



Tatsushi Shingu

President, ICT & Financial Business Company



From left:

Hiroshi Kajiwara	Chief Operating Officer, ICT Division
Tadayoshi Yamaguchi	Chief Operating Officer, Financial & Insurance Business Division
Kenichiro Soma	Chief Financial Officer
Atsushi Hashimoto	General Manager, Planning & Administration Department

ICT & Financial Business Company

Business Fields

- Information technology (IT solutions, BPO, digital marketing, venture capital, healthcare, etc.)
- Communications (mobile devices, related equipment and services, space and satellite, media and content, etc.)
- Finance (retail finance, corporate finance, etc.)
- Insurance (insurance shop, retail insurance, corporate insurance brokerage, reinsurance, credit guarantee, etc.)

Company Strengths

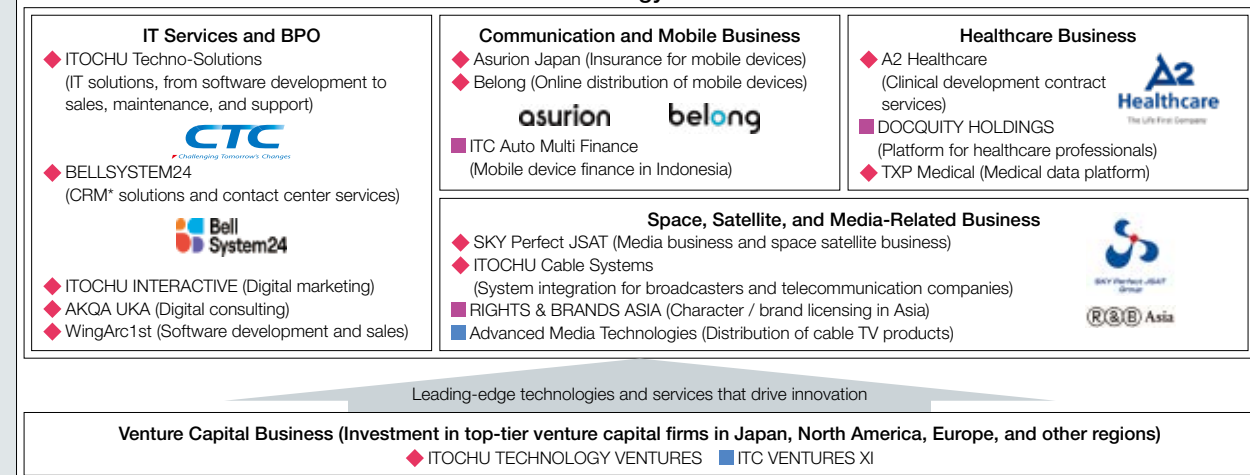
- Earnings base and synergies, driven by Group companies with leading scale and presence in the domestic ICT field
- Development of retail businesses together with market-driving core Group companies in the financial and insurance business
- Network of start-ups and leading-edge companies in Japan and overseas through relationships with top-tier venture capital firms in North America, Europe, and other regions

Business Development Quantitative information ▶ Page 126–133

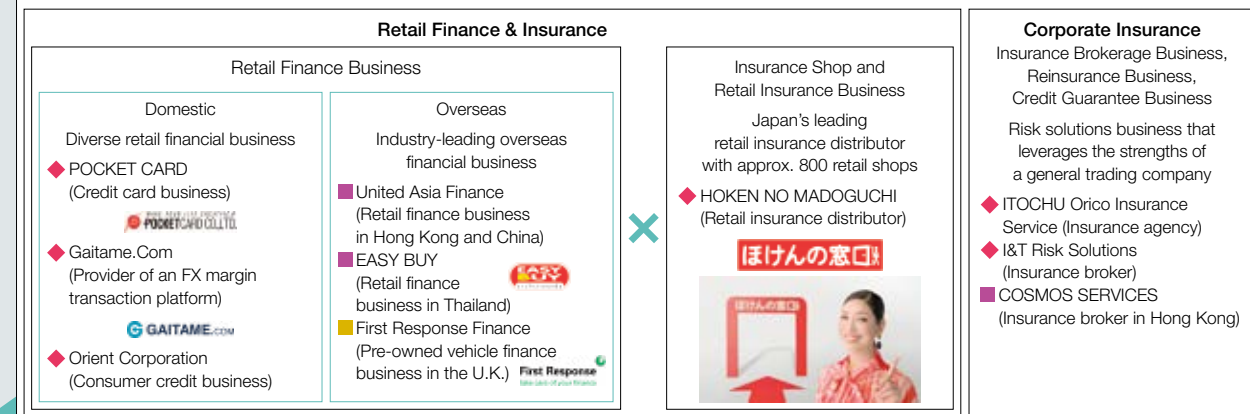
Percentage of Earnings from Domestic Business (image)

80%

Information Technology / Communications



Finance / Insurance



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

* Customer Relationship Management

The list of major subsidiaries and associated companies is available on ITOCHU's website.
https://www.itochu.co.jp/en/files/ar2023E_12.pdf



Specific Example of Realizing Business Transformation by Shifting to a Market-Oriented Perspective

Conversion of Major Provider of a Foreign Exchange Margin Transactions (FX) Platform, Gaitame.Com Co., Ltd. into an Affiliate

In September 2022, the major provider of an FX margin transaction platform, Gaitame.Com Co., Ltd. (Gaitame.Com), became an affiliate of ITOCHU. The FX market continues to grow steadily, posting record-high trading volumes in 2022. With its customer-first philosophy, Gaitame.Com's strengths lie in its ability to provide thoroughly customer-centric services that offer one of the lowest fee levels in the industry, savings-type services that allow customers to build their assets over the long term, and high-quality FX-related information. Based on these strengths, Gaitame.com has grown its number of accounts to approximately 590 thousands as of March 2023, and is continuing to expand its number of users.

ITOCHU will support the further expansion of Gaitame.Com's customer base through collaboration with ITOCHU's retail finance business in relation to loans and payments. At the same time, we are developing services in the field of asset management that cater to consumer needs.



Delivering high-quality FX-related information



Financial Business Section No.2,
Financial Business Department
From left:
Takuma Fukumitsu,
Shunnosuke Yoshihara,
Mayu Sato, Kei Harada,
Akihiro Suzuki,
Rento Suga (Dispatched),
Yuko Usui, Hideaki Sato

FYE 2023 Review (Specific Accomplishments)

- Established AKQA UKA Inc., a joint venture with the United Kingdom's WPP Group, which is one of the world's largest advertising agencies, to develop a consulting business specializing in customer experience
- Made DOCQUITY HOLDINGS PTE. LTD., of Singapore, a company that manages a platform for healthcare professionals in Southeast Asia, an affiliate
- Conversion of major provider of a foreign exchange margin transactions (FX) platform, Gaitame.Com into an affiliate
- Implemented recapitalization through a share consolidation of HOKEN NO MADOGUCHI GROUP INC.

Growth Opportunities (Sustainable Growth)

- Finding and forming alliances with start-up companies, and leveraging new technologies to create and promote next-generation businesses
- Fostering overseas development of business models cultivated in Japan in the mobile and ICT business sectors
- Building a digital value chain through the utilization of our group of digital businesses, establishing an earnings base in the innovative and highly convenient digital transformation business based on a market-oriented perspective, and strengthening the establishment of synergies with existing businesses, such as Bellsystem24, Inc., and CTC
- Concluded a comprehensive business alliance between Belong Inc., which is engaged in the used mobile device distribution business, and Uber Eats Japan, Inc., for the development of an initiative to advance the sustainability of the food delivery business
- Expanding our business foundations both inside and outside of Japan by leveraging new retail finance services
- Creating an insurance business value chain in the retail sector

Risk Responses (Lower Cost of Capital)

- Reducing negative environmental impact caused by the frequent replacement of new mobile devices, by procuring and distributing used mobile devices
- Reducing health-related risks by supporting the development of pharmaceutical products and distributing and selling advanced medical equipments
- Enhancing the quality of people's lives through the retail finance business in Japan and overseas
- Reducing the risk of business disruptions by realizing a highly robust ICT environment, backed up by reliable telecommunication infrastructure

Notes: Items related to Sustainability Action Plans are indicated with a mark for the corresponding material issues.
Details of the action plans are available on ITOCHU's website: <https://www.itochu.co.jp/en/csr/itochu/actionplan/>

- Evolve Businesses through Technological Innovation
- Address Climate Change (Contribute to a Decarbonized Society)
- Develop a Rewarding Work Environment
- Respect and Consider Human Rights
- Contribute to Healthier and More Affluent Lifestyles
- Ensure Stable Procurement and Supply
- Maintain Rigorous Governance Structures