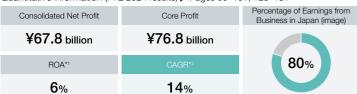
ICT & Financial Business Company



Quantitative information (FYE 2024 results) ▶ Pages 99–101, 128–131



*1 ROA based on core profit.

*2 Compound annual growth rate of consolidated net profit from FYE 2012 to FYE 2024. Since FYE 2011 reported loss due to the impairment loss on Orient Corporation, etc., CAGR is shown from FYE 2012 onwards.

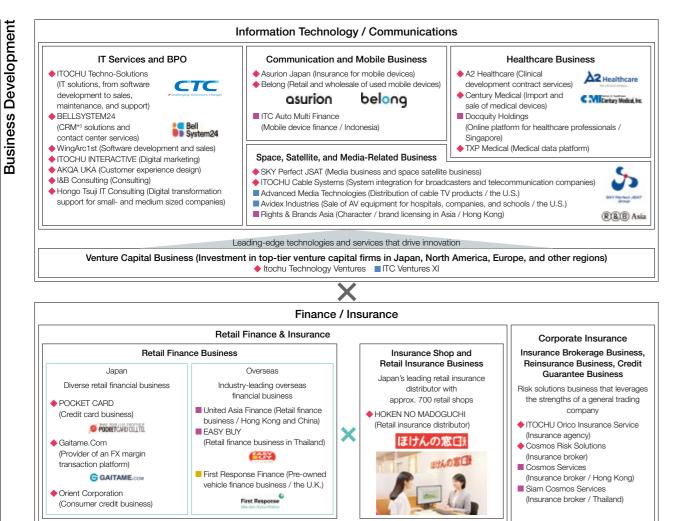


Shunsuke Noda President, ICT & Financial Business Company



From left:			
Masato Horiuchi	Chief Operating Officer, ICT Division		
Yasuhito Kawauchino	Chief Operating Officer, Financial & Insurance Business Division		
Suguru Amano	Chief Financial Officer		
Tetsuya Asano	General Manager, Planning & Administration Department		

*3 CRM: Customer Relationship Management



Region legend:
Japan North America The U.K. and Europe China and other Asian countries

Advancing a Joint Venture with Boston Consulting Group, a Leading Management Consulting Firm

In April 2024, we established a joint venture with Boston Consulting Group (BCG) to engage in digital transformation (DX) consulting services that help clients solve issues and transform their businesses through the utilization of IT and digital technologies. By combining BCG's world-class consulting expertise with our business know-how and the capabilities of our group of digital businesses centered around CTC and BELLSYSTEM24, Inc., we will provide comprehensive and flexible DX consulting services tailored to our clients' needs. In addition to identifying business challenges and solutions, we will provide proposals that include optimal collaboration with IT services and business process outsourcing (BPO). By providing highly effective consulting services tailored to customer needs and preferences, we aim to further expand our business foundation.





oriented perspective

Corporate Value]	Created Value				
		Cost of	Capital	-	Grow	th Rate

Expand Created Value (FYE 2024 Review)

	P	Privatized CTC, the core of our digital value chain strate				
	P	Agreed to establish a joint venture with BCG, a leading r DX consulting business				
	Ŵ	Began supporting overseas biotech companies' develops to promote the elimination of drug loss*4				
	@ 🖗	Commenced the handling of financial products compati MADOGUCHI GROUP INC.				
	Ø	Began offering the Gaitame.Com Card, which allows us through a collaboration between Gaitame.Com Co., Ltd				
		*4 Due to the complexity of Japan's pharmaceutical regulations and c compared to Western countries, foreign pharmaceutical companie				
Increase Growth Rate						
	P	Finding and forming alliances with start-up companies, a next-generation businesses				
	Ø	Utilizing our group of digital businesses to expand the ea				

- between Belong Inc., which operates a distribution business for used mobile devices, and Mercari, Inc.
- Creating a finance and insurance business value chain in the retail sector

Lower Cost of Capital

_	١	Increasing the handling of used mobile devices with the the frequent replacement of mobile devices
	Ø	Reducing health-related risks by supporting the develop advanced medical equipment
	Ø	Contributing to the improvement of people's quality of life regions and products
	Φ	Reducing the risk of business disruptions by realizing a h telecommunication infrastructure
-		



The list of major subsidiaries and associated companies is available on ITOCHU's website.

L https://www.itochu.co.jp/en/files/ar2024E_12.pdf

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Initiative for Sustainable Enhancement of Corporate Value through a Market-Oriented Perspective

From left: IT Business Section No. 1, Information Technology Business Department Keita Koizumi, Taichi Isogaya IT Business Section No. 3, Information Technology Business Department Shinichi Oomoto I&B Consulting Inc. Tasuku Yamazaki (Dispatched), Yuko Kawamoto (Dispatched), Makoto Takeuchi (Dispatched)

Items related to Sustainability Action Plans are indicated with a mark for the corresponding material issues

- P Evolve Businesses through Technological Innovation (Contribute to a Decarbonized Society)
- Develop a Rewarding Work Environment
- Respect and Consider Human Rights
- Contribute to Healthier and More Affluent Lifestvles
- A Maintain Rigorous Governance Structures

egy, and strengthened our earnings base management consulting firm in the United States, to develop a

oment of new drugs in Japan through A2 Healthcare Corporation

tible with the new NISA and iDeCo schemes at HOKEN NO

sers to use credit card points for foreign currency savings, d. and POCKET CARD CO., LTD.

clinical trial procedures, as well as the differences in the drug pricing system ies are avoiding Japan, resulting in a lack of new drug development in the country.

, and leveraging new technologies to create and promote

earnings base for the DX business and strengthen the synergies with existing businesses, such as BELLSYSTEM24, Inc. and CTC within the digital value chain.

Making smartphone reuse more accessible and promoting the effective use of limited resources through a collaboration

aim of reducing the negative environmental impact caused by

pment of pharmaceutical products and distributing and selling

life through retail finance businesses that encompass diverse

a highly robust ICT environment, backed up by reliable



Details on the Sustainability Action Plans are available on ITOCHU's website L https://www.itochu.co.jp/en/csr/itochu/actionplan/