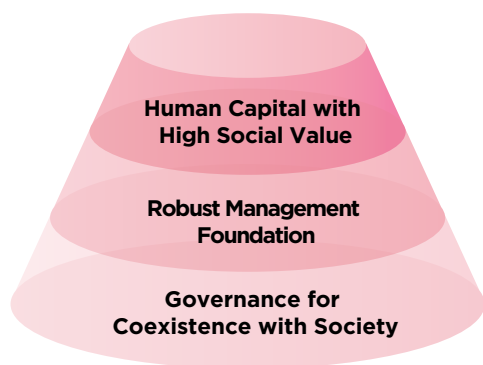
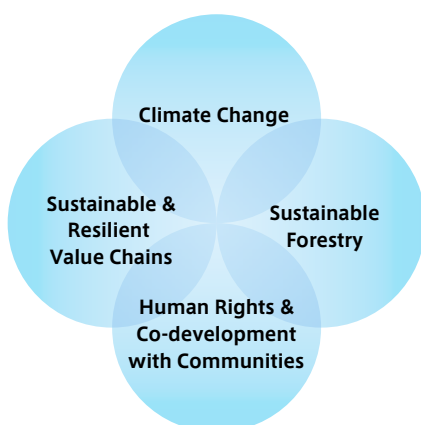


MARUBENI'S VALUE DRIVERS

FUNDAMENTAL MATERIALITY



ENVIRONMENTAL & SOCIAL MATERIALITY



OUR ACTIVITIES

14

Business Divisions

Consumer Products Group

- Lifestyle Division
- ICT & Real Estate Business Division
- Forest Products Division

Food, Agriculture & Chemicals Group

- Food Division
- Agri Business Division
- Chemicals Division

Power Business, Energy & Metals Group

- Power Business Division
- Energy Division
- Metals & Mineral Resources Division

Machinery, Infrastructure & Financial Business Group

- Plant Division
- Aerospace & Ship Division
- Finance & Leasing Business Division
- Construction, Auto & Industrial Machinery Division

CDIO

- Next Generation Business Development Division



OUR VISION



Global crossvalue platform **Marubeni**

- We anticipate the issues and challenges facing society and create innovative solutions for our customers and for the world, breaking down barriers between sectors, between internal and external, crossing borders, building on our existing business models and expanding into new markets.
- We will generate new value by freely combining our Group's strengths, internal and external expertise, individual dreams and visions, taking the Marubeni Group as one single platform.



See pages 014-015 "What is the Global Crossvalue Platform?" for more details of our vision.