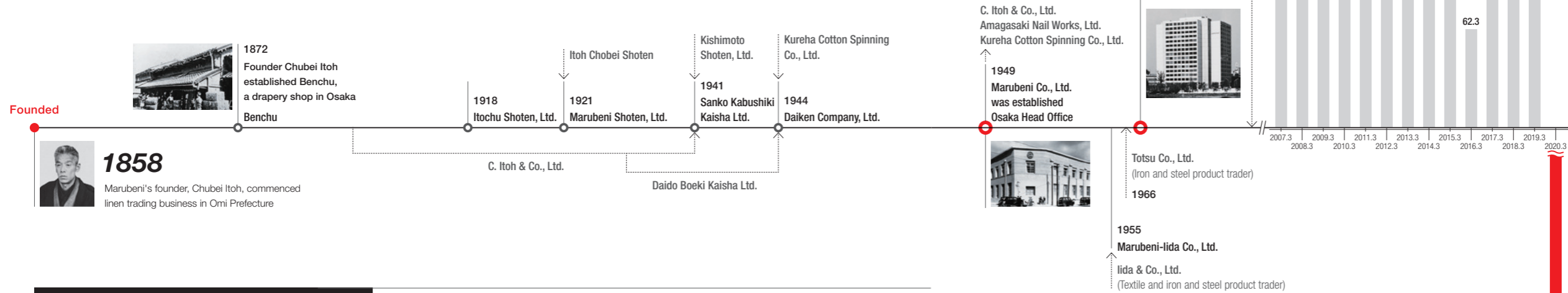


History of the Marubeni Group

In 2018, Marubeni commemorated the 160th anniversary of its founding. Over the years, we have been creating new value while embracing countless challenges and undergoing self-transformation. Such challenges and transformation are truly the grounds upon which Marubeni's current foundations as a *Sogo Shosha* (general trading company) were built.

Looking ahead, Marubeni will boldly navigate the next era to evolve beyond the general-trading-company mold by variously endeavoring to advance society and industry while continuing to unremittingly embrace challenge and transformation.



Our vision Global crossvalue platform

Value creation company going beyond the boundaries of the current *Sogo Shosha*



Global crossvalue platform
Marubeni

2030

For the Marubeni Group's long-term direction and an overview of the GC2021 Medium-Term Management Strategy, please see PP.10-14: "Our Vision and Promotion of the GC2021 Medium-Term Management Strategy"

Company Creed/Management Philosophy/Corporate Principles



Our Company Creed, "Fairness(正), Innovation(新), and Harmony(和)," dates back to Marubeni's first president, Shinobu Ichikawa. Mr. Ichikawa encouraged employees to act fairly with dignity befitting a large company, to continuously foster an enterprising culture in the aim of innovation and, most of all, to work harmoniously with each other. His encouragement lives on to this day as core principles for Marubeni employees.

Company Creed

- Fairness**—Act with fairness and integrity at all times.
- Innovation**—Pursue creativity with enterprise and initiative.
- Harmony**—Give and earn the respect of others through cooperation.

Management Philosophy

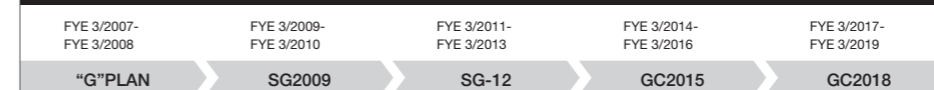
In accordance with the spirit grounded in "Fairness, Innovation and Harmony," the Marubeni Group is proudly committed to social and economic development and safeguarding the global environment by conducting fair and upright corporate activities.

Corporate Principles

Marubeni Corporation, as a business enterprise, will actively pursue its business interests through the exercise of fair and lawful competition. As a company, Marubeni will also continue to play its part in the growth of the global economy, while always striving to enrich the society within which it operates. In order to achieve these goals, Marubeni is committed to the following six basic principles of business:

1. Conduct Fair and Open Business Activities
2. Develop a Globally Connected Company
3. Create New Value Through Business Vision
4. Respect and Encourage Individuality and Originality
5. Promote Good Corporate Governance
6. Safeguard Ecological and Cultural Diversity

Implementation of Management Strategy



Phase	Strategic Focus
"G"PLAN	Toward further achievement
SG2009	Beyond your expectations... Marubeni
SG-12	Challenge sustainable growth
GC2015	Realize sustainable growth
GC2018	Combining all our individual strengths to create a more powerful Marubeni Group

Toward further achievement
We will go on the offensive by expanding our business domains, enhancing and diversifying our functions as a *Sogo Shosha* (general trading company) and aggressively investing in strategic fields. We will accomplish sustainable growth, with our diverse human resources challenging positively and vitally. At the same time, we will maintain a defensive position by refining our management system.

Beyond your expectations... Marubeni
To achieve sustainable growth, Marubeni will build an earnings base strong enough to withstand any change in its business environment by setting up a rigorous risk management system, accumulating prime assets and pursuing asset efficiency.

Challenge sustainable growth
The Marubeni Group will build a solid earnings foundation and strong financial base able to withstand changes in the business environment to become a "Stronger Marubeni" that continuously challenges beyond all of its stakeholders' expectations.

Realize sustainable growth
The Marubeni Group aims to maximize its corporate value by developing a full line of businesses and aggressively capitalizing on the global economy's medium- to long-term growth. The Marubeni Group will realize sustainable growth and build a strong profit structure and solid financial base by expanding its operations in business domains in which it possesses strengths and competitiveness and is capable of playing a leading role.

Combining all our individual strengths to create a more powerful Marubeni Group
The Marubeni Group will work to outperform the top players in business fields and markets across the world, aiming to become a true global company that contributes to both regional economies and society. The Marubeni Group will work to optimize and expand its existing businesses while strategically promoting new businesses that have the potential to become the core of the Group's future. In this way, the Marubeni Group will realize sustained growth.

FYE 3/2020-FYE 3/2022

GC2021

Pursuing long-term corporate value creation with sights set on 2030