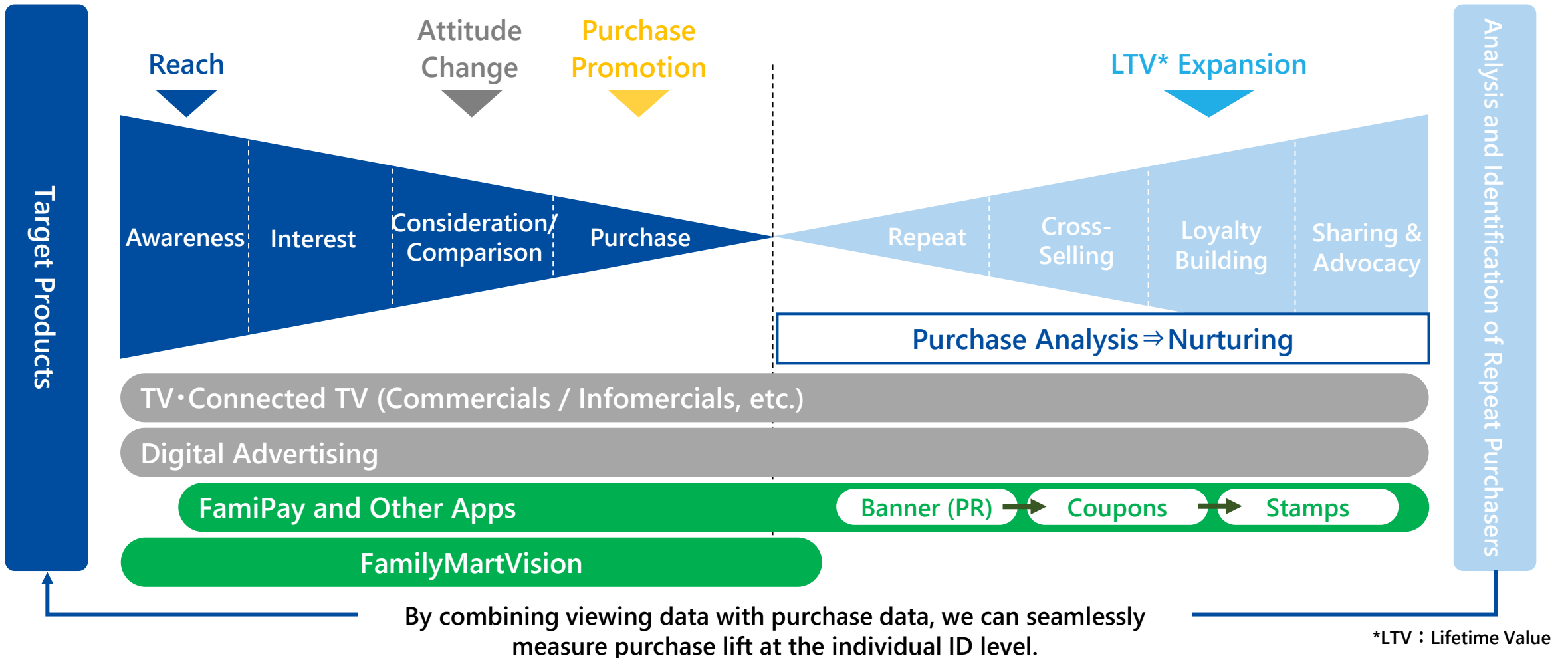
1. Data Alliance: Expansion to Other Retailers and Business Sectors



*DS : Discount Store

2. Development of Cross-Media Marketing Solutions

- ✓ We are entering an era where marketing is no longer effective through TV or digital advertising alone, but instead requires a complex combination of multiple media channels.
- ✓ By leveraging ITOCHU Group's assets and optimally integrating them with traditional media, we are developing cross-media solutions that maximize marketing effectiveness.



3. Functionality Enhancement and Ecosystem Expansion through Investment

Starting with an ecosystem comprised of existing retail media companies, we aim to drive a growth cycle—including capital and business alliances—that will significantly expand the revenue scale of our retail media and related businesses.

