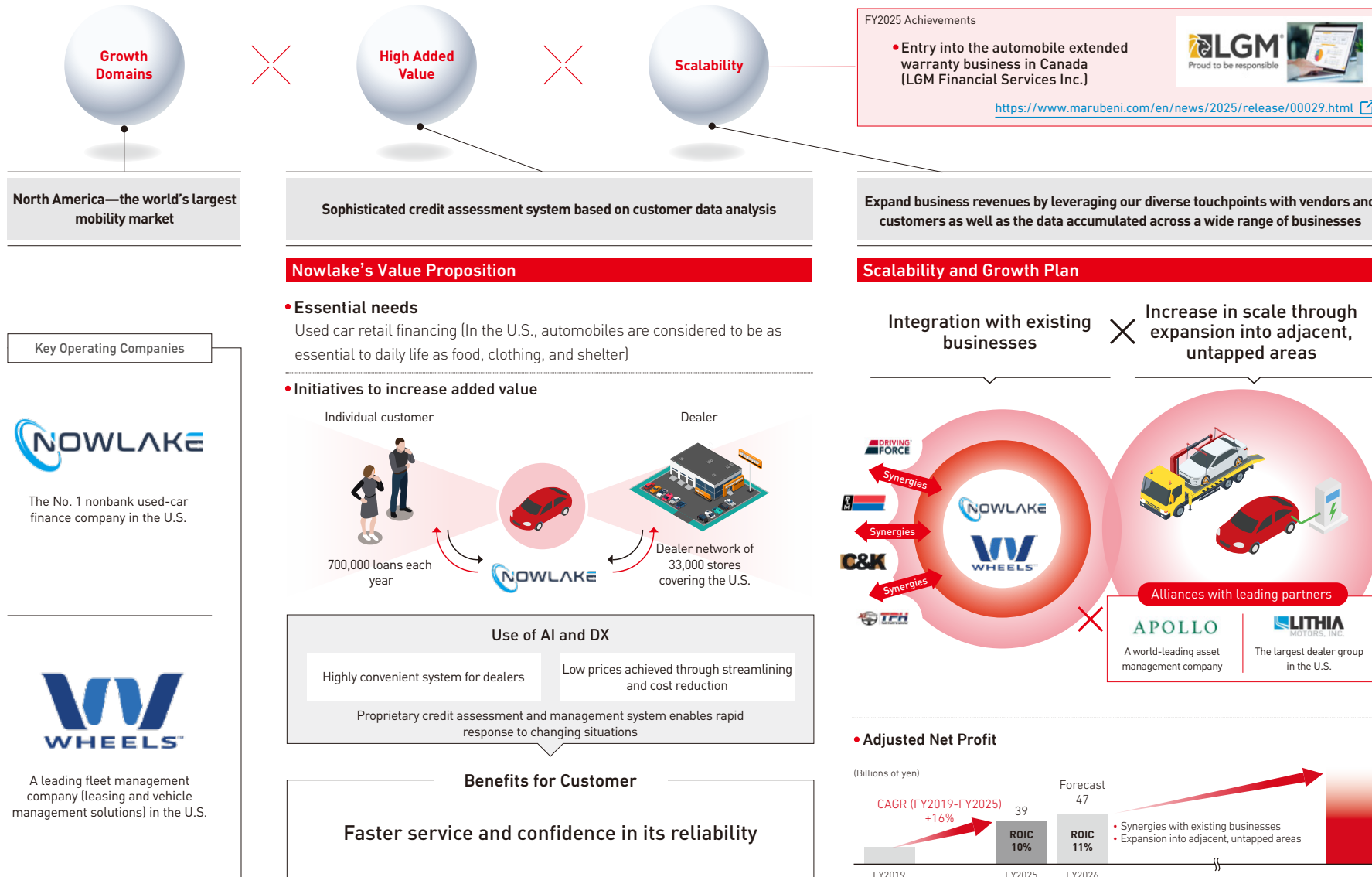


CASE | 02

Mobility Business in North America

Providing a wide range of services covering the entire automotive value chain in North America, the world's largest mobility market

Our North American mobility business is centered on Nowlake and Wheels. Nowlake provides used car loans to consumers through dealers, and Wheels provides a full lineup of services for companies, covering vehicle procurement to fleet management. We will continue to leverage our platform to create synergies among our businesses and expand into adjacent, untapped areas of the automotive value chain in pursuit of further 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