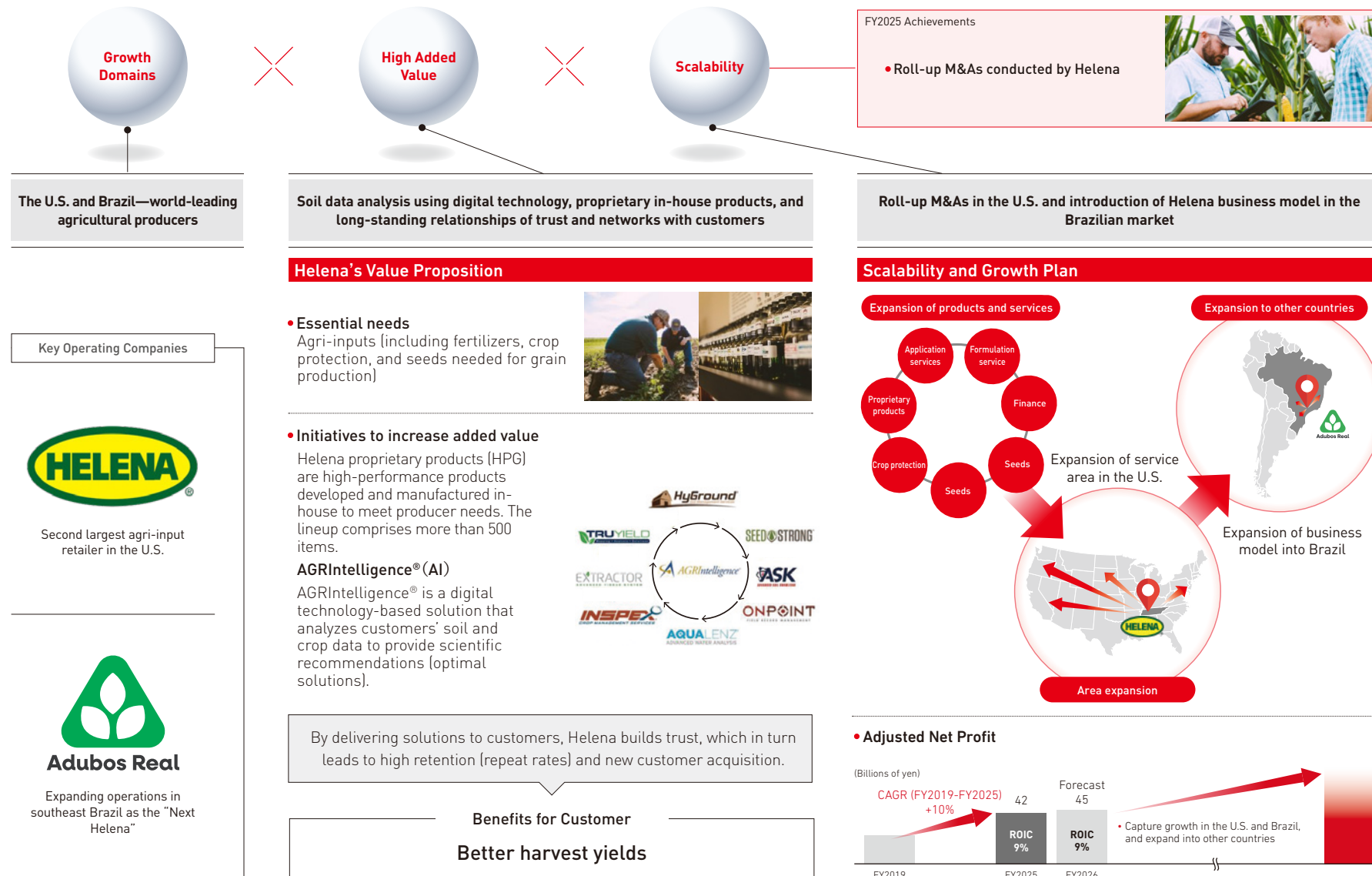


CASE | 01

Agri-inputs Retail Business

An agri-inputs retail business with a global presence

Helena has built customer loyalty and trust in the U.S., a world-leading agricultural producer, by demonstrating its ability to deliver solutions, including the provision of proprietary products and soil analysis using digital technology. We will continue to expand our product and service offerings and aim to steadily increase our share of the U.S. market through further M&As. Marubeni is also rolling out this proven winning strategy to Adubos Real in Brazil, a key growth market, achieving solid scalability and profit growth.



Section 3: Value Creation in Practice

Mid-Term Management Strategy GC2027

Message from the CSO

Business Investment Process

Roundtable Discussion among Members of Growth Investment Management Departments

> Feature: Core Strategic Platform Businesses

Message from the CAO

Risk Management

Message from the CDIO

Digital and AI Strategy

Roundtable Discussion between the CHRO and U.S. and European HR Leaders

Human Resource Strategy

Section 1: Vision and Message from the President and CEO

Section 2: Value Creation at Marubeni

Section 3: Value Creation in Practice

Section 4: Governance and Sustainability Underpinning Sustainable Growth

Section 5: Business Portfolio

Section 6: Corporate Data