

# Section 3

## Business Portfolio & Strategy

### CONTENTS

#### Consumer Products Group

Lifestyle Division	86
ICT Business & Logistics Division	88
Food Division- I	90
Food Division- II	92
Agri Business Division	94

#### Materials Group

Forest Products Division	96
Chemicals Division	98
Metals & Mineral Resources Division	100

#### Energy & Infrastructure Solution Group

Energy Division	102
Power Division	104
Infrastructure Project Division	106

#### Transportation & Industrial Machinery, Financial Business Group

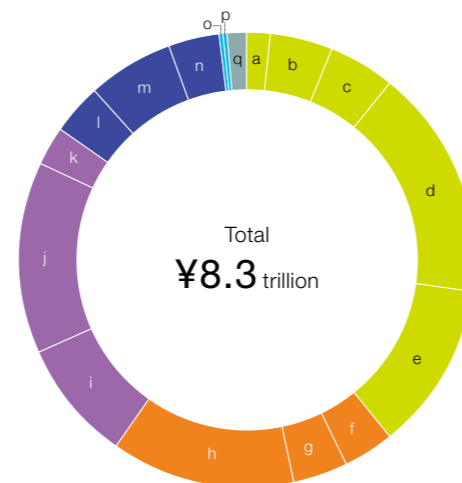
Aerospace & Ship Division	108
Finance, Leasing & Real Estate Business Division	110
Construction, Industrial Machinery & Mobility Division	112

#### CDIO (Chief Digital Innovation Officer)

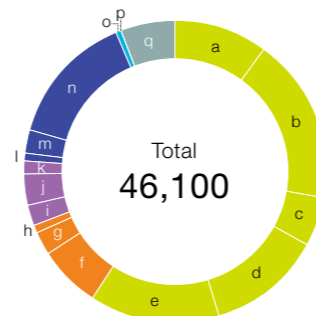
Next Generation Business Development Division	114
Next Generation Corporate Development Division	116

### Business Portfolio (FYE 3/2022)

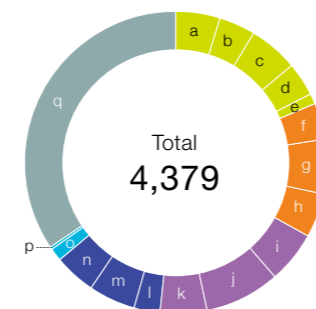
Total assets (As of March 31, 2022)



No. of employees (Consolidated) (As of March 31, 2022)



No. of employees (Non-Consolidated) (As of March 31, 2022)



### Net Profit

Total ¥424.3 billion



### Adjusted Net Profit

Total ¥489.0 billion



Group	Segment	Total assets (billion yen)	Net Profit <sup>1</sup> (billion yen)	Adjusted Net Profit <sup>2</sup> (billion yen)	No. of employees (Consolidated) <sup>3</sup>	No. of employees (Non-Consolidated) <sup>4</sup>
Consumer Products Group	a. Lifestyle Div.	155.4	5.5	7.0	4,722	216
	b. ICT Business & Logistics Div.	351.2	9.2	8.0	8,188	162
	c. Food Div.- I	403.3	14.5	12.0	2,339	232
	d. Food Div.- II	1,344.5	46.4	47.0	5,748	159
	e. Agri Business Div.	988.6	59.8	66.0	6,379	48
Materials Group	f. Forest Products Div.	315.5	7.6	8.0	3,096	176
	g. Chemicals Div.	313.1	17.2	17.0	1,040	257
	h. Metals & Mineral Resources Div.	1,070.1	190.7	188.0	452	209
Energy & Infrastructure Solution Group	i. Energy Div.	718.2	37.7	41.0	955	240
	j. Power Div.	1,122.2	(27.7)	22.0	1,611	356
	k. Infrastructure Project Div.	237.8	7.3	7.0	603	217
Transportation & Industrial Machinery, Financial Business Group	l. Aerospace & Ship Div.	296.0	26.6	28.0	397	117
	m. Finance, Leasing & Real Estate Business Div.	494.8	7.0	25.0	1,132	218
CDIO (Chief Digital Innovation Officer)	n. Construction, Industrial Machinery & Mobility Div.	315.9	22.5	19.0	6,555	195
	o. Next Generation Business Development Div.	16.7	(1.5)	(2.0)	280	58
	p. Next Generation Corporate Development Div.	11.1	0.9	1.0	14	13
Others	q. Others	101.1	0.6	(4.0)	2,589	1,506
Total		8,255.6	424.3	489.0	46,100	4,379

\*1. Profit (loss) attributable to owners of the parent.

\*2. Net profit excluding one-time items is an approximate figure.

\*3. Figures for some consolidated subsidiaries do not correspond to the end of March 2022. Secondees to Marubeni Corporation from other companies are counted within their assigned business segment.

\*4. Total figures include the number of Marubeni employees assigned to other companies and exclude secondees to Marubeni Corporation from other companies.

\* Operating segments have been changed since FYE 3/2023. All the above figures for FYE 3/2022 and end-March 2022 have been reclassified due to the organizational changes.



Consumer Products Group

# Lifestyle Division

## Lifestyle Division Strengths

- Diverse product lines from apparel, footwear and lifestyle products to industrial materials, textile materials and tire/rubber materials
- Expertise in developing retail and brand marketing operations in Japan and overseas
- Procurement networks and production bases for apparel, footwear and other products cultivated in the OEM<sup>1</sup>/ODM<sup>2</sup> business
- Wide-ranging business development, encompassing upstream (rubber raw material sales) to downstream (tire retail and conveyor belt sales) businesses

<sup>1</sup> OEM: Original Equipment Manufacturer; manufacturing of products sold under the contractee's name or brand.  
<sup>2</sup> ODM: Original Design Manufacturer. An ODM does everything from the development and design to the production of a product that is eventually sold under another firm's name or brand.

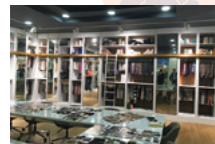
## Major Products and Areas

Apparel, footwear / Lifestyle products / Textile materials, industrial materials / Rubber raw materials, tires, conveyor belts and other rubber materials

## Global Business Portfolio (Representative example)

### OEM/ODM Business

Saide Tekstil Sanayi ve Ticaret Anonim Sirketi  
 (Turkey – ODM business for European SPA)



Saide Tekstil, planning, manufacture and sale of apparel and goods

### Tire retailing business

B-Quik Co., Ltd. (Thailand)  
 PT. BQuik Otomotif Indonesia (Indonesia)  
 B-Quik (Cambodia) Co., Ltd. (Cambodia)  
 Radial Llantas S.A.P.I. de C.V. (Mexico)



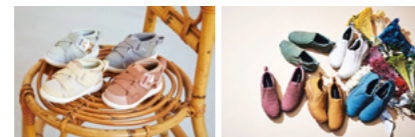
B-Quik: tire retailing business

Building a circular supply chain and developing business in the Americas, Europe, Japan, and Asia

### Strengthening DTC/ overseas sales

### Direct-to-consumer (DTC)/ brand business

Marubeni Footwear Inc.  
 (Japan – Import and export of various footwear and domestic sales)



IFME, Marubeni's own brand of children's shoes | MERRELL, an American outdoor brand

### Textile Products Recycling Business

Circ, Inc.  
 (U.S. – Manufacture and sale of recycled textile materials)



Circular supply chain



Hiromitsu Morishima

Chief Operating Officer,  
 Lifestyle Div.

## Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>■ Expansion of the consumer class in the wake of global population growth and rising standards of living in emerging economies</li> <li>■ Diversifying customer and consumer needs, purchasing behavior and methods</li> <li>■ Growth in demand for environmentally friendly materials, products and services amid a trend toward sustainability</li> <li>■ Rapid structural changes in logistics linked to adoption of digital/ IoT technologies</li> </ul>	<ul style="list-style-type: none"> <li>■ Economic downturn due to restrictions on movement and consumer activity caused by further COVID outbreaks</li> <li>■ Rising costs in key production regions amid economic growth in emerging economies</li> <li>■ Country risks in the regions and countries where we operate, including deterioration in economic and social conditions</li> </ul>

## Business Strategy

OEM/ODM business	<ul style="list-style-type: none"> <li>■ Strengthen sales by leveraging capabilities in planning, proposals and short lead-time production</li> <li>■ Boost efficiency in production and sales by utilizing digital technologies</li> </ul>
Direct-to-consumer/brand business	<ul style="list-style-type: none"> <li>■ Promote e-commerce operations</li> <li>■ Expand existing brands' commercial reach, develop new brands</li> </ul>
Eco-friendly business development	<ul style="list-style-type: none"> <li>■ Build circular supply chains using textile recycling technology developed by Circ, Inc.</li> </ul>
Tire retailing/conveyor belt sales	<ul style="list-style-type: none"> <li>■ Develop store network across Thailand, Mexico, Indonesia and Cambodia</li> <li>■ Expand conveyor belt sales business in North America</li> </ul>

## Sustainable Growth Initiatives

### Building a circular supply chain for clothing and textiles

Marubeni in 2019 invested in Circ, a U.S.-based startup that developed the technology to recycle fabrics and other textile goods into textile raw materials. In recent years, the problems surrounding disposal of garments and other textile goods by incineration or in landfills have drawn widespread attention. Circ's technology can reduce the environmental cost of clothing by recycling waste cotton and polyester into polyester raw materials and cellulose fiber raw materials through a hydrolysis method that keeps the use of chemicals to a bare minimum. In addition, the high fiber regeneration efficiency of the process makes it well-suited to addressing social issues, helping to reduce waste and support a circular economy\*. Marubeni has strong relationships with leading Asian companies at every stage of the supply chain, and has sales channels with major SPAs in Japan and Europe. By linking these global networks with Circ's technological capabilities, we aim to build a global circular supply chain serving the huge American and European apparel markets and the growing Asian market.

\* Circular economy: Rather than a unidirectional economic system that gathers and disposes of resources, an economic system that uses resources cyclically or a business model that fully utilizes products, parts and resources, and continues to recycle and reuse them.

Related SDGs



Textile recycling technology (Circ)



Consumer Products Group

## ICT Business & Logistics Division

### ICT Business & Logistics Division Strengths

- Ability to provide comprehensive ICT services that address customer needs from many angles, including consulting services for solving business issues faced by customers, and system solutions featuring the latest technologies
- Ability to provide wide-ranging mobile phone-related services, centered on industry-leading smartphone sales agency and SDG-conscious handset reuse businesses
- Development capabilities of wide-ranging network business leveraging nationwide fiber-optic network and wealth of technical expertise, based on our involvement in the field since the dawn of data communications in the 1990s
- Ability to develop and provide optimized logistics solutions utilizing multiple data sources and information from the field, based on our wealth of experience and strong track record



**Tatsuya Abe**

Chief Operating Officer,  
ICT Business & Logistics Div.

### Major Products and Areas

System solutions / Mobile sales / Networks / Logistics

### Global Business Portfolio

- Logistics field
- ICT field



### Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>■ Growth in opportunities to provide new DX solutions in response to changes in the everyday environment and the economy linked to evolution of digital technologies</li> <li>■ Rising demand for smart devices, network equipment and security due to support for the use of remote working environment and drive for greater operational efficiency</li> <li>■ Growth in corporate/personal data traffic and development/adoption of new communications technologies (5G, 6G)</li> <li>■ Growth in e-commerce volume and increasing interest in building sustainable supply chains</li> </ul>	<ul style="list-style-type: none"> <li>■ Contraction in domestic demand and markets in the wake of low birthrate, societal aging, and a shrinking population in Japan</li> <li>■ Obsolescence of offered products and services</li> <li>■ Labor shortages (drivers/other workers) and higher logistics costs due to growth of small-package deliveries and continued contraction in population</li> </ul>

### Business Strategy

<b>System solutions</b>	<ul style="list-style-type: none"> <li>■ Reinforcing DX operational support set-up (from DX consulting to integrated system development/operation/maintenance)</li> <li>■ Strengthen existing operations, invest in complementary functions, growth sectors</li> <li>■ Stronger partnerships, industry networking</li> </ul>
<b>Mobile sales</b>	<ul style="list-style-type: none"> <li>■ Expand profits from mobile phone sales agency business</li> <li>■ Promote smart device reuse businesses as circular economy develops</li> <li>■ Promote initiatives to develop digital platform businesses</li> </ul>
<b>Networks</b>	<ul style="list-style-type: none"> <li>■ Strengthen the competitiveness of network operations by leveraging ownership of fiber-optic network</li> <li>■ Promote DX solutions to support growth of our industry-leading high-rise Internet business</li> <li>■ Broaden the applicability of services by engaging with new technologies</li> </ul>
<b>Logistics</b>	<ul style="list-style-type: none"> <li>■ Promote development of category-specific logistics platforms</li> <li>■ Strengthen digital SCM* business (based on provision of optimized solutions across entire supply chain)</li> <li>■ Efforts to reform the publishing industry supply chain</li> </ul>

\* Digital SCM: Digital Supply Chain Management. A business that leverages digital technologies to provide solutions that help improve the supply chain, including inventory optimization and improved logistics efficiency.

### Sustainable Growth Initiatives

#### Utilizing DX to solve issues in publication distribution

In March 2022, Marubeni Corporation created the joint venture PubteX Co., Ltd. ("PubteX") in partnership with Marubeni Forest LinX Co., Ltd., Kodansha Ltd., Shueisha Inc. and Shogakukan Inc. with the aim of applying digital transformation technologies to improve the sustainability of the Japanese publishing industry's supply chain.

In recent years, it has become apparent that the Japanese publishing industry faces a range of structural challenges that demand urgent attention. To address these issues, PubteX will develop operations focusing on providing optimized solutions based on AI and other advanced technologies for publication and distribution, as well as an RFID solutions business. These businesses will help improve the industry's supply chain by generating and utilizing industry-wide data in new ways.

Based on widespread adoption of PubteX solutions by publishers, bookstores, sales companies and other publishing industry players, we aim to address industry issues by improving the supply chain and contributing to optimization of the entire sector. We also hope to support the development of a more sustainable society to help pass on the joy of choosing books in bookstores to the next generation.

Related SDGs



Establishment of PubteX (March 2022)





Consumer Products Group

## Food Division- I

### Food Division- I Strengths

- No. 1 in sales in Japan in confectionery wholesaling sector
- Roughly 30% share of Japan's green coffee imports
- Roughly 10% share of global market for B2B soluble coffee
- Global procurement and sales capabilities for oils and fats, marine and agricultural produce, based on worldwide network of operating companies
- No. 1 in sales in Japan among Tokyo metropolitan area supermarkets (United Super Markets Holdings Inc.)



**Tomonobu Miki**

Chief Operating Officer,  
Food Div.- I

### Major Products and Areas

Processed foods for retail and food service, dairy products / Food ingredients such as flour, sugar, fats and oils / Beverage ingredients such as coffee, tea and juices / Ingredients and processed foods used in fresh produce (agricultural, marine) sector

### Global Business Portfolio

**Danish Salmon A/S**  
(Denmark – Land-based recirculating aquaculture systems for salmon farming)

**United Super Markets Holdings Inc.**  
(Japan – Supermarket alliance in the Tokyo metropolitan area)

**YAMABOSHIYA Co., Ltd.**  
(Japan – Wholesale of confectionery products to retail and convenience stores)

**BENIREI CORPORATION**  
(Japan – Wholesale of seafood products and warehousing)

**Marubeni Foods Corporation**  
(Japan – sales of coffee, tea, fruit juice, agricultural products, processed foods, food ingredients, etc.)

**COLORADO Corporation**  
(Japan – Coffee roaster)

**Cia. Iguacu de Café Solúvel**  
(Brazil – Manufacturing and sales of soluble coffee)

**Iguacu Vietnam Co., Ltd.**  
(Vietnam – Manufacturing and sales of soluble coffee)

**Acecook Vietnam Joint Stock Company**  
(Vietnam – Processing and sales of wheat flour noodles, rice flour noodles, bean starch vermicelli, and other food products)

**Eastern Fish Company LLC**  
(U.S. – Import and sales of seafood products, primarily shrimp)

### Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>■ Growing demand across China, Asia and other emerging markets for high-quality food products (such as coffee), driven by emergence of middle class</li> <li>■ Growing global interest in SDGs-related issues such as food waste, decarbonization and environmental impact</li> <li>■ Increasing importance of food science as consumer needs diversify, e.g., demand for ethical sourcing</li> </ul>	<ul style="list-style-type: none"> <li>■ Changes in political/economic conditions within global supply chains (geopolitical risk)</li> <li>■ Risk of natural disasters such as crop failures due to abnormal weather</li> <li>■ Difficulties sourcing raw materials due to resource depletion or tighter environmental protection regulation</li> </ul>

### Business Strategy

<b>Strengthen marketing of specialty foods</b>	<ul style="list-style-type: none"> <li>■ Build sustainable sourcing scheme for green coffee beans in cooperation with production origins and customers; expand the business of specialty coffee</li> <li>■ Expand, including handling of specialty oils and fats, notably olive oil and high oleic sunflower oil; strengthen related marketing</li> <li>■ Respond to varied consumer needs such as greater health/environmental awareness</li> </ul>
<b>Expand downstream from trading into manufacturing/processing sector</b>	<ul style="list-style-type: none"> <li>■ Acquire manufacturing and processing capabilities to establish superior position in areas of strength such as confectionery, oils and fats, and fresh produce</li> <li>■ Establish optimized global supply chain in soluble coffee business based on ownership of manufacturing facilities in Brazil and Vietnam, two major producing regions that supply over half the world's coffee beans</li> </ul>

### Sustainable Growth Initiatives

#### Towards sustainable food production that is environmentally and socially aware

In food, an area that supports consumer lifestyles, we are developing commercial products to meet advanced and diversified consumer needs in a sustainable manner.

Having entered the alternative protein field via the plant-based meat market, we are developing sales channels in Japan while conducting marketing activities to enter the U.S., the largest market for such products.

In the coffee sector, besides environmental impact-reduction measures in our factories, we are supplying growers with technical assistance, fertilizer, irrigation equipment and farming tools to help facilitate stable incomes for local workers. In addition, we are promoting the creation of schools and other initiatives within coffee production origins to help support sustainable production in partnership with local communities.

In marine produce, we are expanding into fish farming using the land-based recirculating aquaculture system (RAS), a sustainable and eco-friendly approach. We have taken an equity stake in a top player in this field, Denmark-based Danish Salmon A/S ("DS"), and have also signed an exclusive distributorship agreement with Proximar Seafood AS for sustainably sourced marine produce to supply to Japan.

Related SDGs



Land-based recirculating aquaculture operations at DS (Denmark)





Consumer Products Group

## Food Division- II

### Food Division- II Strengths

- Owns high-quality beef suppliers in the U.S. and Australia, two top beef-producing countries
- Domestic share of 98% for parent stock used in broiler production; owns production facilities for poultry/pork
- Owns broiler integration in China (at two sites), and producing further processed products to suit customer needs
- A global network extending from origination through sales of grain
- Reliable supply of large volumes of grains to customers from grain silos positioned throughout Japan

### Major Products and Areas

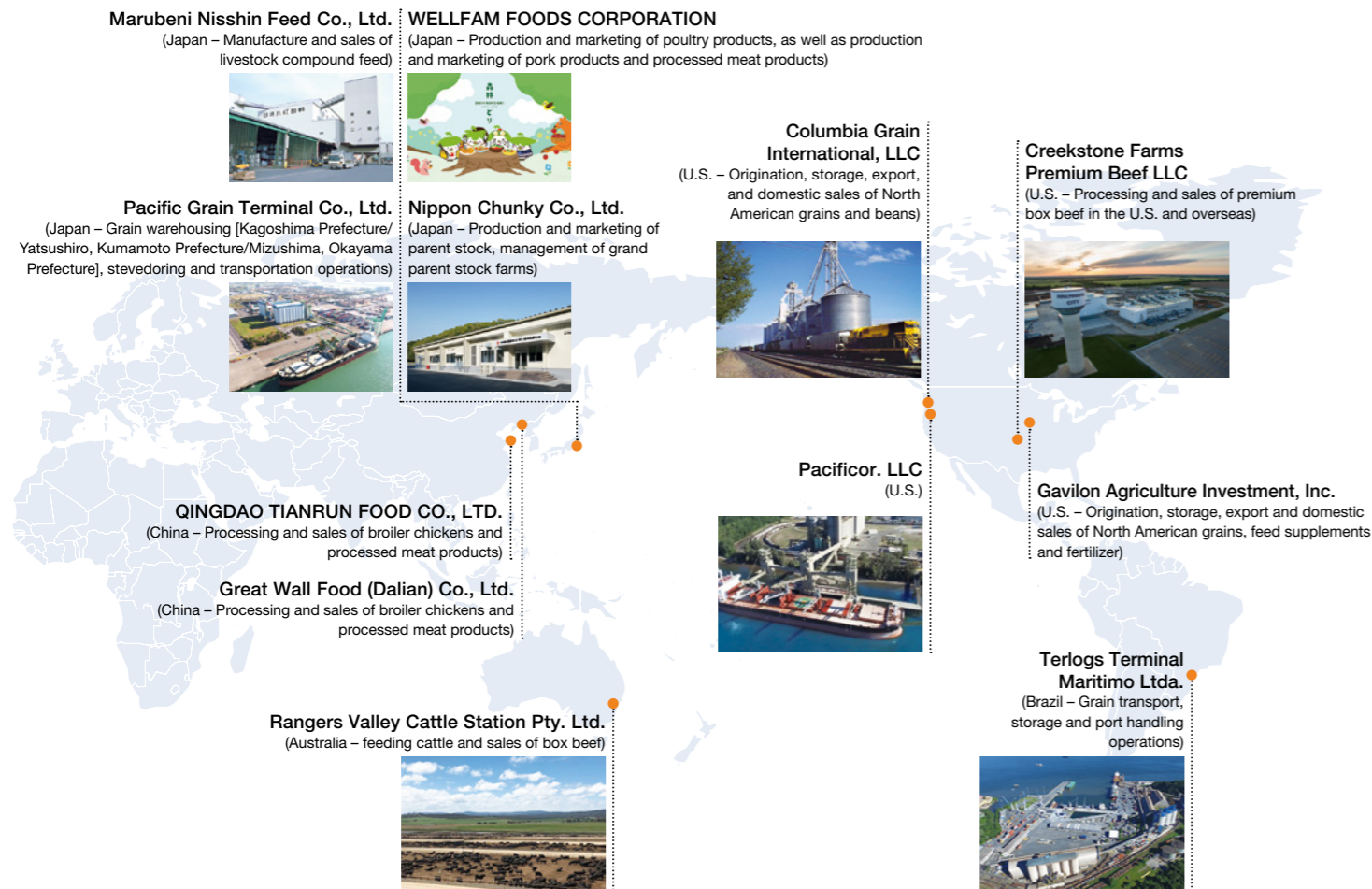
Meat and processed meat products / origination, sale, import/export handling of grains and oilseeds (such as corn, wheat, barley, soybean, rapeseed, pulses/legumes) / Feed supplements (meal made from soy, rapeseed or fish) / compound feed



**Hidefumi Oya**

Chief Operating Officer,  
Food Div.- II

### Global Business Portfolio



### Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>Growing demand across China, Asia and other emerging markets for high-quality food products (such as beef), driven by emergence of middle class</li> <li>Rising global demand for grains and meat</li> <li>Changes in the business environment and demand due to environmental problems and rising awareness of health</li> <li>Expectations of productivity growth across farming and livestock industries coupled with more opportunities to innovate using new technology</li> </ul>	<ul style="list-style-type: none"> <li>Changes in political/economic conditions within global supply chains (geopolitical risk)</li> <li>Risk of natural disasters such as crop failures due to abnormal weather</li> <li>Labor shortages due to aging of population and growth of non-working population</li> <li>Difficulties sourcing raw materials due to resource depletion or tighter environmental protection regulation</li> </ul>



### Business Strategy

<b>Ensure stable supplies of foods and feed</b>	<ul style="list-style-type: none"> <li>Provide stable supplies of raw materials for flour milling and oil extraction (food chain staples) and feed materials for use in animal protein and livestock feeds</li> </ul>
<b>Strengthen U.S. production for processed meat products</b>	<ul style="list-style-type: none"> <li>Increase volumes, income and exports by expanding facility at Creekstone Farms Premium Beef LLC (U.S.)</li> </ul>
<b>Strengthen broiler integration in Japan</b>	<ul style="list-style-type: none"> <li>Develop production systems and reinforce sales strategy to support increased scale of operations at WELLFAM FOODS (Japan)</li> </ul>
<b>Strengthen grains business and establish new platform</b>	<ul style="list-style-type: none"> <li>Strengthen Asian grain trading operations by reorganizing subsidiaries/affiliates</li> <li>Address social issues via promotion of DX for dairy/livestock farming and adoption of digital technology for grain trading process</li> </ul>

### Sustainable Growth Initiatives

#### Contributing to a sustainable society based on eco-conscious food production/supply

Seizing the opportunities presented by the megatrend of growing populations and demand for food, our trading operations and other businesses are providing stable supplies of staples such as grains along with high-quality sources of protein.

In the livestock sector, WELLFAM FOODS is helping to reduce environmental impact by using eco-conscious packaging materials for products and by utilizing manure from chicken farms as biomass or in boiler fuel, or recycling into feed. Going forward, we plan to expand such initiatives while also seeking to create new products that help to lower environmental impact for consumers and business partners.

In our grain and oilseed trading operations and worldwide business network focused on delivering stable food supplies, we are also looking to develop various DX-based measures to foster better work conditions for employees and to improve efficiency. At Marubeni Nisshin Feed, we are focused on initiatives to create greener sources of animal protein, including converting food waste to new materials for feed to develop environmental impact-reduced feeds that utilize fewer aquatic resources.

Related SDGs



"Thermoforming" packaging reduces the amount of materials used (WELLFAM FOODS)



Consumer Products Group

## Agri Business Division

### Agri Business Division Strengths

- Capability to supply high-quality solutions to agricultural producers through operating companies based around the world such as Helena Agri-Enterprises, LLC (“Helena”), the second-ranked agri-input supplier in North America by market share

### Major Products and Areas

Sales of agri-input products (fertilizers, crop protection products, seeds, proprietary products) / Subcontracting services for fertilization and crop protection product application / Provision of precision agriculture and other technical services / Contract of crop protection product formulation / Fertilizer trading



**Hidekazu Futai**

Chief Operating Officer,  
Agri Business Div.

### Global Business Portfolio

#### Agri-input business

Agrovista UK Ltd.  
(U.K.)



Monitoring of barley cultivation conditions

#### Agri-input business

Marubeni Myanmar  
Fertilizer Co., Ltd.  
(Myanmar)



Fertilizer processing and shipment sites

#### Agri-input business

Gavilon Fertilizer, LLC  
(U.S.)



Fertilizer spreading

#### Agri-input business

Helena Agri-Enterprises, LLC  
(U.S.)



Verification of crop growth conditions  
with a customer

#### Agri-input business

Adubos Real S.A.  
(Brazil)



Potato fields in Minas Gerais

#### Agri-input business

Mertens Holding B.V.  
(Netherlands)



Agronomist checking strawberry  
leaves

### Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>■ Need to improve agricultural productivity as global demand for foodstuffs increases while the expansion of arable land area is limited</li> <li>■ Changes in needs relating to farming and food due to increasing concerns regarding environmental issues and healthy lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>■ Risk of changes in farmer income levels due to lower market prices for agricultural products, weather risks</li> <li>■ Country risk due to changes in political or economic conditions</li> </ul>



### Business Strategy

Expansion of agri-input business in North America	<ul style="list-style-type: none"> <li>■ Promote customer-oriented sales activities by Helena as a comprehensive solutions provider for agricultural producers</li> <li>■ Strengthen fertilizer distribution business through Gavilon Fertilizer, LLC, building on purchasing power created by network of around 70 bases in North America along with trust and expertise developed over more than 40 years in the business</li> </ul>
Development of agri-input business in Brazil	<ul style="list-style-type: none"> <li>■ Since acquisition in 2019 of Adubos Real S.A., development of agri-input business in Brazil, a market with major potential due to ability to help satisfy global grain demand coupled with high internal demand for crops</li> <li>■ Focus on expanding business by applying know-how developed by Helena in U.S. due to similar agricultural conditions in both countries</li> </ul>

### Sustainable Growth Initiatives

#### Improving productivity of farming land while reducing environmental impact through agri-input business

Marubeni is helping agricultural producers to improve productivity and efficiency of their land through the agri-input retail business of Helena (U.S.), Agrovista UK (U.K.), Mertens (Netherlands) and Adubos Real (Brazil). Efficient investment in agri-inputs can also help to reduce the environmental impact of farming land.

For example, Helena is leading the Agri Business Division in the development of the proprietary service, AGRIntelligence\*. This utilizes digital technology to provide unique visual insights into the quality of soil and crops to help agricultural producers optimize the selection of agri-input products to suit their needs.

Moreover, US-based fertilizer wholesaler Gavilon Fertilizer also supplies a range of environmentally conscious products that were developed by Group company MicroSource, LLC.

In addition, at the divisional level, we are working on the development of agriculture that can help to mitigate the environmental impact by increasing the carbon storage potential of farming land or improving nitrogen efficiency.

\* For more details on AGRIntelligence, see the section on P.35 about DX technologies.

Related SDGs







Materials Group

# Forest Products Division

## Forest Products Division Strengths

- Value chain encompassing everything from forest plantation through paper end-product sales
- Massive forest plantation and pulp plant in Sumatra, Indonesia that is in proximity to Asian markets
- Sales networks in paper, paperboard, pulp and woodchip markets
- Containerboard manufacturing/sales subsidiaries' production technology/know-how
- Feedstock supply network for biomass power plants that help promote the spread of renewable energy
- Manufacturing/sales business for burgeoning sanitary paper market

## Major Products and Areas

Wood chips and biomass fuel / Pulp and recovered paper / Paper, paperboard, sanitary paper and hygiene products / Building & construction materials and wood products



**Tsuyoshi Teragaki**  
Chief Operating Officer,  
Forest Products Div.

## Global Business Portfolio



## Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>Growing packaging demand in emerging economies</li> <li>Burgeoning sanitary paper and hygiene products market</li> <li>Trend toward ESG and SDGs, most notably decarbonization and reduction of plastic usage</li> <li>Eco-friendly materials that effectively utilize wood components</li> </ul>	<ul style="list-style-type: none"> <li>Contraction in domestic demand in the wake of low birthrate and societal aging</li> <li>Reduced demand for printing and office paper due to shift to paperless operations and COVID-related impacts</li> <li>Risk of change in profitability due to fluctuations in pulp prices</li> </ul>



## Business Strategy

Forest management sensitive to needs of environment and local communities	<ul style="list-style-type: none"> <li>Plantation forestry operations in Australia and Indonesia contributing to sustainable local communities and environment</li> <li>Working to stimulate Japanese forestry industry in cooperation with landowners, governments, cooperatives and other stakeholders</li> <li>Generating carbon credits using forestry management know-how by focusing on the environmental value of forests</li> </ul>
Sanitary paper and hygiene products manufacturing/sales business	<ul style="list-style-type: none"> <li>Focusing on creating additional value at Santher - Fábrica de Papel Santa Therezinha S.A. ("Santher") by promoting sales of premium products and developing sales channels</li> <li>Development of Santher-led sanitary paper and hygiene products manufacturing/sales business in other regions</li> <li>Establishment of earnings model for goods and services via construction of customer data platform</li> </ul>
Containerboard manufacturing/sales business (Vietnam)	<ul style="list-style-type: none"> <li>Initiatives to stimulate growing demand for containerboard in Vietnam</li> <li>Focused on improving operational stability and capacity utilization via development of wastepaper procurement network</li> <li>Making operations eco-friendly through the installation of solar power and boiler for waste incineration</li> </ul>
Papermaking wood chip and biomass fuels business	<ul style="list-style-type: none"> <li>Promoting in-house sourcing and supply area expansion to support long-term operational sustainability and reliability</li> <li>Development of pellets using crop residues as well as wood-derived fuels</li> </ul>

## Sustainable Growth Initiatives

### Increasing productivity of Indonesian plantation forestry operations

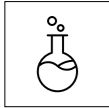
At PT. Musi Hutan Persada (MHP), our wholly owned subsidiary developing the forest plantation business in the Indonesian province of South Sumatra, we are trying to increase productivity by conducting research into tree selection and improving forest management techniques. Based on technology to increase planting by development of clones from selected superior seedlings using gene analysis, we aim to boost the productivity and carbon fixation potential of the forest through major increases in the volume of timber grown per hectare. As the world recognizes anew the importance of forests in realizing decarbonization, Marubeni hopes to contribute to the development of a carbon-neutral society by increasing the value of MHP's forests as a resource for fixing carbon. We open the way to a sustainable future through the power of people and forests.

Related SDGs



MHP forest plantation business (Indonesia)





Materials Group

# Chemicals Division

## Chemicals Division Strengths

- Broad trading platform with links to many industries
- Roughly 30% share of global ethylene trade
- PVC, chlor-alkali trade with capacity to respond to changes in global markets
- Dutch subsidiary Orffa's strong presence in feed additives market
- Value-chain businesses from scarce resources to downstream in electronics field
- Partnerships with top players in trading of diverse chemical products



**Satoru Ichinokawa**  
Chief Operating Officer,  
Chemicals Div.

## Major Products and Areas

Basic petrochemical products and plastic derivatives / Salt and chlor-alkali products / Life science-related products such as food functional ingredients, feed additives, oleochemicals and personal care ingredients / Electronic materials, inorganic mineral resources, fertilizer materials and inorganic chemicals

## Global Business Portfolio

### Expanding operations with a focus on life sciences



Orffa  
(Netherlands – Feed additives distributor)

Euroma Holding B.V.  
(Netherlands – Spices/seasonings manufacturer)

### Expanding environmentally attuned businesses such as electronic materials and renewable energy



Energy Storage Systems  
Batteries

Tomioka Solar Farm  
(Japan)

### One of the world's largest traders of olefin products



World's largest-lot shipment of U.S. ethylene

### Global chlor-alkali trader with integrated supply chain extended from feedstock salt business



Dampier Salt Limited  
(Australia – Production and sales of solar salt and gypsum)

## Growth-oriented Opportunities/Risks

### Opportunities

- Development of life sciences and related businesses set to grow in tandem with population growth
- Entry into solar power-related businesses that will spur uptake of renewable energy
- Development of AI-based diagnostic support businesses to solve social challenges such as physician shortages and regional gaps in healthcare provision

### Risks

- Trade in petrochemical and other products highly sensitive to market price changes
- Downturn in global trade caused by geopolitical and economic risks
- Emerging credit risks caused by decline in operating rates and deteriorating earnings at trading partners, due to global economic slowdown

## Business Strategy

<b>Reinforcing initiatives in life sciences field</b>	<ul style="list-style-type: none"> <li>■ Led by Orffa in Europe, promote global development of the feed additives business through new investments and business alliances in North America and Asia</li> <li>■ Deepen and expand food-related business globally via initiatives with Euroma, a food functional ingredients manufacturer, in which we newly invested in Europe</li> </ul>
<b>More advanced trading operations</b>	<ul style="list-style-type: none"> <li>■ Promote advanced functional capabilities for modulation of petrochemical supply/demand, and deepen interests in service-providing businesses in specialty fields, such as electronics represented by storage batteries, displays, and solar power generation equipment</li> <li>■ Address "green" social issues through the expansion of sustainable initiatives with a positive impact on the global environment involving reductions in environmental damage or transition to a circular economy</li> </ul>
<b>Business development in new fields</b>	<ul style="list-style-type: none"> <li>■ Promote initiatives by utilizing new technologies, materials or digital transformation in areas of digital healthcare (notably AI-based diagnostic imaging support), green solutions, and newly emerging needs from customers</li> </ul>

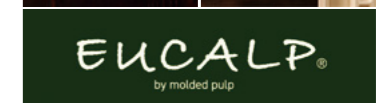
## Sustainable Growth Initiatives

### Sustainability initiatives to benefit a wide range of industries confronted

Responding to environmental needs has been a key focus of the chemical industry in recent years since the sector is integral to a broad range of supply chains from upstream to final products. Against this backdrop, the Chemicals Division has been supporting initiatives to promote greener operations, including efforts to eliminate/reduce and recycle plastics or otherwise reduce greenhouse gas emissions across related supply chains. For example, amid a rise in consumer awareness of the need to remove plastic packaging for foods as COVID-19 led to an increase in demand for eating in or ordering takeout, we have responded to these needs through the development and sale in Japan of food containers made from eucalyptus pulp for use in traditional bento box and side-dish packaging.

Elsewhere, in chemical freight operations, we are promoting the adoption of dual-fuel carriers as a long-term eco-friendly option for marine transport of ethylene. Designed to use either LNG (liquefied natural gas) or VLSFO (very low sulfur fuel oil), both of which create lower environmental impact, these ships can help reduce CO<sub>2</sub> emissions in the transport by around 40%.

### Related SDGs



Eco-friendly molded pulp containers



Materials Group

# Metals & Mineral Resources Division

## Metals & Mineral Resources Division Strengths

- Development of copper, iron ore and aluminum businesses with blue-chip partners, all fields that are essential to economic development and decarbonization
- Strong earnings base anchored by equity stakes in globally cost-competitive mines and smelters, coupled with world-leading efforts to promote greener operations via adoption of renewable energy, automation and electrification
- World-class trading base handling broad range of products, including eco-friendly recycled materials to contribute to the creation of a circular economy
- Worldwide steel distribution network leveraging a business base, know-how and networks built up over many years



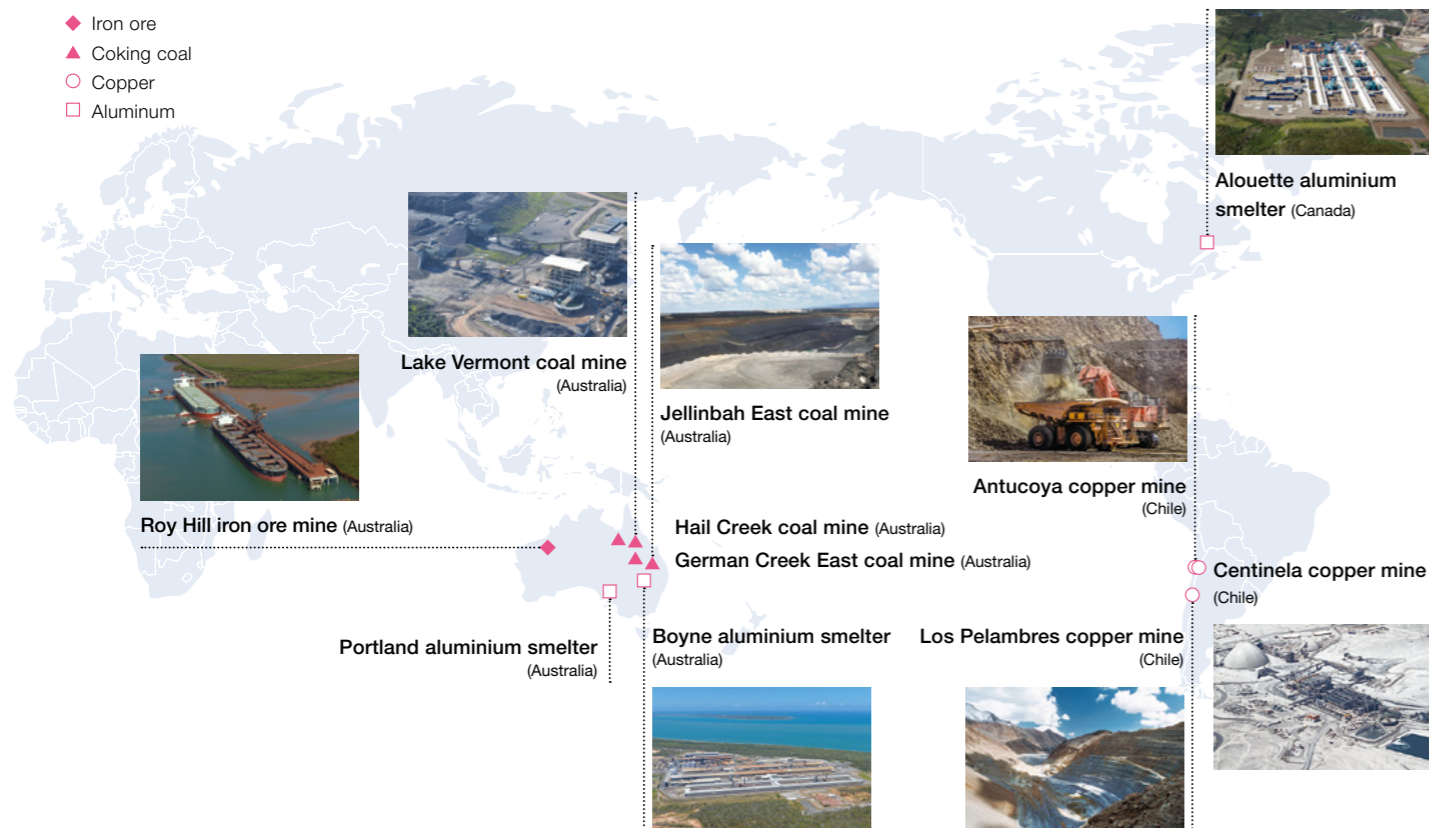
**Daisuke Tsuchiya**  
Chief Operating Officer,  
Metals & Mineral Resources Div.

## Major Products and Areas

Mine development, production and sale of copper, iron ore, coking coal / Smelting and refining of aluminum, magnesium / Trading of steel and related raw materials, ferroalloys, and cement-related materials / Trading of non-ferrous metals, ingots, and related products / Steel product trading and business investment / Leasing of temporary steel construction materials / Recycling of scrap iron, non-ferrous metals, and rare metals

## Global Business Portfolio

- ◆ Iron ore
- ▲ Coking coal
- Copper
- Aluminum



## Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>Long-term growth in demand for metals and mineral resources supported by global economic growth and decarbonization</li> <li>Growth in demand for non-ferrous metals driven by digitalization of society and the adoption of renewable energy and electric vehicles (EVs)</li> <li>Growing emphasis on sustainability worldwide</li> </ul>	<ul style="list-style-type: none"> <li>Changes in market prices and other market fluctuations that directly impact earnings</li> <li>National policies and geopolitical factors that impede the investment and trading businesses</li> <li>Changes in business environment due to societal transition to a carbon-free, circular economy</li> </ul>

## Business Strategy

Reinforce earnings from existing interests, expand blue-chip asset base	<ul style="list-style-type: none"> <li>Improve operational reliability and profitability of existing interests through introduction of advanced technology</li> <li>Invest to expand Centinela copper mine (Chile) and expand future mining tenements (Australia) and maximize use of infrastructure held by Roy Hill iron ore mine</li> <li>Develop new mines from medium- and long-term perspective</li> </ul>
Improve environmental performance of existing mines and smelters	<ul style="list-style-type: none"> <li>Reduce fuel consumption and greenhouse gas emissions linked to mining operations by promoting adoption of technology to enable remote/automated operations and support electrification</li> <li>From 2022 onwards, ensure that all electric power purchased by Marubeni's copper mining interests is 100% renewable</li> <li>Invest in hydroelectric-powered Alouette aluminium smelter (Canada) and increase the proportion of renewable energy purchased for aluminum smelters in Australia</li> </ul>
Green business initiatives	<ul style="list-style-type: none"> <li>Expand trading that utilizes the expertise and global network cultivated by Marubeni</li> <li>Develop sustainable supply chains through "responsible production" programs at Marubeni Group investee businesses based on certification schemes such as Copper Mark<sup>1</sup> and the Aluminium Stewardship Initiative (ASI)<sup>2</sup></li> <li>Commercialize bulk commodity trading platforms using blockchain technology</li> </ul>
Strengthen environmental/recycling business initiatives	<ul style="list-style-type: none"> <li>Supplying materials for which demand is projected to grow due to global transitions such as decarbonization and development of circular economy; lithium-ion battery reuse and recycling</li> <li>Active development of environmental and recycling businesses, such as production of magnesium from mine tailings</li> </ul>

<sup>1</sup> Copper Mark is a global organization comprising mining, smelting and processing companies whose aim is to ensure such activities can contribute to achieving the UN Sustainable Development Goals.  
<sup>2</sup> The ASI is an international initiative involving global and regional industry associations, producers, users and various other stakeholder groups. It aims to make a significant ESG contribution by promoting improvements in sustainability throughout the entire aluminum supply chain.

## Sustainable Growth Initiatives

### Promoting recyclable lithium-ion batteries

As EV adoption accelerates worldwide amid moves to reduce GHG emissions and achieve carbon neutrality by 2050, this development is highlighting the social issue of the supply shortages affecting metals such as lithium, cobalt and nickel that are needed to make batteries for these vehicles.

Rapid growth of the EV market is expected to lead over time to significantly increased volumes of waste lithium-ion batteries. Given the environmental impact associated with extracting the metal resources needed to make EV batteries, the proper recycling or reuse of these end-of-life batteries will be essential. In 2021, to address this issue by satisfying the needs of the auto industry and other stakeholders, Marubeni concluded a strategic partnership with the leading player in battery recycling in North America, U.S.-based Retriev Technologies Inc. Under the agreement, we will promote efforts to refine metals such as cobalt and nickel from end-of-life Li-ion EV batteries after collection, crushing and separation. The aim is to develop a business model for battery-to-battery closed loop recycling\* so that we can contribute to a sustainable society through the efficient use of limited resources.

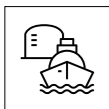
\* In the closed loop recycling approach, all waste materials or scrap generated during production, along with end-of-life products that are collected, are remade into the same or similar products. In this way, materials are endlessly recycled into new raw materials without any loss of the original substances.

Related SDGs



EV battery recycling is vital to reducing environmental impact and creating greener transport options





Energy & Infrastructure Solution Group

# Energy Division

## Energy Division Strengths

- Capability to meet energy demand in Japan and overseas through production, trade, logistics, and marketing of oil, natural gas, LNG, and other fuels
- Nuclear energy business that adds value throughout the supply chain
- New energy business focused on realizing low-carbon and carbon-free societies



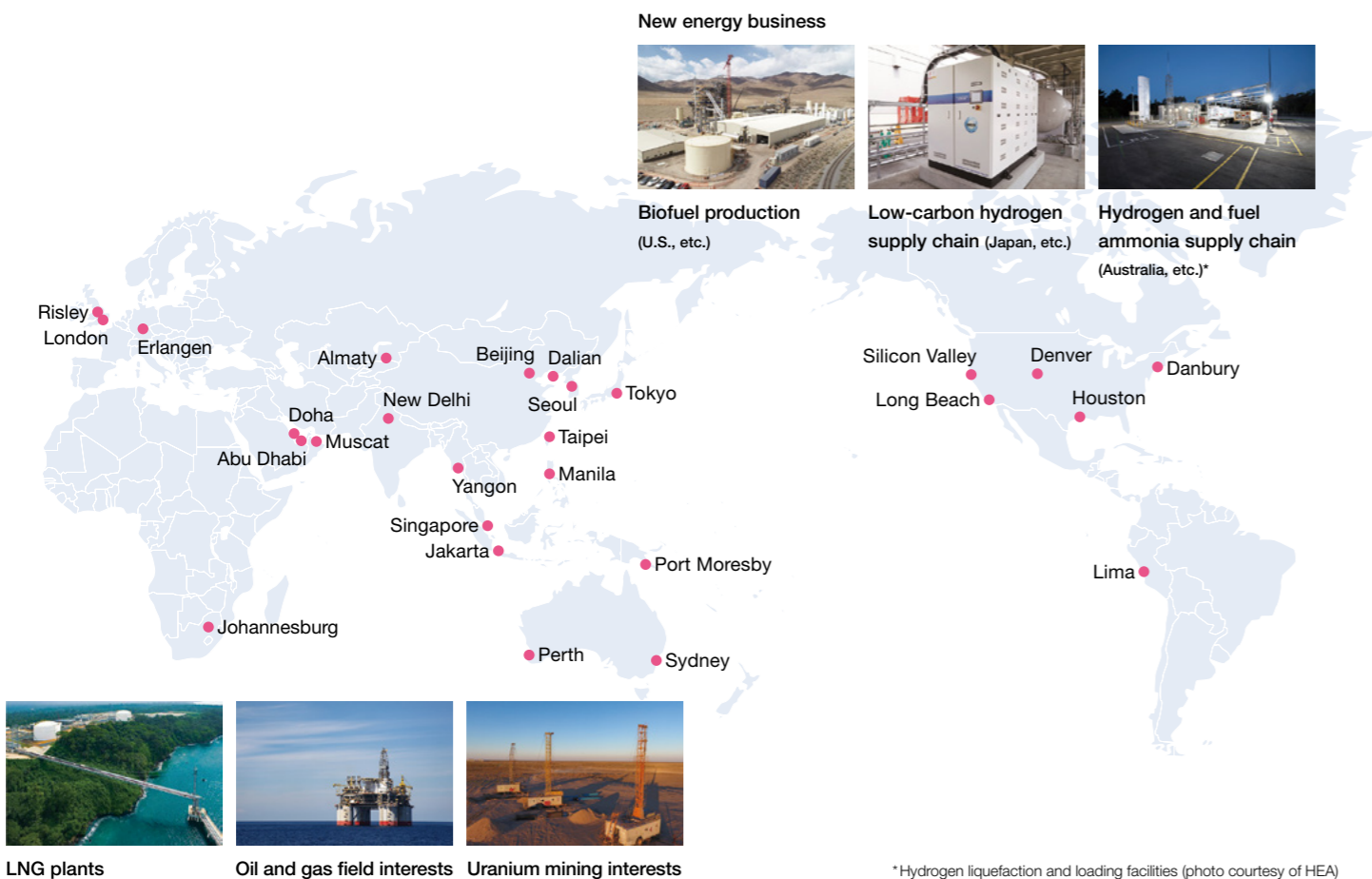
**Koichi Uchida**

Chief Operating Officer,  
Energy Div.

## Major Products and Areas

Natural gas business (production, liquefaction, and trading) / Exploration, development, and production of oil and gas / Petroleum and LPG trading, distribution, and marketing business / Nuclear energy business (development of uranium mining, nuclear fuel cycle, and related equipment sales and services) / New energy business (hydrogen, fuel ammonia, biofuels, and environmental value trading, etc.)

## Global Business Portfolio



## Growth-oriented Opportunities/Risks

Opportunities	Risks
<p>Amid transition to low-carbon and carbon-free societies, expansion in:</p> <ul style="list-style-type: none"> <li>■ natural gas and LNG and related areas</li> <li>■ new energy business such as hydrogen and fuel ammonia</li> </ul>	<ul style="list-style-type: none"> <li>■ Volatilities in natural resource prices and changes in the regulatory framework and geopolitical conditions</li> <li>■ Changes in business environment from shift to renewable energy and low-carbon energy</li> </ul>

## Business Strategy

Oil and gas upstream and LNG business	<ul style="list-style-type: none"> <li>■ With the energy sector entering a transition period on the path to a carbon-free society, where natural gas and LNG continue to play an important role, we will expand and increase the value of existing businesses throughout upstream to downstream in the supply chain.</li> </ul>
Trading and marketing business	<ul style="list-style-type: none"> <li>■ We aim to utilize our infrastructure and networks in Japan and overseas to expand trading in oil, natural gas, LNG, and other fuels to meet demand for energy.</li> </ul>
Nuclear energy business	<ul style="list-style-type: none"> <li>■ We will provide total solutions by reinforcing our presence across all areas of the supply chain.</li> </ul>
CO <sub>2</sub> -free energy supply chain	<ul style="list-style-type: none"> <li>■ In order to contribute to climate change countermeasures over the medium to long term, we are conducting projects for production, transportation, and supply of hydrogen and fuel ammonia, and are promoting initiatives for commercialization of biofuels and other clean fuels, in Japan and overseas, which will lead to elimination of greenhouse gas emissions, in the pursuit of reduction of environmental impacts.</li> </ul>

## Sustainable Growth Initiatives

### Developing the CO<sub>2</sub>-free energy supply chain and environmental solutions with energy transition on the horizon

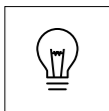
The Energy Division is developing its new energy business in preparation for the advent of low-carbon and carbon-free societies. Specifically, we are focusing on the environmental solutions business, which covers biofuels and CO<sub>2</sub>-free energy supply chains for hydrogen, fuel ammonia and other carriers. In the hydrogen field, we are part of an Australian project that is building a liquefaction and transportation supply chain for hydrogen made from brown coal. We are also stepping up efforts to build a supply chain for fuel ammonia, another promising CO<sub>2</sub>-free new energy carrier, with preparations underway to supply fuel ammonia to Japan from overseas production sites. The Energy Division is also pursuing a range of other new energy initiatives. We have moved into the supply chain for the production and supply of sustainable jet fuel through an investment in U.S. company Fulcrum BioEnergy Inc., which has technology for producing bio jet fuel from municipal waste, and we are involved in the trading of carbon credits, a form of environmental value earned by reducing greenhouse gas emissions.

Related SDGs



Liquefied hydrogen carrier (Australia)  
(photo courtesy of Kawasaki Heavy Industries, Ltd.)





Energy & Infrastructure Solution Group

# Power Division

## Power Division Strengths

- Strong regional business & marketing forces, project development hubs and asset management teams, IPP<sup>1</sup> business of world-class scale
- Active development of renewable energy generation projects to help realize a low-carbon society
- Vast experience in wholesale and retail power sales
- Established power services business
- Excellent track record of EPC<sup>2</sup> for overseas projects and unique EPC management skills and capabilities

\*1. IPP: Independent Power Producers. \*2. EPC: Engineering, Procurement and Construction.

## Major Products and Areas

Power generation business (Renewable energy generation / Fuel to Power<sup>\*1</sup> projects such as LNG to Power / Gas-fired and other thermal power generation) / Power service and retail business (Retail power sales / Decentralized power generation / Smart cities and community-based multi-utility services / Storage, VPP, V2X<sup>\*2</sup>, and aggregation business / New businesses / EPC business and O&M business)

\*1. Fuel to Power: Energy value chain-type business from procurement of fuel (gas) to operation of storage facilities and power generation using this fuel.

\*2. V2X (Vehicle-to-X): Using the storage batteries of EVs to supply electricity to buildings (V2B (Vehicle to Building)) at optimal times, and to provide frequency regulation and supply and demand adjustment to the grid system (V2G (Vehicle to Grid)).

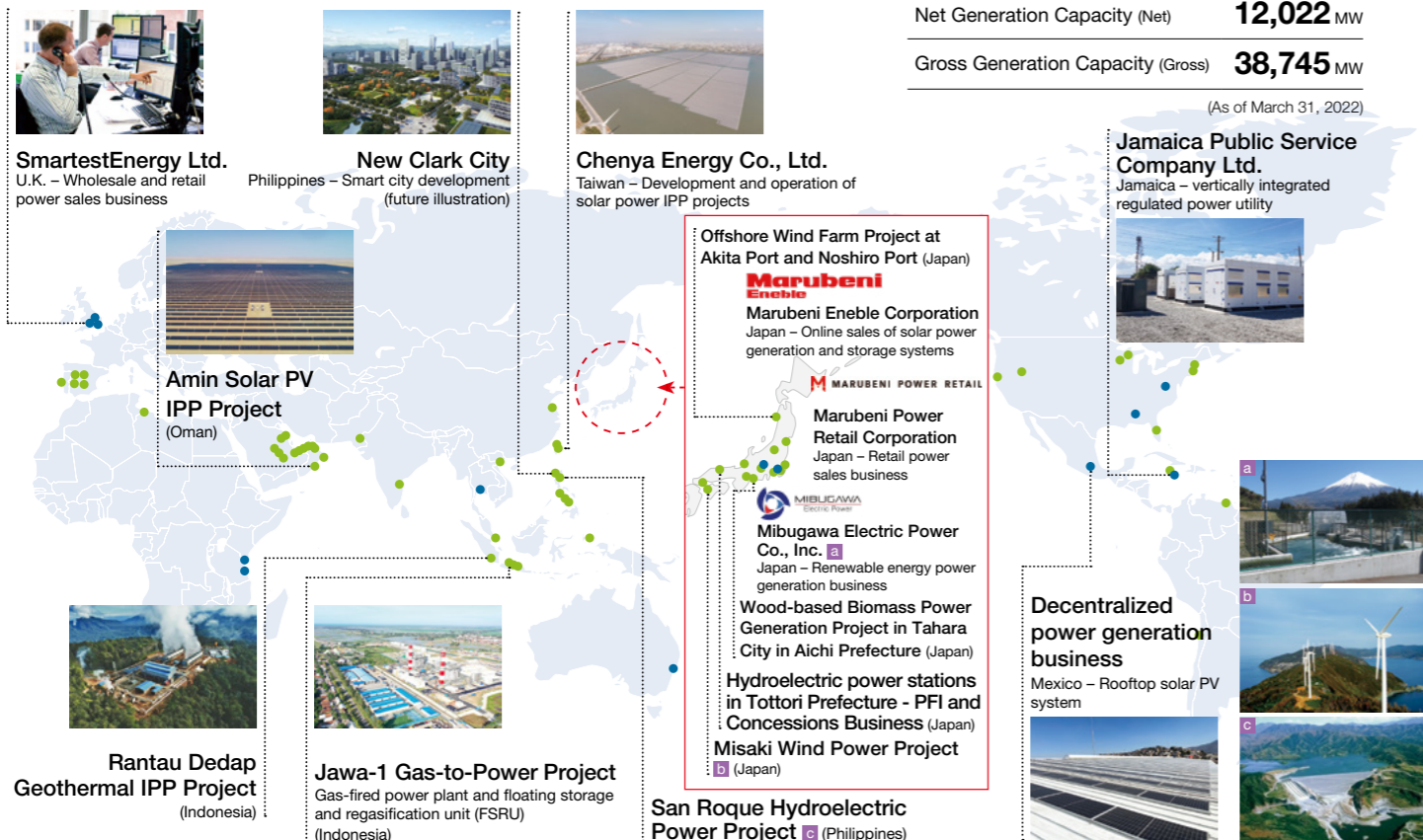


Satoru Harada

Chief Operating Officer,  
Power Div.

## Global Business Portfolio

- Power generation business
- Power service and retail business



## Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>■ Stronger demand for renewable energy worldwide</li> <li>■ Changes in energy policy, such as expansion of liberalization in electric power sector</li> <li>■ Introduction of digital technologies in electric power sector</li> <li>■ Demand for new power-related services as society transitions to carbon neutrality</li> </ul>	<ul style="list-style-type: none"> <li>■ Rapid shift to low-carbon energy in society</li> <li>■ Heightened global price volatility affecting natural resources and energy</li> <li>■ Greater volatility in power supply-demand balance as renewables increase</li> <li>■ Weather risks that would affect electric power market prices</li> </ul>

## Business Strategy

Renewables-led power IPP business	<ul style="list-style-type: none"> <li>■ Expand renewable energy generation projects in Japan and overseas, including offshore wind, solar, biomass and hydroelectric power</li> <li>■ Promote LNG to Power and other gas-fired power generation projects to satisfy needs of society transitioning to carbon neutrality</li> <li>■ Co-firing of biomass and green hydrogen/ammonia for low-carbon future</li> </ul>
Retail power sales business, decentralized power generation businesses	<ul style="list-style-type: none"> <li>■ Reinforce and grow target market for retail power sales business/decentralized power generation businesses in and outside of Japan</li> <li>■ Expand scope of operations by reinforcing trading and supply/demand adjustment functions</li> <li>■ Upgrade product lineup, including choice of renewable energy options</li> </ul>
Smart city/ community-based multi-utility services	<ul style="list-style-type: none"> <li>■ Promote eco-conscious businesses based on smart grids<sup>1</sup> or microgrids<sup>2</sup></li> <li>■ Expand community-based power services by developing packaged models including decentralized renewable energy, urban decarbonization, and smart services using digital technologies</li> </ul>
Energy management function, including power supply/ demand adjustment	<ul style="list-style-type: none"> <li>■ Efficient power utilization by acquiring and applying digital technologies to help forecast power generation volumes and demand</li> <li>■ Supply/demand adjustment services for power grids using supplementary reserves of renewable energy with battery storage</li> <li>■ Provision of energy management services for consumers to enable peak shifting, demand controls, optimized EV charging, etc.</li> </ul>

\*1. Smart grids are power transmission networks optimized by controlling power flows on both the supply/demand sides.

\*2. Microgrids enable local consumption of locally supplied energy using facilities and power sources up to a certain scale.

## Sustainable Growth Initiatives

### Involvement in multiple renewable energy power generation projects in and outside of Japan

In power generation, we are actively promoting the development of renewable energy projects in and outside of Japan.

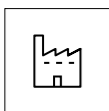
In Japan, we are the top equity stakeholder in the country's first offshore wind farm of commercial scale located at Akita Port and Noshiro Port in Akita Prefecture. In this project, Marubeni will be involved in construction, maintenance and operation of the wind farm facility. The construction began in February 2020 and offshore installation of the foundations was completed in 2021. A total of 33 wind turbines will be installed in the areas surrounding the ports of Akira and Noshiro starting in June 2022, with commercial operation slated for late 2022.

Overseas, we are a developer for a large offshore wind farm in Scotland, U.K. Our consortium was selected by the Scottish authorities as the winning bidder to lease the seabed rights for the project in January 2022. Once developed, this project will be one of the world's first and largest-scale floating offshore wind farms.

Related SDGs



Offshore wind farm project at Akita Port and Noshiro Port (planned final view of turbine locations at Noshiro Port)  
Photo courtesy of Akita Offshore Wind Corporation



Energy & Infrastructure Solution Group

## Infrastructure Project Division

### Infrastructure Project Division Strengths

- Project origination capabilities leveraging networks with various stakeholders such as customers, engineering firms, contractors, financial institutions, and institutional investors
- Project development, structuring, execution, and management capabilities in infrastructure backed by extensive track records of investment, EPC\*, and trade
- Wide range of functions covering the entire value chain from project planning, feasibility studies, financing, EPC, O&M, business operation, to asset (including fund) management

\* EPC: Engineering, Procurement and Construction.



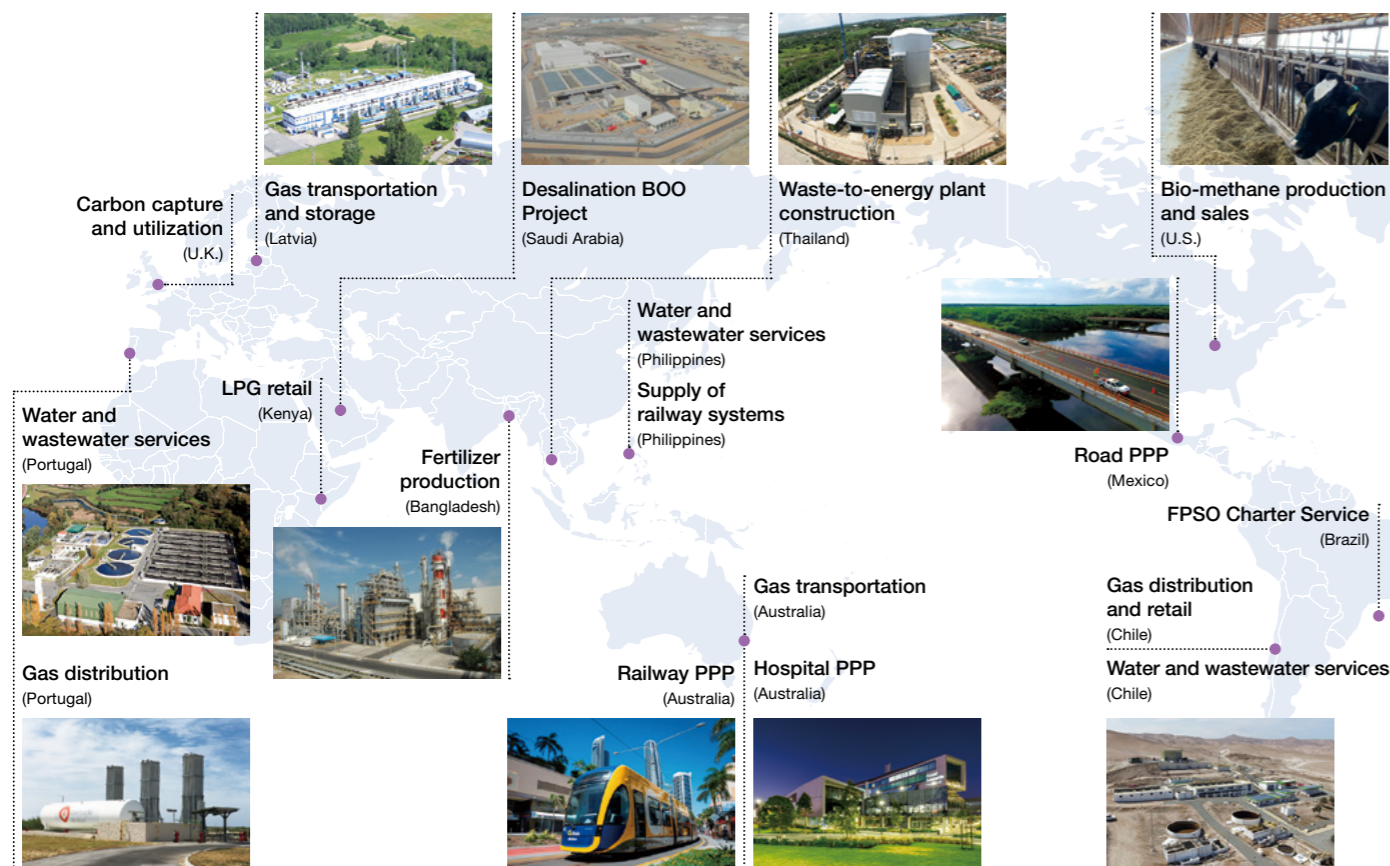
**Kei Tomomi**

Chief Operating Officer,  
Infrastructure Project Div.

### Major Products and Areas

Water business (water supply, wastewater treatment, desalination, etc.) / Transportation and social infrastructure (railways, roads, ports, hospitals, etc.) / Energy infrastructure (gas distribution, retail, etc.) / Decarbonization and circular economy business (waste-to-energy, fuel, carbon capture, etc.) / Infrastructure-related EPC, operation, maintenance (railway systems, water, energy, industrial plants, waste-to-energy power plants, etc.) / Management of infrastructure funds

### Global Business Portfolio



### Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>■ Growing demand for development and renewal of social infrastructure as well as know-how and financial resources from private sector</li> <li>■ Improvement in the appetite for investment of long-term and stable assets by institutional investors</li> <li>■ Growing business opportunities related to decarbonization and circular economy due to greater environmental awareness</li> <li>■ Increase in value of infrastructure service linked with technological innovation</li> </ul>	<ul style="list-style-type: none"> <li>■ Decline in asset value and business opportunities due to economic slowdown</li> <li>■ Change of national policies and regulations that impact business development in the infrastructure field</li> <li>■ Decline in demand for fossil fuels (including natural gas) as progress is made on decarbonization</li> </ul>

### Business Strategy

Water infrastructure	<ul style="list-style-type: none"> <li>■ Improve profits from existing concessions by boosting operational stability/efficiency</li> <li>■ Build stable long-term earnings base by developing new BOT/BOO*1 projects</li> <li>■ Growth/expansion, including entering new markets through operating companies</li> </ul>
Transportation infrastructure	<ul style="list-style-type: none"> <li>■ Secure involvement in O&amp;M*2 concession businesses in railway and other sectors by building alliances with major operators</li> <li>■ Expand PPP*3 business in cooperation with infrastructure funds by leveraging track record in Australia</li> <li>■ Participate in social infrastructure projects including venue business*4</li> </ul>
Energy infrastructure	<ul style="list-style-type: none"> <li>■ Grow/expand existing gas infrastructure business, pursue decarbonization-related opportunities through customer base</li> <li>■ Develop receiving terminals for the gas (LNG/LPG) needed as transitional fuel</li> <li>■ Speedy development of initiatives relating to decarbonization and circular economy</li> </ul>
Infrastructure funds	<ul style="list-style-type: none"> <li>■ Expand infrastructure funds business (new investments for #1 Fund, establishment of #2 Fund)</li> </ul>

\*1. BOT: Build, Operate and Transfer; BOO: Build, Operate and Own.

\*2. O&M: Operation and Maintenance.

\*3. PPP: Public-Private Partnership.

\*4. Venue business: private sector-led development of regional facilities.

### Sustainable Growth Initiatives

#### Reinforcing and expanding green solutions for the infrastructure sector

The Infrastructure Project Division is focused on strengthening and expanding in the current business of water infrastructure and decarbonization solutions such as bio-methane, carbon capture and storage, and waste-to-energy, as green business, based on the Company's policy of "GC2024". In carbon capture, we are involved in the development of a cost-competitive next-generation small-scale facility.

In new energy fields such as hydrogen, ammonia and methanation, we are also developing new businesses in several fields and regions, and implementing the expansion of business fields and the related business in collaboration with other Marubeni Group Divisions.

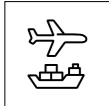
In the future, we will promote our green business, which is essential for sustainable development, such as measures against global warming, effective use of natural resources, and reduction of the environmental burden from social/industrial activities.

Related SDGs



Next-generation carbon capture facility (CycloneCC) by U.K.-based Carbon Clean Solutions Ltd.





Transportation & Industrial Machinery, Financial Business Group

## Aerospace & Ship Division

### Aerospace & Ship Division Strengths

- Operational capabilities allowing rapid expansion into new business domains while seizing opportunities provided by changes in the aerospace and shipping business environment
- Aviation/airports: Increasing the value of aviation assets through lifecycle-attuned business development, including aircraft development, operation, aftermarket, asset management, and airport ground handling
- Aerospace/defense: Deep insights into customer/market needs and solutions proposal capabilities gained from operating a broad array of businesses in the aerospace and defense industries
- Fleet management: Business capabilities in management of ownership and operation of vessels ranging from merchant ships to LNG carriers
- Ship trading/new business development: Solutions development and consulting, based on advanced expertise and networks in ship trading, investing and financing



**Toru Okazaki**  
Chief Operating Officer,  
Aerospace & Ship Div.

### Major Products and Areas

Aircraft & engine parts trading business, asset management, development investment / Sales representatives for commercial aircraft and defense equipment, space-related projects and the air mobility field / Business jet sales agency and related operations / Airport ground handling business and autonomous airport vehicles business / Sale, purchase, chartering, ownership of merchant ships / Shipping pool business and ship fund business / LNG and other liquefied gas carriers business / Autonomous ship business and digital platform business for ship crews

### Global Business Portfolio

#### Civil Aviation Sector



**Swissport Japan Ltd.**  
(Japan – Ground handling business)



**HondaJet Elite**



**Magellan Aviation Group LLLP**  
(U.S. – Aircraft parts trading business)

#### Ship Sector



**Merchant ships**  
(Trading, fleet ownership/operation)



**LNG carriers**  
(Fleet ownership/operation)



**MaruKlav**  
(Shipping pool business)

#### Defense/Security Environment/Space Sector



**Interstellar Technologies Inc.**  
(Japan – Development and manufacture of small rockets and launch service business)

### Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>Recovery in demand for aircraft passenger and operating &amp; maintenance-related services</li> <li>Future potential of space-related business across wide range of sectors</li> <li>Growth in ship demand driven by growth in seaborne cargo amid trend toward borderless global economy</li> <li>Business initiatives utilizing innovative green and digital technologies within the shipping sector</li> </ul>	<ul style="list-style-type: none"> <li>Fall in demand for air travel and increases in jet fuel prices due to risk of events such as terrorism, regional conflicts, wars, and epidemics</li> <li>Volatility in new-build ship pricing and/or marine freight rates</li> <li>Higher manufacturing and operational costs for aircraft and ships due to stricter environmental regulations</li> </ul>

### Business Strategy

Aviation/airports	<ul style="list-style-type: none"> <li>Reinforce aviation asset “value-up trader” operations through development of sector businesses in aircraft, engine and parts trading, maintenance, and related asset management</li> <li>In addition to airport ground handling and business jet services, drive expansion into new business fields such as autonomous vehicles for use in airports</li> </ul>
Aerospace/defense	<ul style="list-style-type: none"> <li>Besides developing sales agency business for aircraft, helicopters and varied types of defense equipment, expand into new areas of the security arena through sales of space surveillance systems and satellite data</li> <li>Enter space sector via capital and business alliances with firms involved in developing and producing small rockets and satellite thrusters<sup>1</sup>, and in rocket launch services</li> </ul>
Fleet management	<ul style="list-style-type: none"> <li>Supply broad range of functions from the creation of ownership structures to the management of fleet operations and related revenues for merchant ships and LNG carriers</li> <li>Pursue initiatives aimed at building up the division as a shipping tonnage provider<sup>2</sup> by upgrading quality and profitability of shipping assets and progressing further with the liquefied gas carrier business</li> </ul>
Ship trading/new business development	<ul style="list-style-type: none"> <li>Develop trading, finance and fleet asset management businesses, focusing on new vessel sales, chartering, transactions for secondhand vessels, and the handling of ship-related materials</li> <li>Active development of original businesses via capital stakes and business alliances, including the shipping pool business, field testing of unmanned vessels, and digital platforms business for ship crews</li> </ul>

<sup>1</sup>1. Propulsion systems for orbit correction.

<sup>2</sup>2. Provider of shipping freight capacity.

### Sustainable Growth Initiatives

#### Initiatives for air mobility implementation

In the air mobility sector, we have created a partnership with Vertical Aerospace Group Ltd., a UK-based developer of the eVTOL<sup>3</sup> aircraft concept. We are also involved in a new business development project to cultivate the sector in Japan. The greenhouse gas emissions of eVTOL will be significantly less than those of traditional aircraft powered by fossil fuels, and this is expected to help the aviation industry make a significant contribution to measures addressing climate change.

In partnership with Vertical Aerospace and using our aviation industry networks and wide-ranging business know-how, we are also focused on practical initiatives aimed at creating the ecosystem required for air mobility to succeed in Japan. At the same time as creating a society where air travel is safe and familiar, we hope to contribute to measures addressing climate change and achieve a decarbonized future.

<sup>3</sup>3. eVTOL: electric aircraft with vertical take-off and landing capability.

Related SDGs



eVTOL by Vertical Aerospace (UK)





Transportation & Industrial Machinery, Financial Business Group

## Finance, Leasing & Real Estate Business Division

### Finance, Leasing & Real Estate Business Division Strengths

- Tight alliances with top-caliber partners worldwide, including Mizuho Leasing Company, Limited
- Business management expertise with vast geographic coverage in the auto finance sector
- Profound expertise in general leasing operations and specialized leasing fields such as aircraft and refrigerated trailers
- A pioneer in Japan's private equity field, with more than 20 years of investment and value-added activities.
- Real estate development and investment business expertise leveraging Marubeni's global network
- Comprehensive solution menu as an insurance broker, from risk consultation to reinsurance procurement



**Taro Kawabe**

Chief Operating Officer,  
Finance, Leasing & Real Estate  
Business Div.

### Major Products and Areas

Auto finance business / Rental and leasing business of refrigerated trailers, commercial vehicles, and freight railcars/ Aircraft and aircraft engine leasing business / General leasing & non-bank business, next generation finance business / Private equity fund investment and management business / Domestic and overseas real estate development / J-REIT, private placement REIT, private real estate funds, infrastructure fund management business / Property management business / Insurance business

### Global Business Portfolio



### Growth-oriented Opportunities/Risks

Opportunities	Risks
<ul style="list-style-type: none"> <li>■ Expansion of market share and regional coverage of used auto finance business in N. America, entry into adjacent fields such as commercial vehicles</li> <li>■ Recovery in demand for air travel due to normalization of conditions as countries ease COVID pandemic-related restrictions</li> <li>■ Robust demand from property investors worldwide for revenue-generating properties, growth in housing demand in developing countries</li> <li>■ Growth in DX-based fintech market, more efficient planning solutions in architectural and construction sectors</li> </ul>	<ul style="list-style-type: none"> <li>■ Higher credit risk and increase in interest rates as monetary easing policies change direction around the world</li> <li>■ Stalled recovery in demand for air passenger travel due to global tensions caused by the war in Ukraine and outbreaks of new COVID variants</li> <li>■ Decline in Japanese domestic demand due to population/market contraction linked to low birthrates and higher life expectancy; increased development costs due to higher material prices</li> <li>■ Irreversible shifts in customer needs and behavioral trends due to higher awareness of environmental impact reduction</li> </ul>

### Business Strategy

<b>Business strategy for global partnerships</b>	<ul style="list-style-type: none"> <li>■ Reinforce alliances with our leading partners worldwide including Mizuho Leasing Company, Limited, across finance, leasing, real estate and insurance sectors</li> <li>■ Foster growth in each business domain via mutual sharing with partners of respective strengths and expertise along with the offering of various resources</li> <li>■ Develop adjacent sectors in cooperation with new and existing partners, creating new pillars of growth</li> </ul>
<b>Growth strategy in finance, leasing and insurance fields</b>	<ul style="list-style-type: none"> <li>■ Accumulate quality assets in finance (such as auto loans) and leasing (such as aircraft, refrigerated trailers and freight railcars)</li> <li>■ Strengthen earning layer expanding private equity fund management operations</li> <li>■ Global service coverage from business procurement and sales to maintenance</li> </ul>
<b>Growth strategy for real estate business</b>	<ul style="list-style-type: none"> <li>■ Promote development of for-sale and rental property assets using wealth of expertise gained across housing, office, commercial and logistics sectors</li> <li>■ Develop multiple earnings streams based on asset expansion, asset management improvement, and creation of related operations at listed J-REITs and private REITs, higher profits from asset management, and related operations</li> <li>■ Target strong housing demand in ASEAN and Southwest Asia; strengthen property asset management business in U.S.</li> </ul>
<b>Green/DX/human capital strategies</b>	<ul style="list-style-type: none"> <li>■ Contributing to lower environmental impact in line with Marubeni Group's environmental strategy by providing ESG solutions as well as accelerate replacement to assets with reduced environmental load</li> <li>■ Generate novel DX-based business models and reinforce profits from sectors we have already entered such as fintech and search platforms for building materials</li> <li>■ Development of talent with global leadership capabilities and development of change leadership ability at organizational level</li> </ul>

### Sustainable Growth Initiatives

#### Providing functions and accumulating assets in line with environmental strategy

In every business domain, the challenge for our division is to provide functions and accumulate assets in line with Marubeni's 'Green Strategy.'

In our real estate investment business, we have focused to date on addressing major social and environmental issues such as promoting energy-saving in the assets that we manage. At Japan Infrastructure Fund Investment Corp., which listed in 2020, we have targeted decarbonization initiatives by investing in renewable energy projects. In our U.S. refrigerated trailer leasing and rental business, we have started handling refrigerated units fitted with solar power panels to reduce GHG emissions during operation. Elsewhere, in auto finance, our core business, we have started to target EVs and in the aircraft leasing sector, we are investing in new tech aircraft offering superior fuel efficiency. As such, we are promoting a shift toward more eco-friendly assets.

Related SDGs



Investment property under management certified for environmental performance (Japan)



Transportation & Industrial Machinery, Financial Business Group

# Construction, Industrial Machinery & Mobility Division

## Construction, Industrial Machinery & Mobility Division Strengths

- Sales, investment and operational know-how amassed over decades through global business activities
- Workforce of professionals well versed in their respective industries
- Diverse lineup of products and services, including trading, wholesaling, and retailing, that meet a wide range of customer needs both domestically and internationally
- Strong relationships of trust with global top-tier manufacturers
- Fast information network linking domestic and overseas operating companies, overseas corporate subsidiaries and the Tokyo Head Office

## Major Products and Areas

Construction/mining equipment sales and related services, financing / Automotive dealerships, aftermarket auto parts sales / Development of EV infrastructure and decentralized power generation / Sales of auto production equipment and machine tools, related peripheral businesses / Sales of industrial machinery, related peripheral businesses



**Jiro Itai**

Chief Operating Officer,  
Construction,  
Industrial Machinery & Mobility Div.

## Global Business Portfolio

### Automotive sales and after-sales service businesses, mobility service businesses utilizing existing assets



Aftermarket business (U.S.)

Auto dealerships (U.K.)

Next-generation aftermarket business (U.S.)

### Contributions to manufacturing around the world in a broad range of industries



Machine tool sales business (U.S.)



Automotive Body welding line sales (Europe and Asia)



PET bottle production facility sales (Japan)

### Distributor/product support business for construction and mining equipment



Large dump truck used at mines (Philippines)



Large hydraulic excavator used at mines (Chile)



Distributor (Turkey)

## Growth-oriented Opportunities/Risks

### Opportunities

- Expansion of new demand due to market fluctuations, including EV infrastructure, resource constraints, increasing concern about environmental issues
- Growing diversity of business domains in which AI, IoT, automation and other new technologies are used

### Risks

- Obsolescence of existing markets due to technological innovation; risk of competition from new entrants from other sectors
- Country risks in the regions and countries where we operate, including deterioration in economic and social conditions

## Business Strategy

<b>Construction machinery</b>	<ul style="list-style-type: none"> <li>■ Expand scope of existing distributor business to include handling-related and peripheral products</li> <li>■ Develop general construction machinery leasing operations in Japan/S.E. Asia</li> <li>■ Develop new businesses to leverage DX, decarbonization and electrification trends</li> </ul>
<b>Industrial systems and mobility</b>	<ul style="list-style-type: none"> <li>■ Expansion and transformation of U.S. auto parts aftermarket business</li> <li>■ Expansion and transformation of U.K. auto dealership business</li> <li>■ Build EV/electric mobility businesses; create mobility data services</li> <li>■ Strengthen EV charger sales, develop optimized charging business</li> </ul>
<b>Industrial machinery</b>	<ul style="list-style-type: none"> <li>■ Develop electronic components business by expanding range of items handled</li> <li>■ Enter new business fields such as sales of pharmaceutical manufacturing equipment</li> <li>■ Offer manufacturing DX services to SMEs to apply production process-related digital technologies for labor-saving/automation benefits</li> <li>■ Propose new solutions and sell technology capturing the decarbonization trend</li> </ul>

## Sustainable Growth Initiatives

### EV infrastructure/battery-related business

Anticipating demand for EV charging infrastructure, since 2011 the division has been selling EV charging stations made by South Korean company SK Signet Inc. ("Signet"), a major global manufacturer of charging equipment. We have signed an exclusive global sales agency agreement with Signet (excluding South Korea).

Taking advantage of the technical prowess of Signet and Marubeni's global sales network, we are selling rapid charging stations for EVs supplied by Signet to customers such as charging infrastructure providers, auto OEMs, power providers, public utilities, and other organizations.

Cumulatively, approximately 2,100 units have been sold mainly in the U.S., and we are now focusing on expanding sales into Japan and Europe. In Japan, we have also begun selling rapid chargers installed with a storage battery sourced from reused EVs as part of an effort to optimize the efficiency of EV charging.

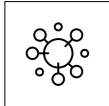
Furthermore, in addition to selling chargers, we aim to contribute to more widespread adoption of EVs and infrastructure by offering total solutions regarding charging infrastructure, to contribute to the expansion of EVs and an electrified society.

Related SDGs



EV rapid charging stations made by Signet





CDIO

# Next Generation Business Development Division

## Next Generation Business Development Division Strengths

- Structured to operate with agility and speed and to specialize in growth domains
- Development and construction of new business models focusing on solving social/customer issues regardless of the product verticals of existing businesses
- Systems capable of drawing on Marubeni's strengths (company-wide optimal business promotion through collaboration with existing business divisions)
- Access to/incorporation of the world's most advanced and innovative technologies



**Masayuki Omoto**

Chief Operating Officer,  
Next Generation  
Business Development Div.

## Major Products and Areas

Smart city / Next generation industrial parks / Offshore DX\* / New decarbonization technology / Blockchain / Pharmaceuticals and medical devices / Medical services / Next generation retail / Beauty / Education

\* Offshore DX refers to the outsourcing to or ordering of a part of system development from an overseas company.

## Global Business Portfolio



## Growth-oriented Opportunities/Risks

- ### Opportunities
- Expansion of consumption power due to the rise of the middle-income demographic in Asia
  - Expansion of next generation social infrastructure (urbanization/smartification)
  - Carbon-free society/circular economy
  - Expansion in high-quality medical needs and rise in health awareness
  - Shifts in consumption trends and values due to greater environmental awareness of millennials/Gen Z
  - Acceleration of contactless technologies (digitalization, shift to online access, shift to remote operation)

- ### Risks
- Risk of players with innovative technologies and business models appearing faster than expected
  - Country risks in business regions/countries due to evolving political, economic and social factors

\* Millennials & GenZ  
Millennials: General term for the generation of people born from the early 1980s to the mid-1990s.  
Gen Z: General term for the generation of people born after the mid-1990s.

## Business Strategy

Next generation social infrastructure	<ul style="list-style-type: none"> <li>Participate in smart city development projects (whether PPP or private-sector) using aggregation functionality of smart technologies; seek to expand/upgrade operation of next generation industrial parks throughout Asia</li> <li>Seek to build upscaled operations entering new technology domains such as offshore DX, ultracapacitors (next generation storage batteries) and blockchain</li> </ul>
Healthcare/medical	<ul style="list-style-type: none"> <li>Strengthen network for pharmaceutical and medical device products through sales to Japanese manufacturers and by leveraging sourcing capabilities and sales functions in China and the Middle East</li> <li>Develop hospital-related services business by applying knowledge gained from lab testing (Philippines), hospital and Maternal and child health handbook app service (Indonesia) operations</li> </ul>
Wellness	<ul style="list-style-type: none"> <li>Upgrade distribution, retail and marketing capabilities by applying experience and expertise gained from equity stake in clean beauty brand SHIGETA PARIS and partnership with Japan's dispensing pharmacy and a unique drugstore operator AIN Holdings in retail operations in Malaysia</li> <li>Develop solutions for government, schools and educational institutions throughout Asia and Africa based on our partnerships with educators and education content providers</li> </ul>
Emerging domains	<ul style="list-style-type: none"> <li>Search/target next generation business development opportunities in Africa as division's next growth market after Asia</li> </ul>

## Sustainable Growth Initiatives

### Investment in Skeleton Technologies, a leader in the development/manufacture of next generation energy storage devices

In March 2021, Marubeni invested in Skeleton Technologies Group OÜ ("Skeleton"), the leading manufacturer of ultracapacitors in Europe. With high power output and rapid charging capabilities as well as other superior features such as long life, safety and recyclability, ultracapacitors are being used as energy storage devices in various fields. As the adoption of renewables gains momentum, their applications are expected to develop further to underpin reliable power supplies, including use in EVs and in combination with fuel cells. Through this investment, our aim is to leverage the global marketing capabilities of Marubeni to sell Skeleton products into Japan and other Asian markets, while also developing applications and customers for Skeleton's next generation energy storage technology. With the adoption of new technologies such as smart city, decentralized power generation, renewable and other clean energy sources, it will also be possible to develop original business models to serve the needs of the autonomous driving society, in the process helping to build a decarbonized world and realize a truly sustainable society.

Related SDGs



Skeleton production facility (Germany)





CDIO

## Next Generation Corporate Development Division

### Next Generation Corporate Development Division Strengths

- Organization of highly specialized professionals with skills and know-how that can drive sizable investment/M&A
- Access to/incorporation of the world's most advanced technology and innovation
- Know-how and network in the next generation media business industry derived from e-sports related business initiatives
- Synergies among divisional initiatives in corporate development, start-up investment and next generation media business



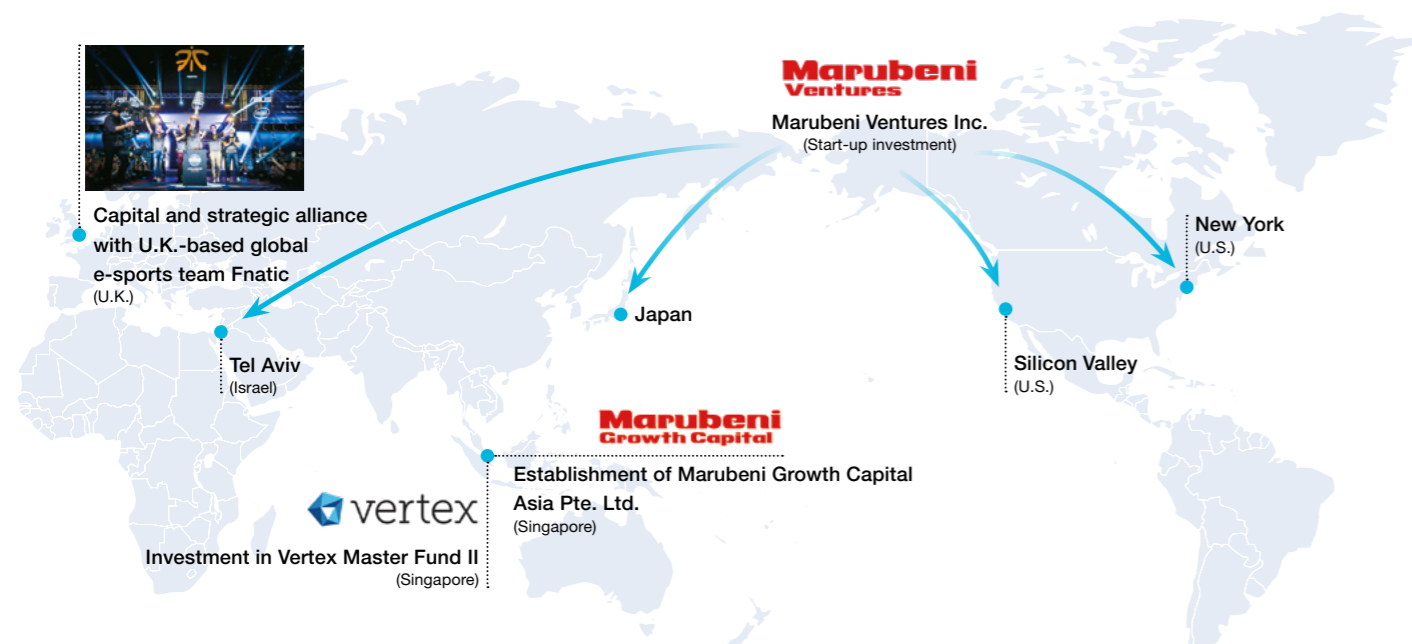
**Toshihiro Fukumura**

Chief Operating Officer,  
Next Generation Corporate  
Development Div.

### Major Products and Areas

Corporate development / Start-up investment / Next generation media business

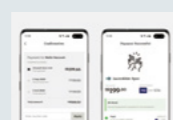
### Global Business Portfolio



### Investment examples by Marubeni Ventures Inc.



**De-Identification Ltd.**  
(AI-driven image data processing) (Israel)



**Pace Enterprise Holdings Pte. Ltd.**  
(BNPL service) (Singapore)



**GrubMarket Inc.**  
(Fresh food delivery service) (U.S.)



**Orbit Fab Inc.**  
(Developing on-orbit refueling service for satellites) (U.S.)

### Growth-oriented Opportunities/Risks

#### Opportunities

- Expansion of consumption power of the next generation of consumers\* in Southeast Asia
- Post-pandemic shifts in behavior/values of the next generation of consumers
- Creation of new economy based on more advanced technology/platforms

\* Millennials & GenZ  
Millennials: General term for the generation of people born from the early 1980s to the mid-1990s  
Gen Z: General term for the generation of people born after the mid-1990s

#### Risks

- Risk of players with innovative technologies and business models appearing faster than expected
- Heightened market volatility and sudden changes in investment conditions due to shifts in global circumstances

### Business Strategy

Corporate development	<ul style="list-style-type: none"> <li>■ Bring high growth business for the next generation of consumers into Marubeni Group through sizable investment and M&amp;A</li> <li>■ Support growth and promote value-enhancing measures as a long-term partner of the companies in which we invest</li> </ul>
Start-up investment	<ul style="list-style-type: none"> <li>■ Invest in domestic/overseas start-ups with innovative technology/business models</li> <li>■ Provide information and insights from investment activities for Marubeni (as an 'antenna' for new business development)</li> <li>■ Cooperate with corporate development activities, utilizing information and networks gained in start-up investment activities</li> </ul>
Next generation media business	<ul style="list-style-type: none"> <li>■ Develop the next generation media business by capital alliances with media companies, focusing on the creator economy with user-generated content appealing for the next generation of consumers such as e-sports and gaming</li> </ul>

### Aims and initiatives in corporate development field

#### Establishment of Marubeni Growth Capital to capture growth potential of Southeast Asia

Under the theme of bringing the growth in Southeast Asia into Marubeni, we established Marubeni Growth Capital Asia Pte. Ltd. in Singapore, a hub for Southeast Asia, striving to capitalize on the latest trends in business for the next generation of consumers and acquire large-scale opportunities. Going forward, we plan to establish a similar investment company in the U.S. Leveraging the expertise and experience of investment professionals and taking the approach from origination through value creation, we will bring new business into Marubeni Group and support growth and promote value-enhancing measures as a long-term partner of the companies in which we invest. In addition, we will enhance our corporate development operations through cooperation with the start-up investment activities of Marubeni Ventures and the next generation media business development team.

