

# Presentation Materials

June 2026

**Marubeni**

## Disclaimer Regarding Forward Looking Statements and Original Language

This material contains forward-looking statements about the future performance, events or management plans of Marubeni Corporation and its Group companies (the Company) based on the available information, certain assumptions and expectations at the point of disclosure, of which many are beyond the Company's control. These are subject to a number of risks, uncertainties and factors, including, but not limited to, economic and financial conditions, factors that may affect the level of demand and financial performance of the major industries and customers we serve, interest rates and currency fluctuations, availability and cost of funding, fluctuations in commodity and materials prices, political turmoil in certain countries and regions, litigation claims, changes in laws, regulations and tax rules, and other factors. Actual results, performances and achievements may differ materially from those described explicitly or implicitly in the relevant forward-looking statements.

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## President & CEO Masayuki Omoto



### 1992 Marubeni Corporation

- Gained hands-on Gemba (frontline) experiences at global power businesses at three different continents whilst building capabilities and adaptabilities to operate anywhere in the world

### 2004 Harvard Business School Graduate (MBA with Distinction)

### 2006 McKinsey & Company

- Cultivated the ambition and perspectives to strive for global excellence

### 2007 Marubeni Corporation

- Led initiatives across the energy value chain from LNG, generation and trading/retail services
- Played a key role in formulating Marubeni group-wide strategies for long-term value creation
- Built and scaled profitably growth business while cultivating next-generation talents

### 2025 President & CEO of Marubeni Corporation

## CFO Chijo Tajima



### 1990 Marubeni Corporation

- Worked as Investor Relationship Manager from 2007 to 2009.
- Became General Manager of Finance Dept., and General Manager of Executive Secretariat
- Has developed a wealth of experience and extensive expertise in finance and engagement with capital markets throughout his career, particularly

### 2026 CFO of Marubeni Corporation

For 168 years, Marubeni has upheld universal values while adapting to a changing world

## Our History



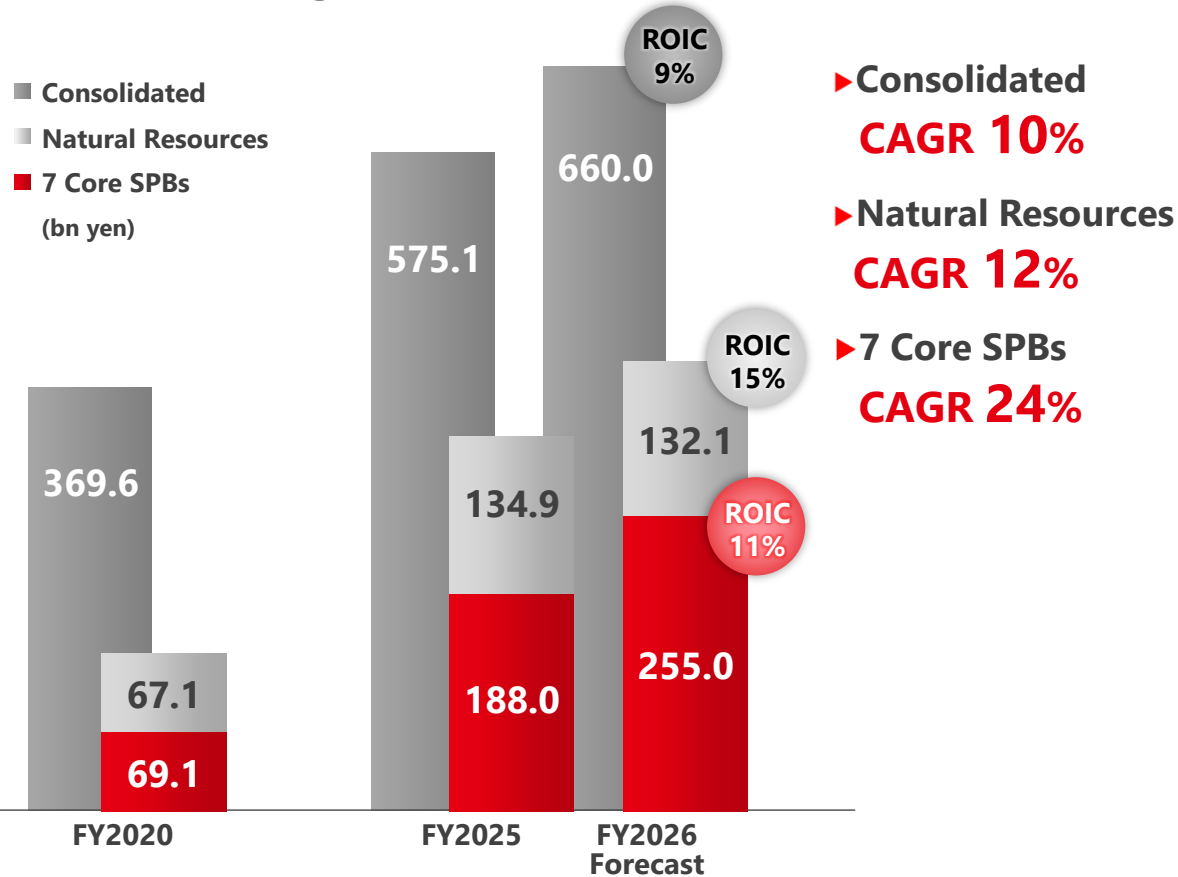
## Company Creed



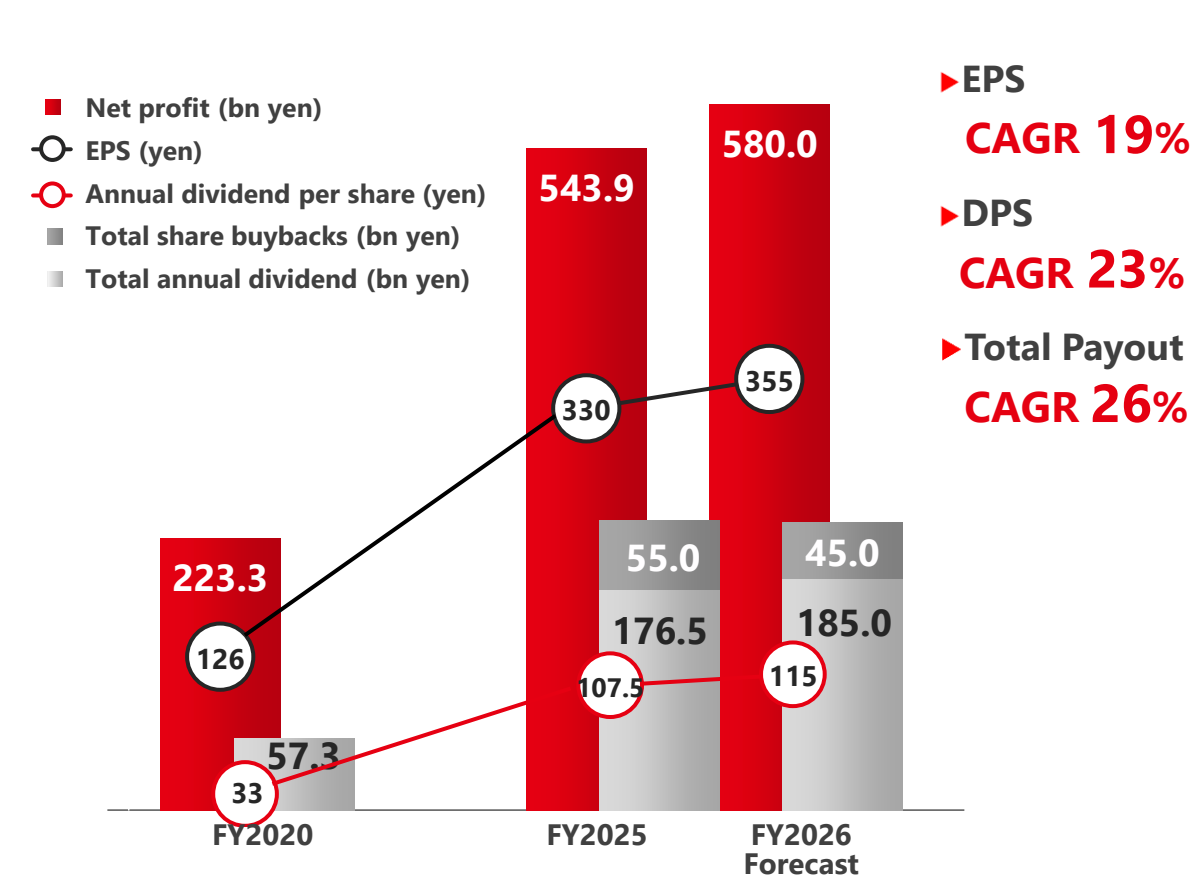
“Sei, Shin, Wa”, meaning “Fairness, Innovation and Harmony”, has been our company creed since our founding

## Growth in core operating cash flow was driven by the SPBs and Natural Resources, delivering greater shareholder returns

### Core operating cash flow



### Shareholder returns

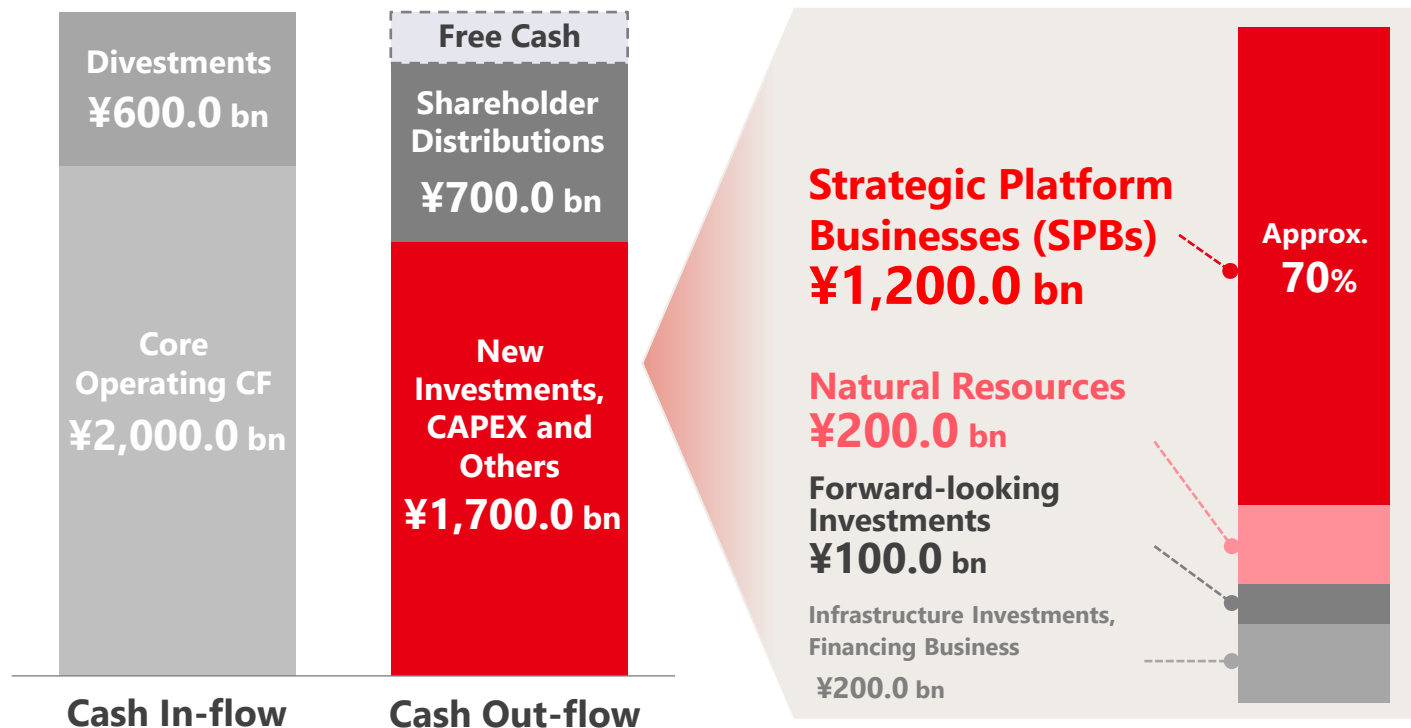


\* SPBs refers to Strategic Platform Businesses defined in Page6

\* ROIC is calculated using adjusted net profit

Our conviction is that capital allocation is the most powerful lever for creating long-term value for stakeholders

## Capital allocation policy as set out in GC2027



## Focuses on generating sustainable cash flows and leveraging the power of compounding to create long-term value

- ▶ Grow sustainable core operating cash flow
- ▶ Recycle capital from low-ROIC businesses at attractive valuations
- ▶ Invest in winning businesses, particularly SPBs with high ROIC and strong scalability
- ▶ Enhance shareholder returns through progressive dividends and share repurchases, with a focus on improving ROE
- ▶ Deploy balance sheet capacity dynamically to capture value-accretive opportunities

Since FY2025, Marubeni has pursued a disciplined capital allocation strategy, directing capital toward SPBs and other winning businesses while divesting low-ROIC businesses

We have been focusing our investments in SPBs and other winning businesses ...

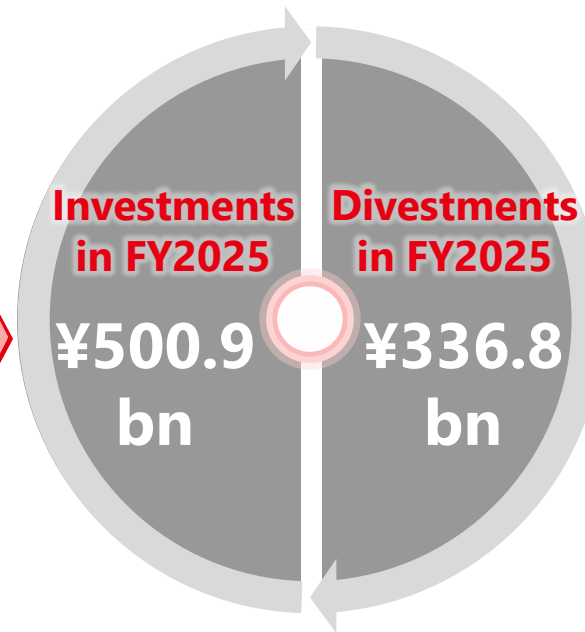
... while divesting low ROIC businesses even though they have been with us for many years

### Roll-up/Bolt-on Investments of core SPBs

- Agri-inputs Retail Business (Helena, USA)
- Aviation Aftermarket and Asset Trading Business (Full ownership of DASI, USA)
- Wholesale and Retail Power Trading (Factor Energia, Spain)
- Ice cream manufacturing business (Bubbies, USA)
- Automobile extended warranty business (LGM, Canada)

### Establishment of new core SPB

- Pharmaceutical Sales Business (succession of Sumitomo Pharma's business in Asia, Phillips Healthcare in Africa) applying the Winning Strategy of Helena



Include executed and internally approved

### Infrastructure Investments and Financing Businesses

- North American railcar leasing business (Midwest Railcar, USA)
- Australian gas distribution business (Allgas, Australia)

### Others

- Australian beef cattle producer (Rangers Valley, Australia)

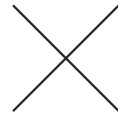
Strategic Platform Business is a “winning” business model capturing growth domains, offering high-value-added products and services, and executing scalable initiatives

## SPB

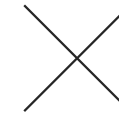
The three essential elements for profitable growth derived from our insights out of our 168 years of business

Winning Strategy ▶

**Growth Domains**



**High Added Value**



**Scalability**

### Our 7 Core SPBs



Agri-inputs  
Retail  
Business



Mobility  
Business in  
North America



Wholesale and  
Retail Power  
Trading  
Business



Aviation  
Aftermarket  
and Asset  
Trading  
Business



Food  
Marketing  
and  
Manufacturing  
Business



IT/Digital  
Solutions  
Business



Pharmaceutical  
Sales  
Business

Newly added to  
core SPBs

# SPBs as “Highly Resilient” & “Hard to Replicate” Growth Businesses **Marubeni**

SPBs target growth in “Highly Resilient” essential needs and high added values to the customers through “Hard to Replicate” value adding initiatives

Our Core SPBs	  <b>Agri-inputs Retail Business</b>	  <b>Mobility Business in North America</b>	  <b>Wholesale and Retail Power Trading Business</b>	  <b>Aviation Aftermarket and Asset Trading Business</b>	  <b>Food Marketing and Manufacturing Business</b>	  <b>IT/Digital Solutions Business</b>	  <b>Pharmaceutical Sales Business</b>
Essential Needs	Agri-inputs	Used car loans	Electricity	Aviation aftermarket parts	Food	IT services	Pharmaceuticals
Value-adding Initiatives	AGRIIntelligence/ Helena Products Group	Fast & accurate credit decisions	Trading & environmental certificates	Optimal solutions	Unique formulation	Physical touchpoint Domain expertise	Global product sourcing for local needs
Customer Delights	Yield improvement	Time savings & confidence	Flexibility & environmental value	Safe, cost-effective parts & convenience	Smiles of customers	Productivity gains & business resilience	Enhancement of patient health worldwide

We have been and will continue to be executing Winning Strategy for natural resources businesses, with growth in copper production capacity from 2027

## Winning Strategy for Metals & Mineral Resources

### Essential demand

Base metals that support core industries

### Cost competitiveness

World-class cost competitiveness

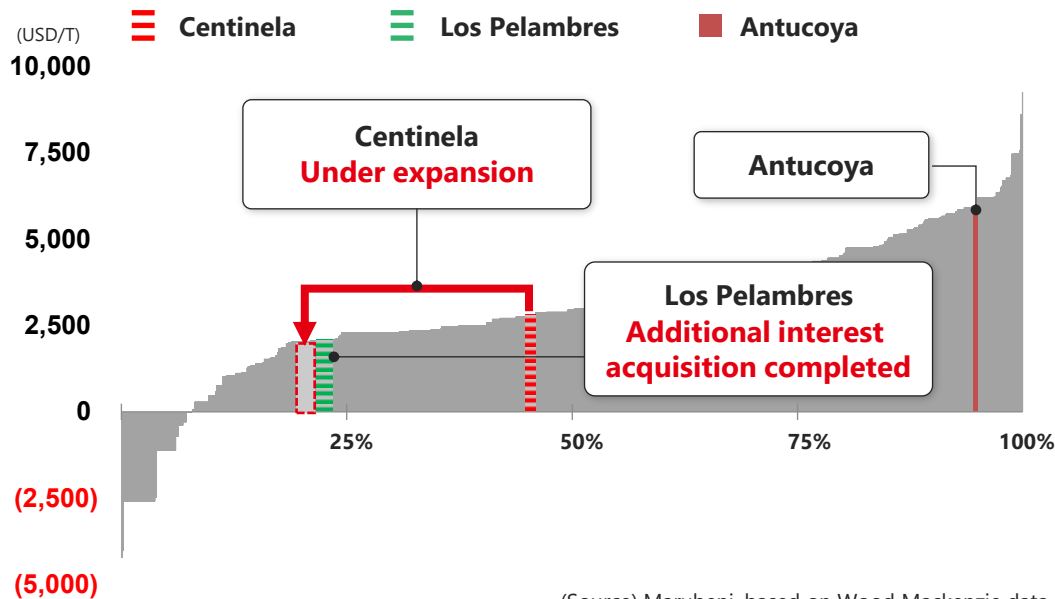
### Low-country-risk

Interests in Australia, Chile, etc.

### Reliable partners

Antofagasta, Jellinbah Group, Hancock Prospecting, etc.

## Cost curve of Centinela copper mine

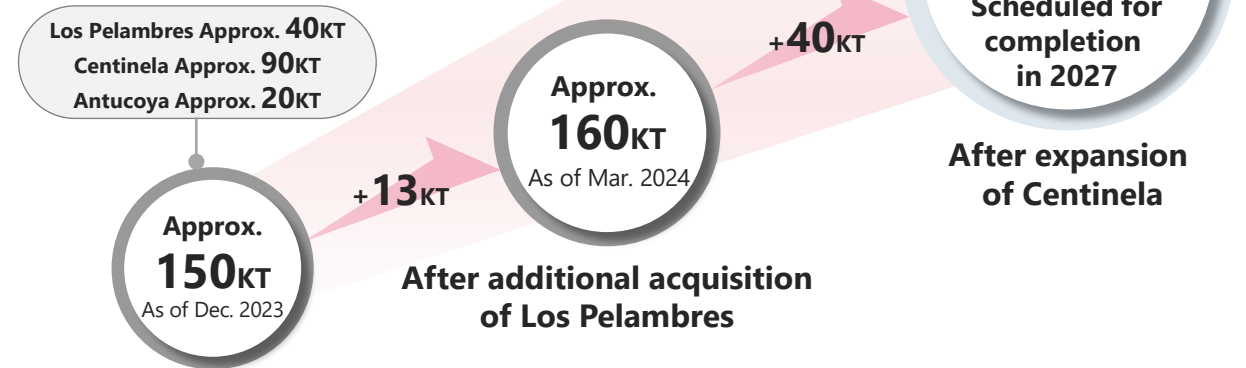


(Source) Marubeni, based on Wood Mackenzie data

## Expansion of Centinela copper mine

### Annual equity production capability

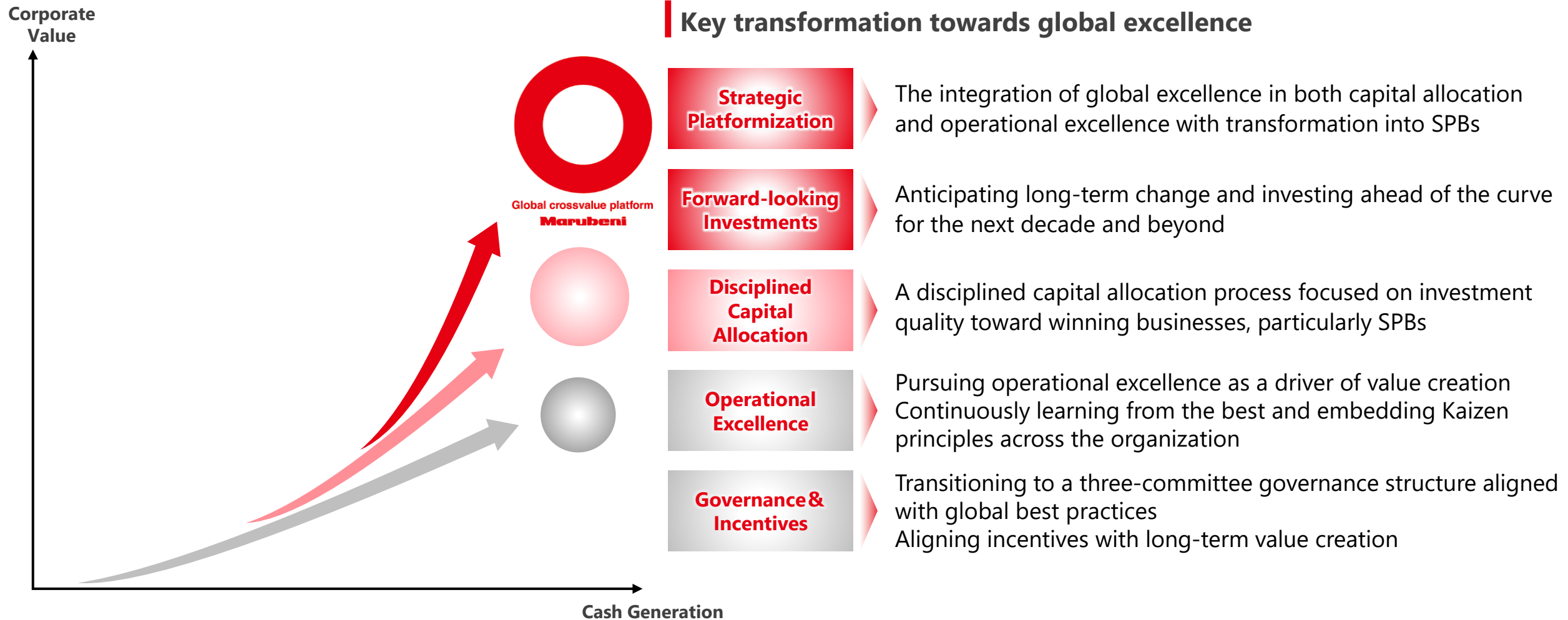
Expanding the production volumes to capture the growth of AI/data center, renewable energies, EV, etc.



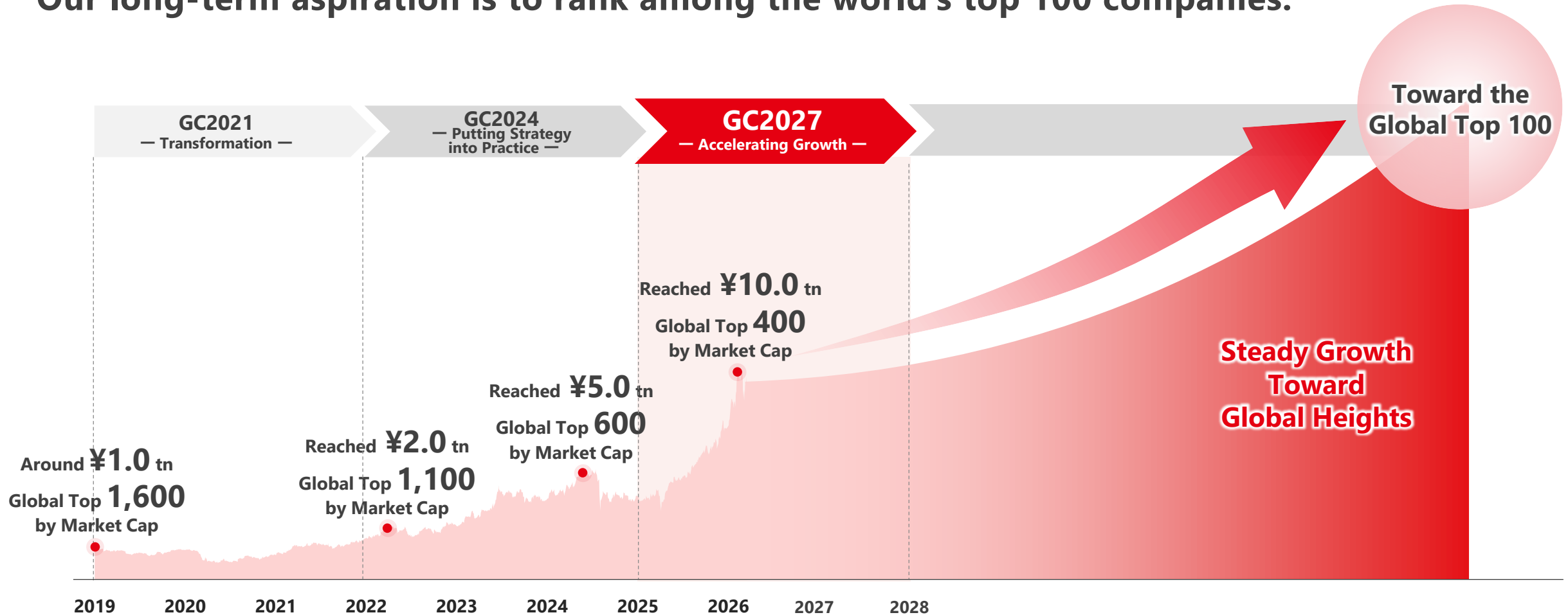
Our forward-looking investments have been and will continue to be domain agnostic, be opportunity driven, and target themes that preempt changes in times for future growth

Themes	Short-term opportunities	Long-term opportunities
<p><b>AI Driven</b></p>	<p><b>Value-ups with Marubeni's AI engines</b> Automating processes to hone lean operation</p> <p>Enhancing quality of investment decisions through the AI power of relentlessly pointing learnings experienced</p> <p><b>Data traffic</b> A provider of fiber-optic related services</p> <p><b>Energy &amp; Battery</b> Renewables/ Natural gas/ new form of energy /Next-gen batteries</p> <p><b>Semiconductors</b> Circuit design / Sales / Materials / Equipment</p>	<p><b>Critical minerals</b> Exploration of critical minerals</p> <p><b>Quantum</b> Quantum technology</p> <p><b>Nuclear fusion</b> Kyoto Fusioneering</p>
<p><b>Space Driven</b></p>	<p><b>Sales of satellite data</b></p> <p><b>Sales of satellite bus components</b></p>	<p><b>Satellite launch services</b></p> <p><b>In-orbit services</b></p>

## What defines Marubeni is our relentless pursuit of global excellence



Achieving market capitalization of 10 trillion yen is merely one milestone.  
Our long-term aspiration is to rank among the world's top 100 companies.





Global crossvalue platform

**Marubeni**