




























Business Divisions

At a Glance

Business Group	Business Division		
Consumer Products Group		Lifestyle Division  p.68	
		Major Products and Areas Apparel, footwear / Lifestyle products / Textile materials, industrial materials	
		ICT & Real Estate Business Division  p.70	
		Major Products and Areas Systems solutions / Network / Mobile sales / Domestic and overseas housing development / J-REIT, private placement REIT, private real estate fund management / Property management / Logistics / Insurance	
Food, Agriculture & Chemicals Group		Food Division  p.74	
		Major Products and Areas Grains in general (corn, soybeans, wheat, rapeseed, etc.) / Feed ingredients (soybean meal, rapeseed meal, fish meal, etc.) / Compound feed / Raw ingredients for food (flour, sugar, oils and fats, etc.) / Raw materials for beverages (coffee, tea, fruit juice, etc.) / Fresh and processed meat, marine products and processed seafood / Consumer-use food products, commercial-use food materials, dairy products and agricultural resources	
		Agri Business Division  p.76	
		Major Products and Areas Sales of agri-inputs (crop protection products, fertilizers, seeds, proprietary products) / Subcontracting services for fertilization and crop protection product application / Provision of precision agriculture and other technical services / Contract crop protection product formulation / Fertilizer raw materials / Handling and export of grain & oilseed (corn, wheat, barley, soy, rapeseed, edible beans, etc.) from the U.S.	
Energy & Metals Group		Forest Products Division  p.72	
		Major Products and Areas Wood chips and biomass fuel / Pulp and waste paper / Paper, paperboard, and hygiene products / Building & construction materials and wood products	
		Chemicals Division  p.78	
		Major Products and Areas Basic petrochemical products and plastic derivatives / Salt and chlor-alkali products / Life science-related products such as functional ingredients for foods, functional feed additives, oleochemicals and personal care ingredients / Electronic materials, inorganic mineral resources, fertilizer materials and inorganic chemicals	
		Energy Division  p.80	
		Major Products and Areas Exploration, development, and production of oil and gas / Natural gas business (production, liquefaction, trade, and infrastructure) / New energy-related business (hydrogen, ammonia, municipal solid waste, thermal energy storage) / Petroleum & LPG trade, distribution and marketing business / Nuclear energy business (development of uranium mines, nuclear fuel cycle, related equipment sales & services)	
		Metals & Mineral Resources Division  p.82	
		Major Products and Areas Development of iron ore, coal, and copper mines / Smelting and refining of aluminum and magnesium / Trading of iron ore, coal, ferroalloy, ferrous raw materials, and cement-related materials / Trading of non-ferrous metals, ingots, and related products / Steel product trading and business investment / Leasing of temporary steel construction materials	
Power Business & Infrastructure Group		Power Business Division  p.84	
		Major Products and Areas Power generation business / Renewable energy generation / Power service and retail business (EPC* business and offshore wind turbine installation / Wholesale and retail power sales / De-centralized power sources / Community-based multi utilities service / AI and IoT solution business)	
		Infrastructure Project Division  p.86	
		Major Products and Areas Social and industrial infrastructure business (water supply, wastewater treatment, desalination, railways, roads, ports, airports, gas transportation and distribution, etc.) / Decarbonization and circular economy business (waste to energy power plant, fuel conversion, etc.) / EPC*, operation and maintenance for various infrastructure and plants (railway system, water, energy, industrial plants, waste-to-energy power plants, etc.) / Management of infrastructure funds	
Transportation & Industrial Machinery, Financial Business Group		Aerospace & Ship Division  p.88	
		Major Products and Areas Aircraft & engine parts trading business and fund establishment, development investment / Sales representatives for commercial aircraft and defense equipment, and space-related projects / Business jet sales agency & business, airport-related businesses / Sale and purchase, chartering, and ownership of merchant ships / Ownership and chartering of LNG carriers, and investments in offshore businesses	
		Finance & Leasing Business Division  p.90	
		Major Products and Areas Auto finance business / Aircraft and aircraft engine leasing business / Comprehensive leasing business / Leasing of various commercial vehicles and freight railcars / Private equity investment and asset management	
		Construction, Industrial Machinery & Mobility Division  p.92	
		Major Products and Areas Sales, services, and financing of construction and mining equipment / Automotive trade, distributor & dealer business, and aftermarket services / Retail sale of tires & automobile aftermarket service business / Sales of conveyor belts and other rubber materials & raw materials / Sales and peripheral businesses related to automotive production lines and machine tools / Sales of industrial machinery and investment in related business / Mobility services & related businesses	
CDIO		Next Generation Business Development Division  p.94	
		Major Products and Areas Chinese children education business / Inbound tourism business / Next-generation retail business / Smart city and smart infrastructure business / Next-generation industrial park / New materials and new technologies business / Manufacture and distribution of pharmaceuticals / Hospital and medical infrastructure / Medical services business / e-sports / EC platform of fast-moving consumer goods in Asia / Businesses in high-growth domains	



Consumer Products Group

Lifestyle Division



Yuichi Ohira
Chief Operating Officer, Lifestyle Div.

The Lifestyle Division globally provides everyday consumer products and services optimized to the end-user across a wide range of markets and industries.

A core business of the Lifestyle Division is OEM*1/ODM*2 manufacturing of products such as apparel and footwear. By weaving together functionality from companies across the Group, we can seize upon market trends quickly and within a short lead-time, plan and produce promising products, and we have also established a system whereby we deliver these products to retailers in a right-sized supply on a timely basis. Focusing mainly on the growing middle class, we will expand OEM/ODM sales in the global fashion market.

Aiming to build new businesses that will be pillars for further growth and revenue, we are leveraging digital technologies and expanding points of contact with customers with a focus on the direct-to-consumer sales businesses. In parallel with this, we are advancing efforts to contribute to sustainability, such as by building a circular-type business that at its core has the technology of TYTON BioSciences LLC(TYTON), in which we invested in 2019.

*1. OEM: Original Equipment Manufacturer; manufacturing of products sold under the contractee's name or brand.
*2. ODM: Original Design Manufacturer. An ODM does everything from the development and design to the production of a product that is eventually sold under another firm's name or brand.

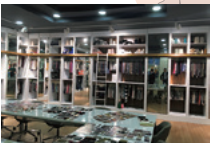
Global Business Development

Representative example

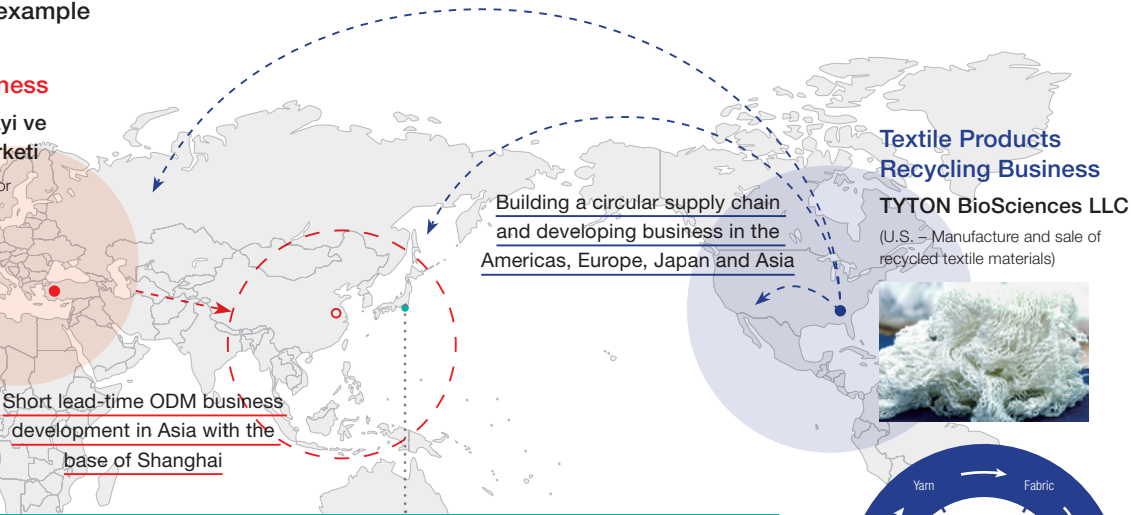
OEM/ODM Business

Saide Tekstil Sanayi ve Ticaret Anonim Sirketi

(Turkey – ODM business for European SPA)





Saide Tekstil, planning, manufacture and sale of apparel and goods



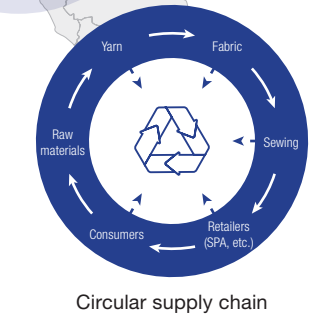
Brand Marketing Business

Marubeni Footwear Inc.
(Japan – Import and export of various footwear and domestic sales)



IFME, Marubeni's own brand of children's shoes MERRELL, an American outdoor brand

Strengthening direct-to-consumer sales business, expanding overseas sales



Please refer to the Special Feature: Business Strategies Based on SPP Business Policies on P.42 for more information on TYTON's strategy

Lifestyle Division Strengths

- Ability to keep abreast of the diversification of consumer lifestyles and accurately identify changing trends/needs; advanced design-oriented merchandise planning capabilities
- Asia-centric production network with stable, timely, right-sized supply
- Supply chains vertically integrated from raw material sourcing through end-product production
- Diverse product lines, including apparel, footwear, lifestyle products, industrial materials and textile materials

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
● Expansion of the consumer class in the wake of global population growth and rising standards of living in emerging economies	● Strengthen efforts with global SPA to revolve around planning proposals and short lead-time production capabilities
● Diversifying customer and consumer needs, purchasing behavior and methods	● Strengthen direct-to-consumer sales business, promote utilization of digital technology
● Growth in demand for environmentally friendly materials, products and services amid a trend toward sustainability	● Develop a circular supply chain that has TYTON's recycling technology at its core

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
● Rising costs in key production regions amid economic growth in emerging economies	● Cultivate new production regions, promote production automation
● Relative weakening of existing functions and rapid structural changes in distribution networks amid digitalization and IoT proliferation	● Streamline production and sales by using digital technology, change business model
● Impact on procurement on account of potential country risks in major production regions	● Decentralize supply chain, global expansion

Examples of Initiatives That Embody the GC2021 Business Strategy

Further enhance the popularity of “IFME,” Marubeni’s own brand of children’s shoes

April 2020 marks the 20th anniversary of the launch of IFME, the Company’s own brand of children’s shoes. Cumulatively, this amounts to 25 million pairs of shoes sold. We are endeavoring to raise brand value through making more points of contact with users so as to achieve even greater growth, and are striving to expand sales overseas. In October 2019, we released “Pittari IFME,” an app that measures foot size by using augmented reality (AR). Making it easy to regularly measure foot size of fast-growing children at home, this app facilitates the selection of shoes that fit feet with precision. In November 2019 we established a composite-type outlet shop with the three brands of IFME, MERRELL and FILA, within Minami-machida Grandberry Park in Tokyo, and in June 2020, opened the first IFME concept shop in Ariake Garden, which is also in Tokyo. Overseas, we are making concerted efforts to expand in East Asia, specifically China and Taiwan. We were selected by the readership of a childcare magazine in Taiwan to receive an award for excellence, which demonstrates the high level of support we receive from users.



“IFME” First Shoes



Consumer Products Group

ICT & Real Estate Business Division



Tatsuya Abe

Chief Operating Officer,
ICT & Real Estate Business Div.

The ICT & Real Estate Business Division provides a wide range of high-added-value services and solutions in operating domains related to consumers' everyday lives, including ICT, real estate, logistics, and insurance.

In the ICT business, we engage in system solutions and network businesses that provide business solutions, wireless telecommunications solutions, high-speed/high-quality telecommunications services, and internet connection services, as well as in mobile phone-related businesses that include mobile phone sales agents and reuse.

In the real estate business, we operate domestic and overseas real estate development businesses, as well as real estate asset management and property management businesses.

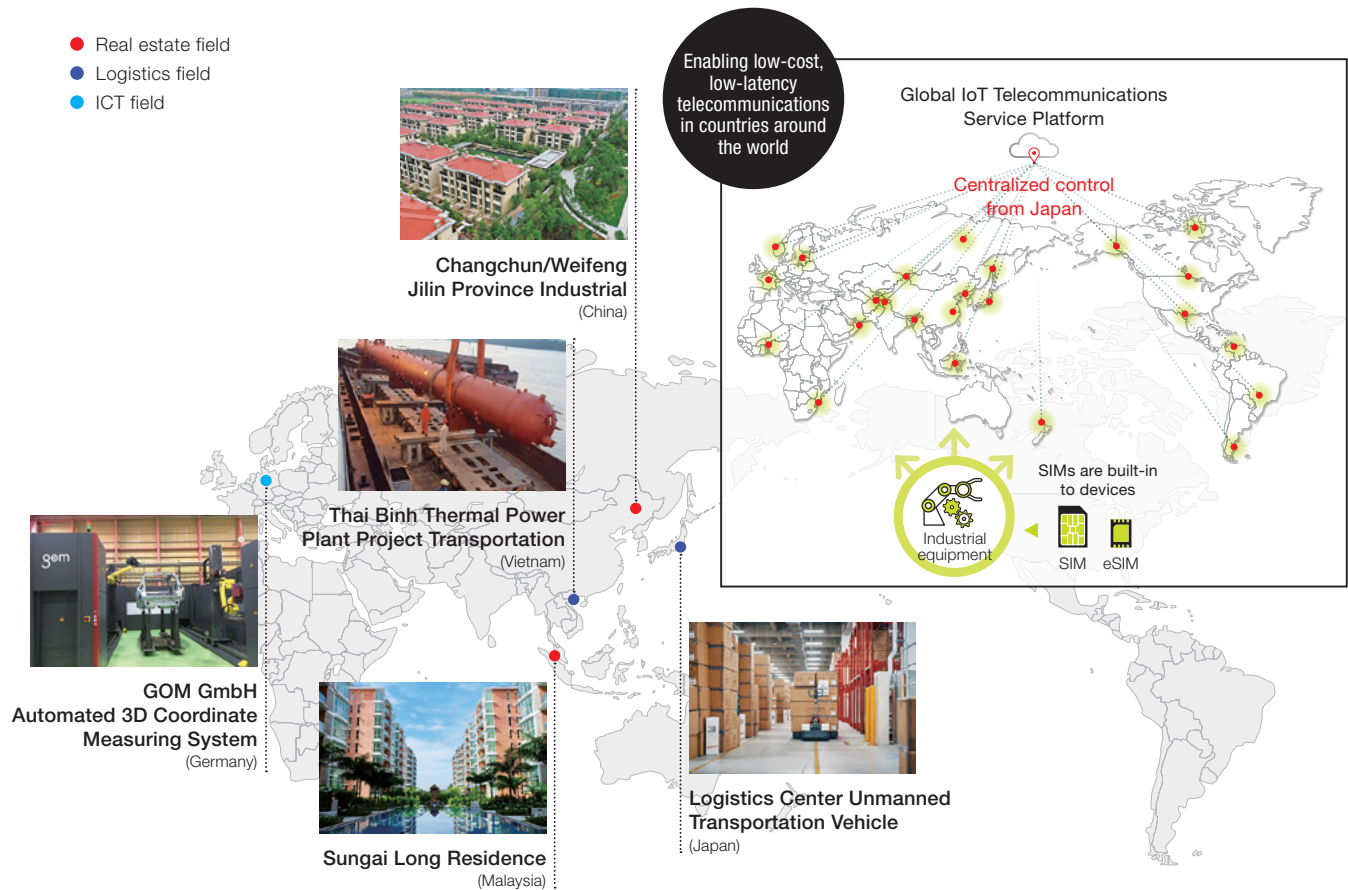
In the logistics business, we seek to expand digital SCM*1 services with a 3PL*2 business at their core, and in the insurance business, our main priorities are insurance brokerage businesses, insurance agency operations, and the captive insurance business.

In each of these domains, we provide high-value-added services and solutions that organically merge the expertise of each field in response to customer needs that are changing in step with the recent advancements in digital technology and IT.

*1. Digital SCM: Digital Supply Chain Management. A business that leverages digital technologies to provide solutions that help improve the supply chain, including inventory optimization and improved logistics efficiency.
*2. 3PL: Third Party Logistics. A business that takes a bird's eye view of the shipper's entire logistics process to design and plan a logistics strategy from a management perspective and thereby take charge of logistics operations.

Global Business Development

- Real estate field
- Logistics field
- ICT field



ICT & Real Estate Business Division Strengths

- Ability to provide comprehensive ICT services that incorporate 5G, AI, IoT, and other advanced technologies
- Ability to broadly provide mobile phone-related services centered on an industry's top-class mobile phone sales agency business
- Ability to provide global real estate development and real estate investment services as part of a comprehensive real estate business that leverages functions as a trading company
- Ability to develop and provide optimal logistics solutions utilizing data and field surveys based on years of expertise and a solid track record
- Ability to provide comprehensive solutions for insurance distribution, from customer risk consultation to reinsurance procurement

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Growth in opportunities to provide new solutions in response to changes in the everyday environment in the wake of advancements in 5G, AI, IoT, and other IT, digital, and new technologies● Increasing demand for offices, commercial facilities, rental housing, logistics facilities, and other cash-generating real estate, and global growth in the real estate asset management business	<ul style="list-style-type: none">● Expand the earnings base and the scope of business activities among major operating companies in the fields of ICT, real estate, logistics, and insurance, as well as contribute to internal cooperation and improved group-wide earnings that leverage the Division's core technologies and business infrastructure● Develop and implement initiatives for next-generation innovative businesses, services, and solutions related to advancements in digital transformation

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Contraction in domestic demand and markets in the wake of low birthrates, societal aging, and a shrinking population in Japan● Obsolescence of offered products and services	<ul style="list-style-type: none">● Further raise the added value of provided services and solutions, and identify new demand● Promote digital transformation that leverages IT, digital, and new technologies

Examples of Initiatives That Embody the GC2021 Business Strategy

Providing a broad range of services and solutions across the entire mobile phone lifecycle

We provide innovative, optimal solutions for every stage of the mobile phone lifecycle.

Our mobile phone sales business operates a nationwide chain of stores as an authorized dealer for wireless carriers. We are one of the top mobile phone retailers in Japan (418 carrier outlets in operation as of March 2020). In addition to holding smartphone classes that utilize VR content to enable simulated disaster experiences, recently we have been undertaking the challenge of developing other new solutions, such as providing hands-on learning as part of distance education that leverages smart glasses and other cutting-edge technologies in anticipation of the era of 5G.

Moreover, for corporate customers, the mobile phone sales business provides device deployment and management services that track customers' needs from the perspectives of "workstyle reform and telework promotion," "productivity improvement," and "cost savings." In addition to buying and reselling used mobile phones in a way that leverages expertise and technical capabilities gained from repairing mobile phones, the mobile phone sales business is also expanding its operations to include rentals and leasing.



1 Hiratsuka docomo Shop
2 Miyamaedaira docomo Shop
3 Mobile phone being refurbished (all in Kanagawa Prefecture)



Consumer Products Group

Forest Products Division

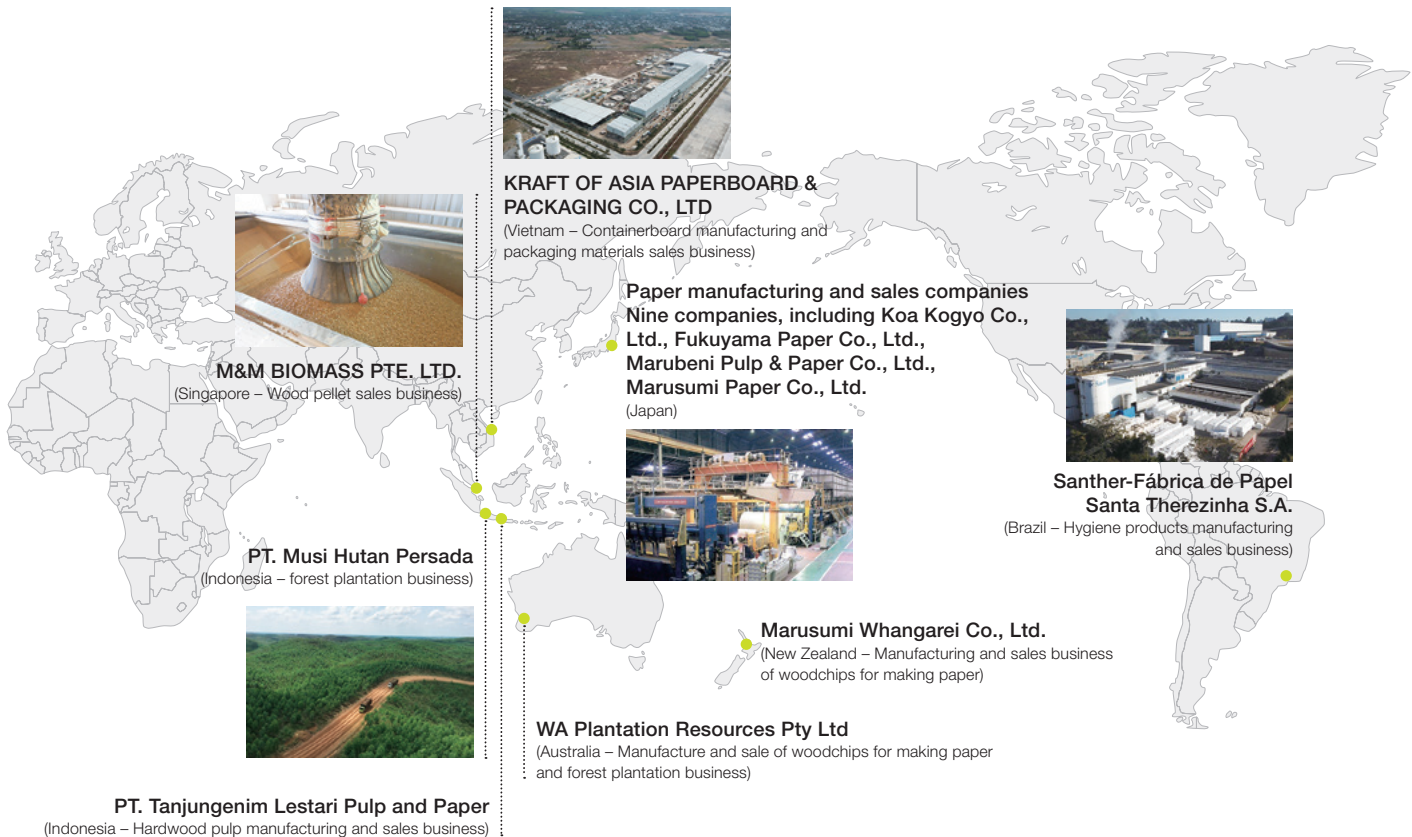


Tsuyoshi Teragaki
Chief Operating Officer,
Forest Products Div.

The Forest Products Division aims to strengthen its earnings foundation, mainly through the stable operation of its Indonesian afforestation business and pulp manufacturing business and improvement in the profitability of its domestic paper and paperboard manufacturing and sales operations.

Additionally, we are involved in developing biomass fuels, which contribute to the realization of a low-carbon society; branching into markets for new materials with promising demand growth prospects, like cellulose nanofiber (CNF); and advancing the building of a business model that focuses on the sale of products that will assist in reducing plastic usage. In Vietnam, we decided to invest in a containerboard manufacturing and packaging materials sales business. In the sanitary paper field, having decided to acquire a hygiene products manufacturer in Brazil, which has the fourth-largest market in the world, we will participate in the business in the country and promote expansion to other regions. In addition to these businesses, we will focus on a wide range of forest-derived materials and expand sustainable, renewable and recyclable businesses that contribute to society and to the environment.

Global Business Development



Forest Products Division Strengths

- Value chain encompassing everything from forest plantation through paper end-product sales
- Massive pulpwood plantation and pulp plant in Sumatra, Indonesia, that is in proximity to Asian markets
- Sales networks in paper, paperboard, pulp and woodchip markets
- Containerboard manufacturing/sales subsidiaries' production technology/know-how
- Feedstock supply network for biomass power plants that help promote the spread of renewable energy
- Manufacturing/sales business for burgeoning sanitary paper market

Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
● Capture of growing packaging demand in emerging economies	● Development of containerboard manufacturing and sales business centered on Asian market
● Development of business model to capture burgeoning sanitary paper market	● Acquisition of sanitary paper manufacturing and sales business, expansion into other markets
● Development of business models aligned with trend toward ESG and SDGs, most notably decarbonization and reduction of plastic usage	● Supply of biomass fuel through wood pellet manufacturing and sales as well as handling of products relating to reduction of plastic usage
● Development of eco-friendly materials that effectively utilize wood components	● CNF, biorefinery businesses, etc.

Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
● Contraction in domestic demand in the wake of low birthrate and societal aging	● Strengthen fields in which strong demand is expected in years to come, such as packaging including cardboard and sanitary paper fields, business development in emerging market areas such as Asia
● Decreased demand for paper products caused by COVID-19	● Initiatives to capture new demand for paper products aligned with trends toward decarbonization and reduction of plastic usage
	● Stimulation of new demand through development and deployment of tree-derived, environment-friendly materials

Examples of Initiatives That Embody the GC2021 Business Strategy

Development of containerboard manufacturing business in the Asian market centered on Vietnam

In addition to the production technology and know-how possessed by Koa Kogyo Co., Ltd., a containerboard manufacturing company in Japan, the Forest Products Division is fusing the sales power based on its experience in manufacturing and selling containerboard in Japan and overseas while itself investing in a containerboard manufacturing base that is under construction in Vietnam. In a country where the processing and manufacturing industries, which consume large amounts of containerboard, are significantly expanding—even among the ASEAN member countries, where demand is growing with economic growth—we are aiming to capture significant demand. We are also planning to expand facilities while ascertaining with the utmost care the supply and demand environment in Vietnam, with a view to expanding to other Asian countries. So far, the construction has proceeded according to plan, and we are planning for its completion and for the commencement of commercial production in the second half of the fiscal year ending March 31, 2021.

Please refer to the Special Feature: Business Strategies Based on SPP Business Policies on P.41 for more information on containerboard manufacturing business strategies.



The production plant under construction at KRAFT OF ASIA PAPERBOARD & PACKAGING CO., LTD



Food, Agriculture & Chemicals Group

Food Division



Akira Terakawa

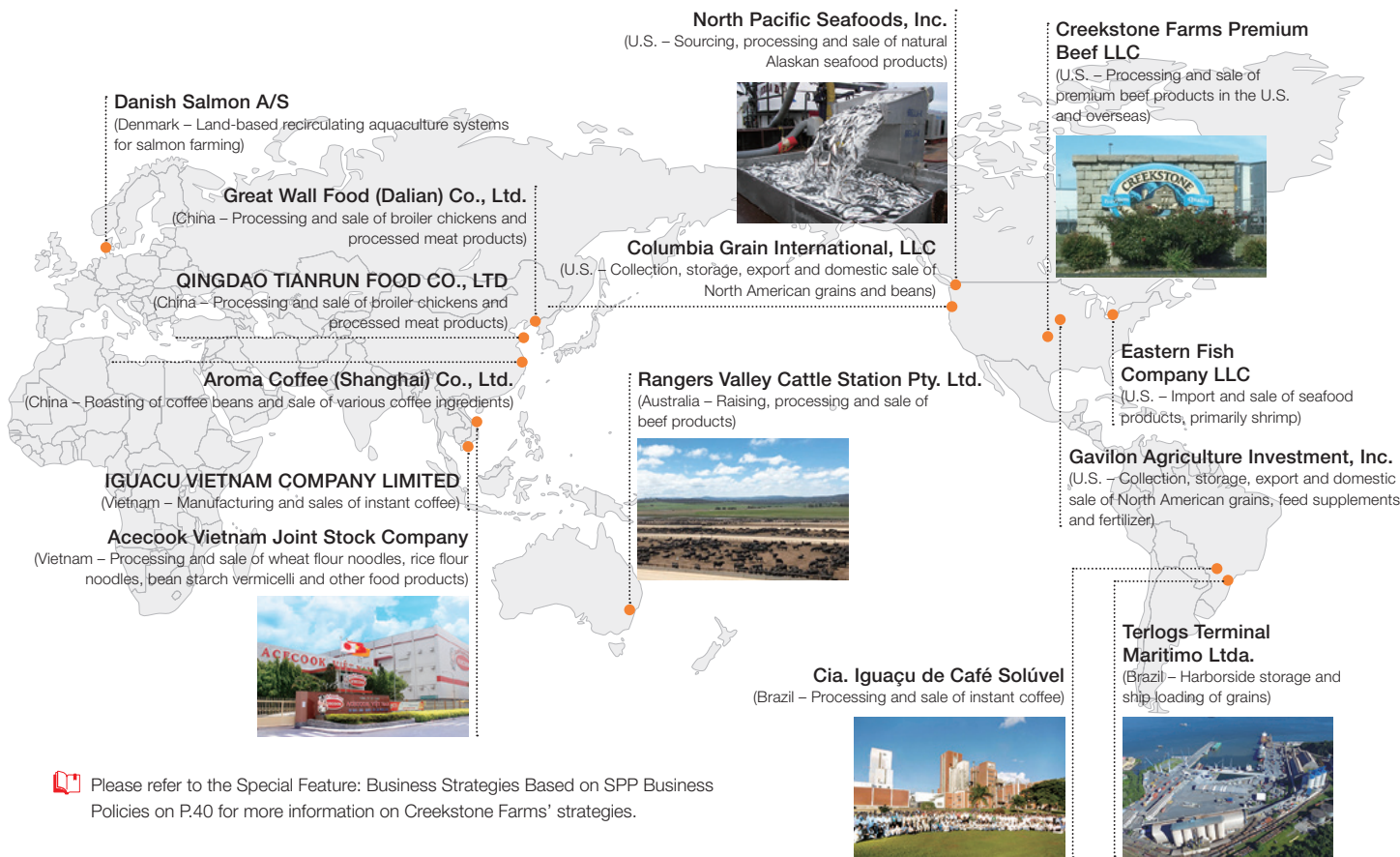
Chief Operating Officer, Food Div.

The Food Division’s strategic priorities are strengthening specialty product marketing and upgrading manufacturing functions. Our aim is to sustainably expand the business by building value-added food production and processing businesses.

We are taking a number of steps to further reinforce the business base. Specifically, we plan to start commercial operations at instant coffee manufacturing and sales business IGUACU VIETNAM COMPANY LIMITED (Iguacu Vietnam) in 2022 and expand capacity at U.S. beef processor/supplier Creekstone Farms Premium Beef LLC (Creekstone Farms). Also, in April 2020 we acquired shares of Danish Salmon A/S, aiming to use its land-based recirculating aquaculture system (RAS) for salmon farming to create societies and businesses focused on the Sustainable Development Goals (SDGs).

The Food Division will continue to focus on cultivating diverse human resources and fostering an open organizational culture to create new business models in response to constant changes in the business environment. We will also work to ensure stable supplies of food products, recognizing our vital role in daily life, especially during global pandemics such as the current COVID-19 outbreak.

Global Business Development



Please refer to the Special Feature: Business Strategies Based on SPP Business Policies on P.40 for more information on Creekstone Farms’ strategies.

Food Division Strengths

- Roughly 30% share of Japan’s coffee bean imports
- Owns Cia. Iguaçu de Café Solúvel (Iguaçu Brazil), a Brazilian instant coffee manufacturer with sales in over 40 countries
- Owns high-quality beef suppliers in the U.S. and Australia, two top beef-producing countries
- Stable grain supply capacity using a global network extending from collection through sales

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Growing need for high-quality food products (e.g., coffee, beef) in emerging market economies (e.g., China, Asia)	<ul style="list-style-type: none">● Strengthen marketing of premium beef and other specialty products, expand presence in food manufacturing
<ul style="list-style-type: none">● Growth in global demand for grains and other foods	<ul style="list-style-type: none">● Use newly established Iguacu Vietnam to move into the ASEAN and China markets
<ul style="list-style-type: none">● Rising demand for environmentally friendly products spurred by the Sustainable Development Goals (SDGs)	<ul style="list-style-type: none">● Leverage our global network to reinforce the sourcing, production and sale of safe and trusted food products● Implement initiatives, such as participation in a land-based recirculating aquaculture business, to realize the Sustainable Development Goals (SDGs)

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Changes in political or economic conditions in end-market countries (country risk)	<ul style="list-style-type: none">● Diversify sourcing and selling regions, develop new producing areas and customers
<ul style="list-style-type: none">● Risk of natural disasters such as crop failures due to abnormal weather	<ul style="list-style-type: none">● Research and develop alternative products and new materials
<ul style="list-style-type: none">● Global pandemics such as COVID-19	<ul style="list-style-type: none">● Further reinforce supply chains, collaborate with business partners● Create a stable food supply framework through appropriate risk management and steps to prevent endemic infection

Examples of Initiatives That Embody the GC2021 Business Strategy

Marubeni takes stake in land-based RAS salmon farming business in Denmark

In April 2020, Marubeni and Nippon Suisan Kaisha, Ltd. jointly acquired 66.7% of the shares of Danish Salmon A/S, giving Marubeni and its partner a stake in a European salmon farming business that uses a land-based recirculating aquaculture system (RAS).

Demand for marine products continues to increase worldwide, but catches from wild fisheries have remained almost flat for 30 years. Instead, aquaculture is being used to meet rising demand. Within the aquaculture field, the sub-industry of salmon farming is limited to optimal coastal areas, but in contrast, land-based RAS is a promising area of growth, as the systems are not constrained by geographic conditions. The RAS fish farming approach has the potential to minimize environmental impact by reducing both the risk of water pollution and the risk of escaped farmed fish. Consequently, RAS is attracting attention as a future solution to a possible protein shortage caused by the world’s growing population. With the acquisition of Danish Salmon A/S, the Food Division aims to satisfy increasing global demand for seafood, while also helping to solve the challenge of increased protein demand by providing a stable supply of sustainable marine products to consumers worldwide.



Atlantic salmon farmed by Danish Salmon A/S



Food, Agriculture & Chemicals Group

Agri Business Division

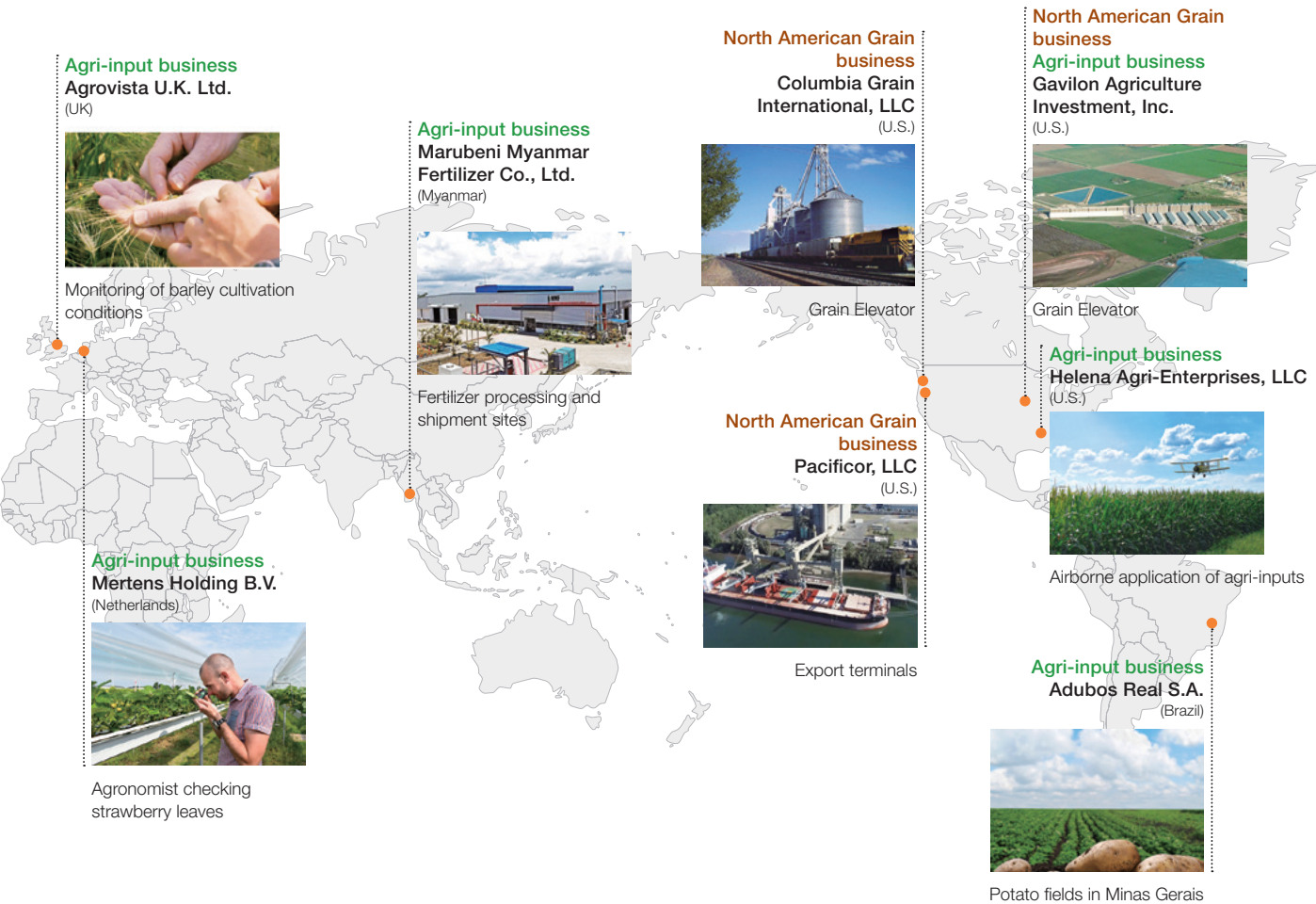


Michael McCarty
Chief Operating Officer,
Agri Business Div.

Marubeni's Agri Business Division is currently expanding its agri-input product retail business and services as well as proprietary product development and tolling. The division is also involved in the origination and trading of grain and specialty products, mainly in the Americas, Europe and Asia. We aim to further strengthen our global presence by providing optimal solutions to farmers around the world.

In the agri-input business, we are expanding our agri-input retail business to support sustainable agricultural production in the Americas, Europe and Asia, led by Helena Agri-Enterprises, LLC (Helena). In the North American grain business, we are upgrading grain origination, storage and transportation capacity at Gavilon Agriculture Investment, Inc. (Gavilon) and Columbia Grain International, LLC (CGI) to maintain and strengthen earnings capabilities. Having the agri-input business and the North American grain business in the same division aims to improve collaboration and strengthen ties between the two businesses while also working to create cross value.

Global Business Development



Agri Business Division Strengths

- Helena, an agri-input retailer with close ties to the communities it serves, is ranked second by market share in North America; leveraging expertise from agri-input retailing, Helena also offers advanced solutions to help farmers solve issues in their businesses
- Stable worldwide grain supply capacity using a global network extending from grain origination through sales

Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Synergies through integration of agri-input and North American grain businesses● Agri-input market growth driven by need to increase foodstuff production and limits on expansion of arable acreage● Changes in business climate or demand due to environmental issues and concerns about healthy lifestyles	<p>Agri-input business</p> <ul style="list-style-type: none">● Expand and strengthen existing businesses with M&A and capital investment, supply agri-input products and services that meet the needs of customers (farmers), and provide solutions by utilizing IT and precision farming technologies to lift productivity and margins at customers● Add value to our business by deploying Helena's service model at other operating companies in the Marubeni Group, and build agri-input sales platforms in other markets outside North America <p>North American grain business</p> <ul style="list-style-type: none">● Upgrade North American grain origination facilities and improve efficiency at Gavilon and CGI, and continue to implement broad-based marketing activities targeting key areas of grain demand, centered on the existing Middle East-North Africa (MENA) region.● Move into downstream food processing and retailing areas to address rising market needs for healthy food products

Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Risk of changes in farmer income levels or weather events that impact operating companies' sales● Country risk due to changes in political or economic conditions	<ul style="list-style-type: none">● Contribute to agricultural production that is highly resilient to climate change by providing agri-input products and services that help farmers increase productivity● Diversify business office locations and create a geographically optimized portfolio

Examples of Initiatives That Embody the GC2021 Business Strategy

Marubeni invests in Brazilian Agri-input Retailer Adbos Real S.A.

In October 2019, we invested in Adbos Real S.A. (AR), a company that sells agri-input products in Brazil. AR was established in Minas Gerais State and has been supporting local growers for roughly 40 years, helping them increase earnings by supplying agri-inputs and consulting services for appropriate use. With 10 business sites in Minas Gerais State, AR has achieved sustained growth as a leading player in the region's agri-input retail market. Brazil is a major agricultural producer and a highly promising market for agri-inputs. We also see the potential to utilize Helena's expertise in the market due to similarities between farming in Brazil and the U.S. Through its investment in AR, the Agri Business Division aims to contribute to the growth and development of Brazilian agriculture by sharing its accumulated global experience and knowledge to support growers in Minas Gerais through agri-input sales and the solutions they need to overcome difficult challenges.

Please refer to the Special Feature: Business Strategies Based on SPP Business Policies (Helena) on P.39 for more information on our business strategy in agri-input retailing operations.



Application of fertilizer in corn fields



Food, Agriculture & Chemicals Group

Chemicals Division



Satoru Ichinokawa

Chief Operating Officer, Chemicals Div.

The Chemicals Division is enhancing its ability to adjust supply and demand in petrochemicals trading, where it has been one of the top-ranked players in the industry for many years. In the specialty products field, which covers electronics such as storage batteries, displays and solar power equipment, the division is augmenting its solutions-oriented business in Japan and overseas. Meanwhile, in the life sciences field, which offers good prospects for sustained growth in tandem with population growth, we are targeting further business expansion centered on livestock feed additives distributor Orffa International Holding B.V. (Orffa) and working to capture opportunities in new fields that go beyond chemical products, such as AI-applied diagnostic imaging in the digital health field.

Global Business Development



Chemicals Division Strengths

- Broad trading platform with links to many industries
- Roughly 30% share of global ethylene trade
- PVC, chlor-alkali trade with capacity to respond to changes in global markets
- Dutch subsidiary Orffa's strong presence in European feed additives market
- Electronics value-chain businesses extending downstream from scarce resources
- Partnerships with top industry players in diverse chemical product trading markets

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Development of life sciences and related businesses set to grow in tandem with population growth● Entry into solar power-related businesses that will spur uptake of renewable energy● Development of AI-applied diagnostic support businesses to solve social challenges such as doctor shortages and regional gaps in healthcare provision	<ul style="list-style-type: none">● Expand value-added sales service businesses in feed additives and other fields● Capture corporate demand for solar power and storage batteries to help realize low-carbon societies● Accelerate initiatives in the digital health field, starting with Enlitic, Inc. (Enlitic) partnership <p>⚠ Please refer to the section below, Examples of Initiatives That Embody the GC2021 Business Strategy.</p>

■ Anticipated Risks and Countermeasures

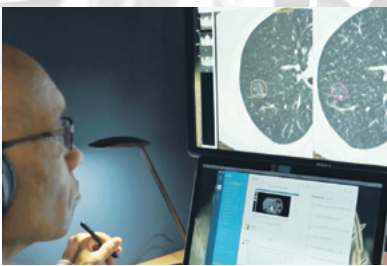
Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Trade in petrochemical and other products highly sensitive to market price changes● Downturn in trade due to political or economic risks in the U.S. and/or China, both of which are major importers of chemicals● Decline in operating rates at trading partners due to global economic slowdown and emerging credit risks caused by deteriorating earnings	<ul style="list-style-type: none">● Support customers by adding and enhancing petrochemical trading functions● Develop and create markets in new regions● Closely monitor economic trends and respond more flexibly and rapidly, such as by adjusting supply chains

Examples of Initiatives That Embody the GC2021 Business Strategy

Developing an AI-applied diagnostic support business for medical institutions in the digital health field

The Chemicals Division is focusing on growing markets in the digital health field, which has the potential to solve social challenges in healthcare.

In January 2019, Marubeni invested in U.S. company Enlitic, which is developing an AI-applied diagnostic imaging system. Marubeni also entered into an exclusive business alliance with Enlitic for the Japanese market. Under the agreement, Marubeni will work with Enlitic to develop and launch the system in Japan. In April 2020, we established wholly owned subsidiary Clairvo Technologies, Inc. to further develop our presence in the digital health field. After securing the necessary business licenses, we plan to form partnerships with many companies developing AI digital health products and technologies and create an AI-applied diagnostic support platform for medical institutions. Through these and other initiatives, we aim to drive the development of Japan's digital healthcare sector by building groundbreaking AI medical systems.



Top: Medical diagnostic imaging system developed by Enlitic
Bottom: Clairvo Technologies, Inc. corporate logo

* This software is not approved by the FDA (U.S. Food and Drug Administration) for the diagnosis, cure, mitigation, treatment, or prevention of any disease.
** This software has not received medical device approval, and is not currently manufactured or sold in Japan.



Energy & Metals Group

Energy Division



Koichi Uchida
Chief Operating Officer, Energy Div.

The Energy Division aims to be a solutions provider capable of addressing societal challenges and changing customer needs on the path toward a low-carbon society, while also continuing to focus on existing businesses.

In the natural gas/LNG business, a promising area of future demand growth, we are increasing the value of existing businesses, expanding projects and cultivating demand across the value chain, from upstream through downstream areas.

In the new energy business, the Energy Division is developing its environmental solutions business, which includes biofuels and CO₂-free energy supply chains for hydrogen, ammonia and other carriers. In the trading and marketing field, we aim to utilize our infrastructure and networks in Japan and overseas to expand trading in oil, natural gas, LNG and other fuels to meet demand for energy.

In the nuclear energy business, we will provide total solutions by reinforcing our presence across all areas of the supply chain.

Global Business Development

- ◇ Oil and gas business
- ▲ LNG
- Uranium mine



Energy Division Strengths

- Ability to meet energy demand in Japan and overseas through production, trade, logistics and marketing of oil, natural gas, LNG and other fuels
- New energy business focused on realizing low-carbon and carbon-free societies
- Nuclear energy business that adds value throughout the supply chain

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Growth in natural gas/LNG and new energy businesses such as hydrogen and ammonia amid transition to low-carbon and carbon-free societies● Changes in energy demand structure in developed countries	<ul style="list-style-type: none">● Upgrade the natural gas supply chain● Develop the CO₂-free energy supply chain and environmental solutions● Reinforce production, trade, logistics and marketing of oil, natural gas, LNG and other fuels● Strengthen the nuclear energy supply chain

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Fluctuations in resource prices and changes in the regulatory framework and geopolitical conditions● Shift to renewable energy and low-carbon energy● Changes in energy demand structure in developed countries	<ul style="list-style-type: none">● Increase asset value in all interests through appropriate cost management, stable operation and improvements to operational efficiency● Develop the new energy business● Enhance trading operations in response to societal challenges and changing customer needs

Examples of Initiatives That Embody the GC2021 Business Strategy

Developing the CO₂-free energy supply chain and environmental solutions

The Energy Division is developing its new energy business in preparation for the advent of low-carbon and carbon-free societies. Specifically, we are focusing on the environmental solutions business, which covers biofuels and CO₂-free energy supply chains for hydrogen, ammonia and other carriers. In the hydrogen field, we are part of an Australian project that is building a liquefaction and transportation supply chain for hydrogen made from brown coal. We are also stepping up efforts to build a supply chain for ammonia, another promising CO₂-free new energy carrier, with preparations underway to supply ammonia to Japan from overseas production sites. The Energy Division is also pursuing a range of other new energy initiatives. We have moved into the supply chain for the production and supply of alternative jet fuel through an investment in U.S. company Fulcrum BioEnergy Inc., which manufactures jet fuel from municipal waste, and we are involved in the trading of emission rights, a form of environmental value earned by reducing greenhouse gas emissions.



Liquefied hydrogen carrier (Australia)
(photo supplied by Kawasaki Heavy Industries, Ltd.)



Energy & Metals Group

Metals & Mineral Resources Division



Seiichi Kuwata

Chief Operating Officer,
Metals & Mineral Resources Div.

The Metals & Mineral Resources Division is involved in a wide range of businesses. In addition to interests in iron ore, coking coal and copper mines and aluminum smelting through its investment business, the trading business in various metals products, from steel raw materials, non-ferrous metal and related products, to steel products through steel distributor Marubeni-Itochu Steel Inc.

In the investment business, we are focusing on building an earnings structure that contributes to stable Group earnings. Specifically, we plan to develop new deposits in the vicinity of existing mines and add to holdings of mining interests based on medium- and long-term perspectives, while also harnessing AI and IoT technologies to spur automation and increase earnings from mines.

In the trading business, we are stepping up efforts in environmental and circular businesses, such as producing magnesium ingots in Canada from tailings (mine waste) and recycling solar panels. We will also reinforce initiatives in markets with good prospects for demand growth to capitalize on changes in society such as wider uptake of EVs.

Global Business Development

- ◆ Iron ore
- ▲ Coking coal
- Copper
- Aluminum



Metals & Mineral Resources Division Strengths

- Strong earnings foundation anchored by ownership of multiple projects that are highly cost-competitive globally
- Collaborative relationships with partners committed to increasing asset values with Marubeni
- Handling a wide range of products as one of the world’s top-ranked metal traders by unit volume
- Worldwide steel distribution network leveraging a business base, know-how and networks built up over many years

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Long-term growth in demand for metals and mineral resources supported by global economic growth● Growth in demand for non-ferrous metals driven by advent of AI/ IoT society and EV uptake● Growing emphasis on sustainability worldwide	<ul style="list-style-type: none">● Improve cost-competitiveness of existing mines and smelters, develop new mines, expand portfolio of prime assets● Strengthen marketing in trading operations, expand presence in processing and finished products● Step up environmental and circular business initiatives● Maximize value of Marubeni-Itochu Steel Inc.

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Changes in market prices and other market fluctuations that directly impact earnings● National policies and geopolitical factors that impede the investment and trading businesses● Changes in the business environment amid the transition to a low-carbon, circular society	<ul style="list-style-type: none">● Optimize production, rigorously control costs and introduce advanced technologies at existing mines and smelters to increase earnings● Build a business portfolio to mitigate country risk● Create environmental and circular businesses with an ESG focus

Examples of Initiatives That Embody the GC2021 Business Strategy

Marubeni signs agreement to invest in magnesium ingot production and sales business

In December 2019, Marubeni signed an agreement to join a magnesium ingot production and sales business with Alliance Magnesium Inc., a Canadian company currently building a commercial magnesium plant. The project will extract magnesium from tailings (mine waste) at an abandoned mine site in Quebec, Canada, and produce primary magnesium ingots through the electrolysis process. Production and sales are scheduled to start in 2020. In recent years, magnesium is one of the materials whose demand has dramatically increased for the purpose of reducing the weight of vehicles and other products. Additionally, the production process will have a very small environmental footprint, as power will be sourced from hydroelectric dams, reducing greenhouse gas emissions to only about one-twentieth of the level emitted from conventional magnesium production. Marubeni has been involved in the aluminum business over the years and saw demand also increasing from light vehicles. By making use of our expertise in the aluminum business, we will contribute to enhance the sustainability of global society through development and promotion of green materials.



Magnesium ingots will be produced from tailings at this mine waste site (Quebec, Canada)



Power Business & Infrastructure Group

Power Business Division



Satoru Harada

Chief Operating Officer,
Power Business Div.

“Transforming from the power business of a general trading company, to a general power trading company” – the Power Business Division endeavors to broaden and deepen its power generation business*1 and power service and retail business*2. As a global power business player, we are committed to contribute toward building a sustainable society through delivering safe and stable electric power infrastructures and services which can preserve the global environment.

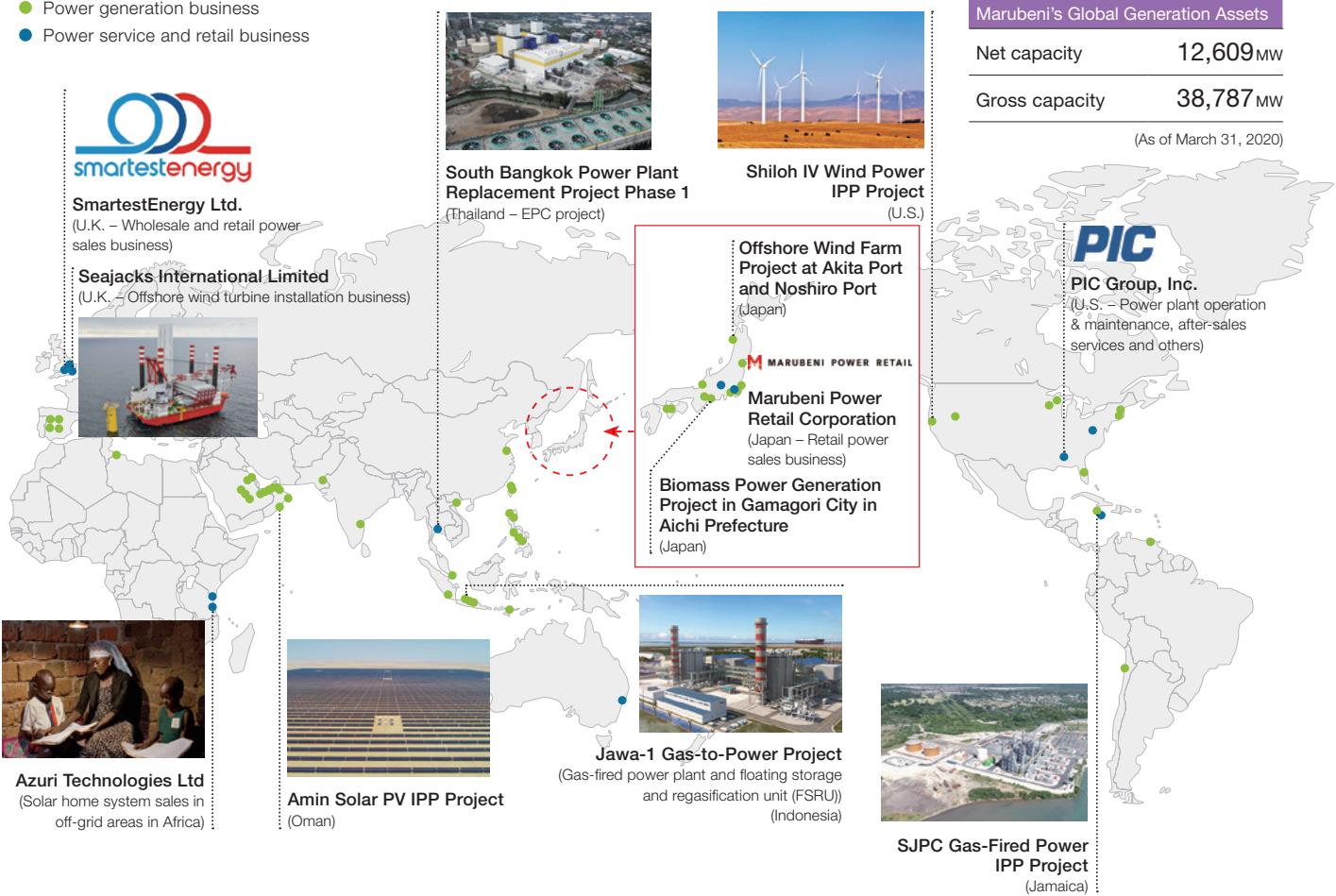
In the power generation business, we strive to heighten the ratio of power generated by renewable energy sources in our net power supply and to expand the energy-value-chain business such as LNG-to-Power*3 projects.

In addition, in the power service and retail business, we aim to expand EPC*4 business, de-centralized power sources, wholesale and retail power sales, and other asset-light businesses. We will also develop services that facilitate optimal management of power generation assets owned by us and others, by using digital technologies such as AI and IoT. We will advance our power business solutions while harmonizing with regional societies and the natural environment.

*1. Power generation business: Renewable energy generation/energy-value-chain (fuel-to-power) projects such as LNG-to-Power/ gas-fired and other thermal power generation.
*2. Power service and retail business: EPC business and offshore wind turbine installation/wholesale and retail power sales/ de-centralized power sources /community-based multi utilities services/AI and IoT solution business.
*3. LNG-to-Power: sourcing, storing and re-gasifying LNG as well as power generation by such gas.
*4. EPC: Engineering, procurement and construction.

Global Business Development

- Power generation business
- Power service and retail business



Power Business Division Strengths

- Strong area business & marketing forces, project development hubs and asset management teams, IPP* business of world-class scale
 - IPP business's proven track record, competitiveness, in-house development and problem-solving know-how/capabilities
 - Project management skills in EPC business in and outside of Japan and unique EPC management capabilities
 - Vast experience in electric power wholesaling/retailing
- * IPP: Independent Power Producer.

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Growing prevalence of De-carbonization, De-centralization and Digitalization ("3Ds") in the power sector● Changes of energy mixes and policies in major countries● Technological innovations in major power generation equipment such as offshore wind, solar power, and storage batteries● Digital technological innovations such as AI, IoT and Big Data	<ul style="list-style-type: none">● Evolve from power generation business to energy solution business● Strengthen renewable energy in anticipation of a low-carbon society● Strengthen and expand retail power sales business and power service businesses in and outside of Japan● Expand community-based multi utilities services and de-centralized power sources

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Policy change in liberalized power markets and changes in power demand trends● High volatility of fuel energy and/or natural resource prices● Weather variation risks that would affect the power supply-demand balance and market prices	<ul style="list-style-type: none">● Possess business management expertise in the power business as a top industry player in the world● Encompass a broad range of business domains in the power business from upstream to downstream, i.e., from EPC business, power generation business to power retail sales and power plant operation & maintenance● Leverage market analytical skills and problem solving capabilities backed by strong local sales forces

Examples of Initiatives That Embody the GC2021 Business Strategy

Participating in numerous renewable energy projects in and outside of Japan

In the power generation business, Sweihan Photovoltaic IPP Project, located in the United Arab Emirates, capable of producing power equivalent to that by a unit of a nuclear power plant, entered into commercial operation in April 2019. In Qatar, we received an order for Al Kharsaah Solar PV IPP Project, the first large-scale photovoltaic power generation project in that country. In Japan, we commenced construction in 2020 of the Offshore Wind Farm Project at Akita Port and Noshiro Port, the first offshore wind power project on a commercial basis in Japan. In Asia, we acquired Chenya Energy Co., Ltd., a solar power developer and operator in Taiwan, together with its businesses, targeting business development in Taiwan and other Asian nations.

In the power service and retail business, SmartestEnergy Ltd. of the U.K. is expanding its business by establishing a presence in the U.S. and Australia. Besides our participation in WASSHA Inc., a company that provides power by solar panels to regions with no access to electricity, we have invested in Azuri Technologies Ltd., a solar home systems provider, further expanding our renewable energy business.

In both the power generation business and the power service and retail business, we will continue devoting ourselves to create a sustainable society by contributing to measures against climate change.



Sweihan Photovoltaic IPP Project



Power Business & Infrastructure Group

Infrastructure Project Division



Takashi Yao

Chief Operating Officer,
Infrastructure Project Div.

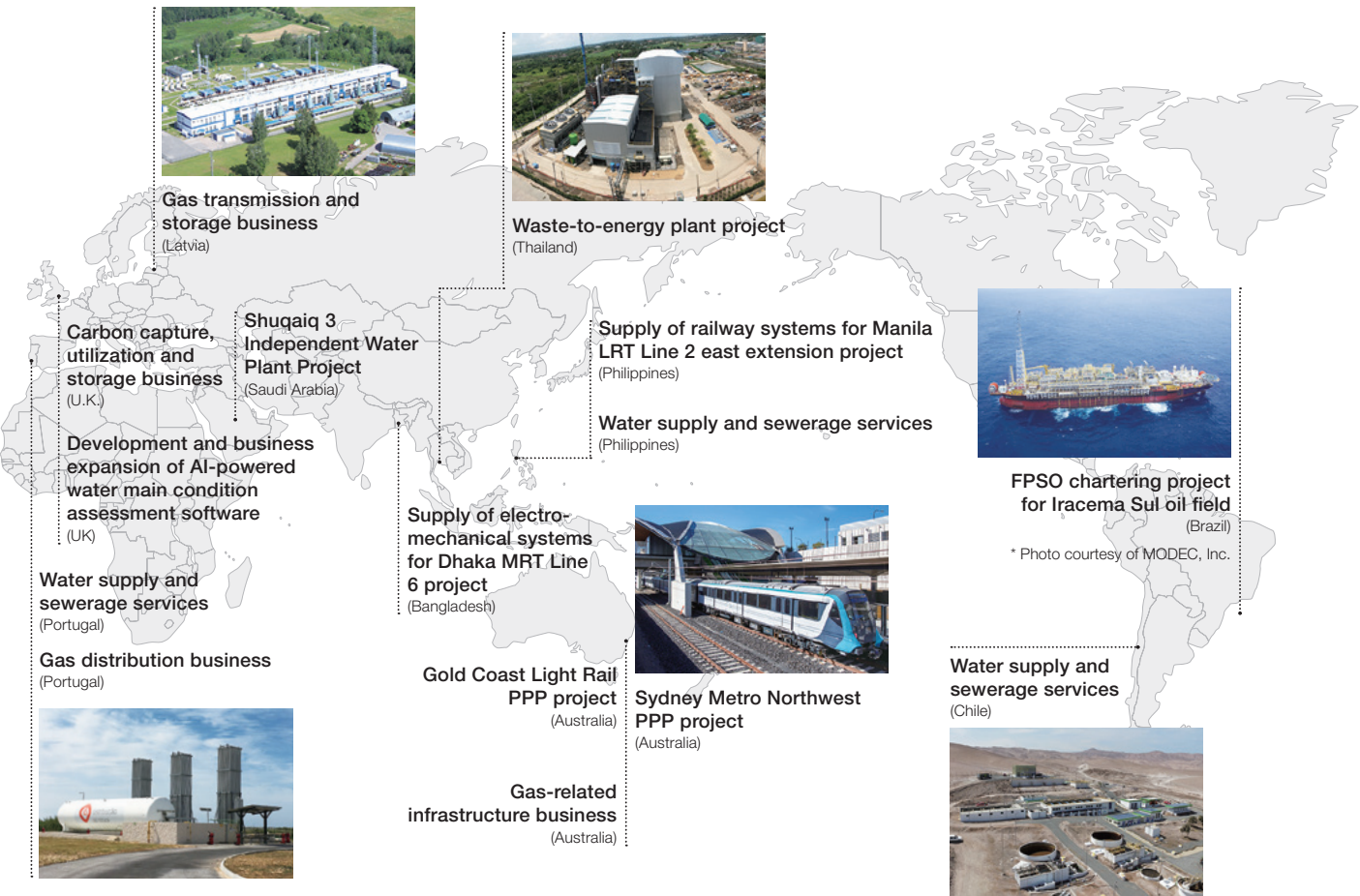
We aim to continue evolving our business across the world that contributes to the enhancement of social infrastructure to enrich society and people’s daily lives. We cover a wide range of infrastructure including railway, road, water and sewerage utility, desalination plant, gas transportation and distribution, offshore oil production, and also carbon capture.

Responding to the growing demands of society and industry, we globally invest in various projects that generate stable profit and pursue to maximize the value of our businesses. We will also seek to expand the operation of an infrastructure investment fund and achieve synergies between the fund and infrastructure businesses. Additionally, we will continue building a track record in the fields of EPC*1 and O&M*2 through a selective focus on sectors and regions in which we can demonstrate our strengths.

Furthermore, we are promoting circular economy businesses and conducting projects by utilizing AI technologies, with the aim of achieving sustainable development in harmony with the global environment and society. Seeing changes in markets as opportunities, we will tackle new challenges and contribute to society by achieving safe and stable operations.

*1 EPC: Engineering, Procurement and Construction. Full turnkey contract for equipment and plant.
*2 O&M: Operating and Maintenance of infrastructure equipment.

Global Business Development



Infrastructure Project Division Strengths

- Project development, structuring, execution and management capabilities backed by an extensive track record of investment, EPC and trade in infrastructure
- Wide range of functions covering the entire value chain from project planning, feasibility studies, financing, EPC, O&M, business operation, to asset (including fund) management

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Growing demand for development and renewal of social infrastructure as well as know-how and financial resources from private sector	<ul style="list-style-type: none">● Expand the stable earnings base by strengthening existing businesses, as well as investing in new projects
<ul style="list-style-type: none">● Provision of long-term, stable investment opportunities for institutional investors	<ul style="list-style-type: none">● Accelerate asset recycling through the utilization of infrastructure funds
<ul style="list-style-type: none">● Rise in environmental awareness	<ul style="list-style-type: none">● Promote circular economy and carbon-free society
<ul style="list-style-type: none">● Increase in value of infrastructure service linked with technological innovation	<ul style="list-style-type: none">● Leveraging AI and other new technologies to strengthen existing businesses and expand business in new fields

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Decline in asset value and business opportunities due to economic slowdown	<ul style="list-style-type: none">● Strengthen the existing businesses while promoting initiatives to utilize new technologies
<ul style="list-style-type: none">● National policies and regulations that impact business development in the infrastructure field	<ul style="list-style-type: none">● Adapt to changes in national policies and regulations, and pursue business opportunities arising from market transition

Examples of Initiatives That Embody the GC2021 Business Strategy

Contributing solutions to global challenges by performing stable operation of social infrastructure

The unprecedented situation caused by the COVID-19 pandemic has reaffirmed the importance of social infrastructure such as water, gas, public transportation, etc., which are essential lifelines to people’s lives. The Infrastructure Project Division engages in the stable operation of such social infrastructure globally and will continue to develop our businesses with the intention of contributing to sustainable growth worldwide. For example, in water and sewerage business, we are not only committed to performing stable supply and efficient use of water, but also proactively taking action to raise awareness of sanitation and hygiene practices, and to protect the environment of water sources.

Additionally, we are endeavoring to resolve social issues related to the low-carbon and circular economy by promoting our business activities. In the fiscal year ended March 31, 2020, we have invested in a company that develops and owns the technology to capture CO₂ from the flue gas emitted by coal-fired power plants and industrial plants. We are conducting the joint development of CCU (Carbon Capture & Utilization) and making efforts to contribute to the reduction of greenhouse gas, with the aim of preventing global warming.



The water treatment plant of AGS -Administração e Gestão de Sistemas de Salubridade, S.A., a water and wastewater service company in Portugal in which Marubeni increased its equity share from 50% to 100% in the fiscal year ended March 31, 2020.



Transportation & Industrial Machinery, Financial Business Group

Aerospace & Ship Division



Kosuke Takechi

Chief Operating Officer,
Aerospace & Ship Div.

In the aerospace and defense sectors, the Aerospace & Ship Division operates aircraft parts trading and maintenance services as well as asset management businesses as a value-up trader for aircraft-related assets. We also operate defense-related business including defense equipment distributorship business and airport ground handling services. Furthermore, we will be branching out into intra-airport autonomous vehicle and business jet service businesses as well as the space-related sector while promoting the expansion of our business domain.

In the ship sector, in addition to the trading and financing businesses, such as the sale and purchase of various types of ship, charter brokerage and marine equipment trading, we engage in the fleet ownership/operation of merchant ships and LNG carriers. Providing a wide range of functions, from ownership structuring to ship management, securing operating income, we are aiming to evolve as a comprehensive ship service provider.

Through creating new value by organically connecting Marubeni’s functions with customers’ needs, we will lead the industry as a comprehensive provider of aero-marine solutions.

Global Business Development

● Business base

Civil Aviation Sector



Swissport Japan Ltd.
(Japan – Ground handling business)



HondaJet Elite



Magellan Aviation Group LLLP
(U.S. – Aircraft parts trading business)

Ship Sector



Containership



Bulk carrier



LNG carrier

Defense/Security Environment/
Space Sector



Interstellar Technologies Inc.
(Japan – Development and manufacture of small rockets and launch service business)

Aerospace & Ship Division Strengths

- Asset value-up function by business development according to each stage of an aircraft’s lifecycle, such as development, operation, aftermarket, asset management and airport ground handling
- Deep insights into customer/market needs and solutions proposal capabilities gained from operating a broad array of businesses in the aerospace and defense industries
- Management capabilities in businesses that own and operate ships ranging from general merchant ships to LNG carriers
- Ship trading, investing and financing service capabilities
- Operational capabilities allowing rapid expansion into new business domains

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
● Growth in aircraft demand and in demand for operating and maintenance (O&M)-related services	● Expansion of aviation-related asset value-up business
● Possibility of space-related business expected to be utilized in the future	● Growth of airport-related business, acquisition and commercialization of new technologies
● Growth in ship demand driven by growth in seaborne cargo amid trend toward borderless global economy	● Improve quality/profitability of ship-related assets, promote new LNG carrier business
● Expand business creation opportunities by utilizing new technologies in the ship sector	● Strengthen comprehensive ship service provider functions, build new pivotal business

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
● Event risks, including the risk of terrorism, regional conflicts and war, epidemics or other changes in international conditions and resultant increases in jet fuel prices	● In preparation should an event in which risk specific to each business domain become an issue, diversified businesses deployed
● Fluctuation in new-build ship pricing and/or marine freight rates	● Promote asset superiority and strengthen resilience to market risks by continuing to replace assets in a timely manner

Examples of Initiatives That Embody the GC2021 Business Strategy

Initiatives in aircraft asset business domain

In the aviation sector, we are promoting a value-up trading strategy for aircraft and aviation-related assets with a focus on the used aircraft market, which requires a high level of knowledge—such as capabilities in risk management, remarketing and asset appraisal—and thus has high barriers to entry.

In the business of acquiring used aircraft, Magellan Aviation Group LLLP, our subsidiary, is developing a parts-out business, by which the engines and parts obtained from disassembling aircraft are repaired and overhauled and then supplied to the aircraft maintenance market. In addition, iStrings Aviation Capital Co., Ltd., a subsidiary that develops aviation-related asset management business, provides investment opportunities for aircraft and aviation-related assets, which are increasingly being recognized as attractive investment targets.

To build a platform as a value-up trader that maximizes the value of aircraft and aviation-related assets, we will promote the strengthening, expansion and diversification of the functions within the Group in the years to come.



Developing multifaceted initiatives in the aircraft asset business domain



Transportation & Industrial Machinery, Financial Business Group

Finance & Leasing Business Division



Taro Kawabe

Chief Operating Officer,
Finance & Leasing Business Div.

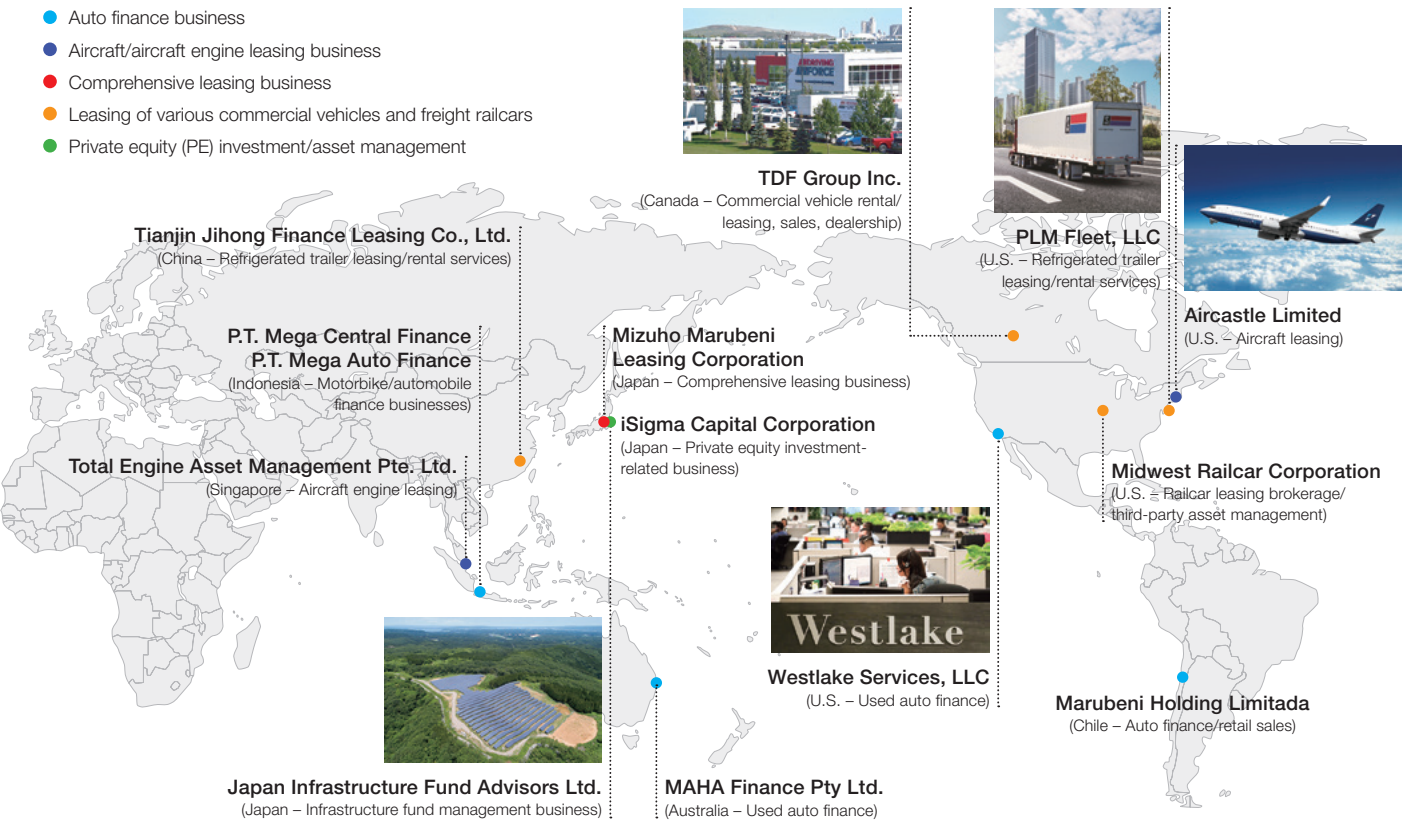
To consolidate finance and leasing businesses across the Group, the Finance & Leasing Business Division was formed in April 2019.

Through a business alliance with Mizuho Leasing Company, Limited, we are working to grow our business and expand profits by mutually providing our strengths, know-how, and range of resources. In the fiscal year ended March 31, 2020, we expanded our collaboration with Mizuho Leasing Company, Limited by beginning the joint operations of Mizuho Marubeni Leasing Corporation, the delisting of Aircastle Limited, and through the transfer of equity interests in PLM Fleet, LLC (PLM).

In 2020, affiliated businesses will be variously affected due to the spread of COVID-19 infections, so we will focus on “defensive” business management and respond accurately to structural changes in society until the situation has with some certainty returned to normal. At the same time, looking ahead to the post-COVID-19 era, we will promote developmental studies into next-generation financial businesses, for example by growth from existing businesses, expansion of joint business domains and the utilization of FinTech.

Global Business Development

- Auto finance business
- Aircraft/aircraft engine leasing business
- Comprehensive leasing business
- Leasing of various commercial vehicles and freight railcars
- Private equity (PE) investment/asset management



Finance & Leasing Business Division Strengths

- Relationships with the Mizuho Group and other top-caliber partners around the world
- Horizontal collaboration/collaborative capabilities with other business divisions and overseas corporate offices that cover all industries on a global basis
- Business management know-how and wide-area expansion in the auto finance sector
- Product knowledge, business management know-how from aircraft and aircraft engine leasing
- Specialized leasing expertise cultivated in specific products, such as refrigerated trailers and freight railcars
- More than 20 years of investment know-how as a domestic private equity fund pioneer

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
● Solid demand in the U.S. auto finance sector	● Growth and earnings growth in collaborative businesses with Mizuho Group and other business partners
● Increase in air passenger traffic due to population and economic growth in developing countries (growth recovery when situation returns to normal, post COVID-19)	● Horizontal development in developing countries of the existing business know-how cultivated in developed countries
● Growth in cold chain logistics market due to middle-class growth in developing countries	● Initiatives for next-generation finance, such as online lending, introduction of FinTech to facilitate digitalization
● Expansion of digital financial services market such as online payments	

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
● Delay in global economic recovery due to prolonged outbreak of COVID-19 infections	● Building of an advanced business management system by collaborating with top-caliber partners
● Increased credit risk due to economic downturn, decline in value of owned assets	● Appropriate responses to structural changes in industry and strengthening risk management
● Changes in industrial structure, customer needs/behaviors in post-COVID-19 society	● Discovery of businesses compatible with changes in post-COVID-19 society, such as the next-generation financial sector

Examples of Initiatives That Embody the GC2021 Business Strategy

Start of chilled/refrigerated trailer business in China and entry into online trade finance business in Singapore

One of the Finance & Leasing Business Division's strategies is to develop the existing business model horizontally. PLM in the U.S. has been establishing itself as the No. 1 in the nation as a specialized leasing and rental company for chilled and refrigerated trailers by carefully responding to customer needs by leveraging the strength of its expertise in those products. Having applied the company's business model in collaboration with G7, a leading IoT information services company in the Chinese logistics market, operations in China, where the cold chain market is expected to grow, commenced in September 2019. As a new initiative, in May 2019 we established ZMA Smart Capital Pte. Ltd. in Singapore in collaboration with the major Chinese company Zall Smart Commerce Group Ltd. with the intention of entering the next-generation finance business. In starting a trial offering of a trade finance service for online business-to-business trade transactions, we are aiming to provide highly convenient online trade finance services to small and medium-sized enterprises that previously have not been able to easily participate in international trade.



Delivery ceremony for the first refrigerated trailer lease concluded at Tianjin Jihong Finance Leasing Co., Ltd. in China



Transportation & Industrial Machinery, Financial Business Group

Construction, Industrial Machinery & Mobility Division



Jiro Itai
Chief Operating Officer,
Construction, Industrial Machinery
& Mobility Div.

The Construction, Industrial Machinery & Mobility Division will maximize operating efficiency based on conventional trading and direct investment businesses in four sectors while further strengthening its earnings foundation through expansion of peripheral businesses. In the construction machinery sector, we sell construction machinery products from world-leading Japanese manufacturers on a global scale. We aim to evolve and become an all-around construction/heavy machinery service provider by integrating new functions and services with those products. In the tire and rubber materials sector, we have built a rubber value chain that extends from upstream (rubber raw material sales) to downstream (trading in tires and other rubber products, overseas retail businesses) with the aim of rising to the top of every market in which we operate by developing new merchandise and geographic markets and globally expanding existing businesses. In the industrial systems and mobility sector, we aim to build sustainable social infrastructure by integrating our business foundation, accumulated from existing trading and sales businesses, with next-generation technologies, such as EVs and distributed power sources. In the industrial machinery sector, we are capitalizing on the broad company networks that we have cultivated over decades to expand our efforts not only in industrial machinery but also to a wide range of industries. In all four of these sectors, we will diversify our operations with the aim of creating new technologies and new industrial businesses that transcend boundaries between existing industries.

Global Business Development

● Business base

Distributor/product support business for construction and mining equipment



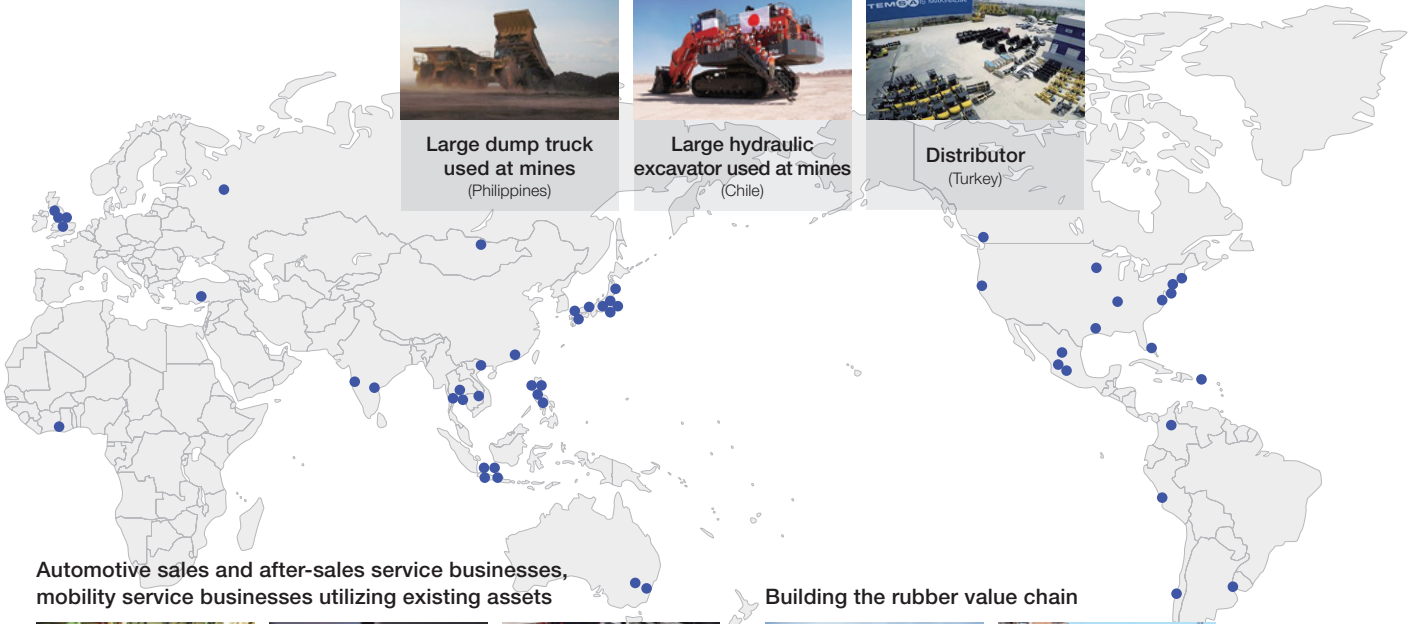
Large dump truck
used at mines
(Philippines)



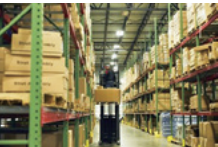
Large hydraulic
excavator used at mines
(Chile)



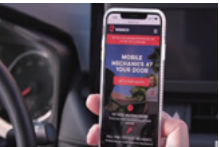
Distributor
(Turkey)



Automotive sales and after-sales service businesses,
mobility service businesses utilizing existing assets



Aftermarket service
business
(U.S.)



Next-generation
mobility business
(U.S.)



Dealership business
(U.K.)

Building the rubber value chain



Tire sales business
(Mexico)
(Radial Llantas, S.A. de C.V.)



Conveyor belt sales
business
(All-State Belting, LLC)

Construction, Industrial Machinery & Mobility Division Strengths

- Sales, investment and operational know-how amassed over decades through global business activities/ A workforce of professionals well versed in their respective industries/ A fast information network linking domestic and overseas operating companies, overseas corporate subsidiaries and the Tokyo Head Office/ Strong relationships of trust with globally top-tier manufacturers
- Diverse lineup of products and services, including trading, wholesaling and retailing, that meet a wide range of customer needs domestically and internationally

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Expansion of new demand due to market fluctuations, including EV infrastructure, resource constraints, increasing concern about environmental issues● Growing diversity of business domains in which AI, IoT, automation and other new technologies are used	<ul style="list-style-type: none">● Utilizing existing knowledge, expand existing emission reduction-related businesses in response to market fluctuations. Specifically, sales of distributed power sources and pursuit of renewable energy-related businesses● Integrating existing business and new technology, create a new business model. Specifically, focus on AI monitoring business

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Obsolescence of existing markets due to technological innovation; risk of competition from new entrants from other sectors● Country risks in the regions and countries where we operate, including deterioration in economic and social conditions	<ul style="list-style-type: none">● Utilizing our wide-ranging knowledge, we review our businesses and build new ones in response to market changes● The Company assesses the degree of risk in the countries in which we operate and we manage our business activities based on those standards

Examples of Initiatives That Embody the GC2021 Business Strategy

Investment in U.S. company Acellent Technologies, Inc.

In October 2018, Marubeni invested in Acellent Technologies, Inc. (Acellent) , a Silicon Valley-based U.S. company that designs, develops, and sells structural health monitoring (SHM) systems. The technologies in SHM systems enable the real-time monitoring of structural status and integrity. Acellent's SHM systems constantly and automatically monitor the condition of metals and composite materials, such as the carbon fiber-reinforced plastics used in automobiles and aircraft, while managing their lifecycles. The diverse types of deterioration that can be identified include fatigue cracks, corrosion, layered corrosion, impact damage, and loose bolts. Through its collaborations with Acellent in the years to come, Marubeni will accumulate an enormous amount of data on the operation and condition of transport aircraft and machinery in a wide range of markets. The aim is to utilize that data in the development of equipment and machinery versions for its comprehensive healthcare and maintenance businesses.

Please refer to the Special Feature: Business Strategies Based on SPP Business Policies on P.43 for more information on Acellent's strategies.





CDIO

Next Generation Business Development Division



Masayuki Omoto

Chief Operating Officer,
Next Generation Business
Development Div.

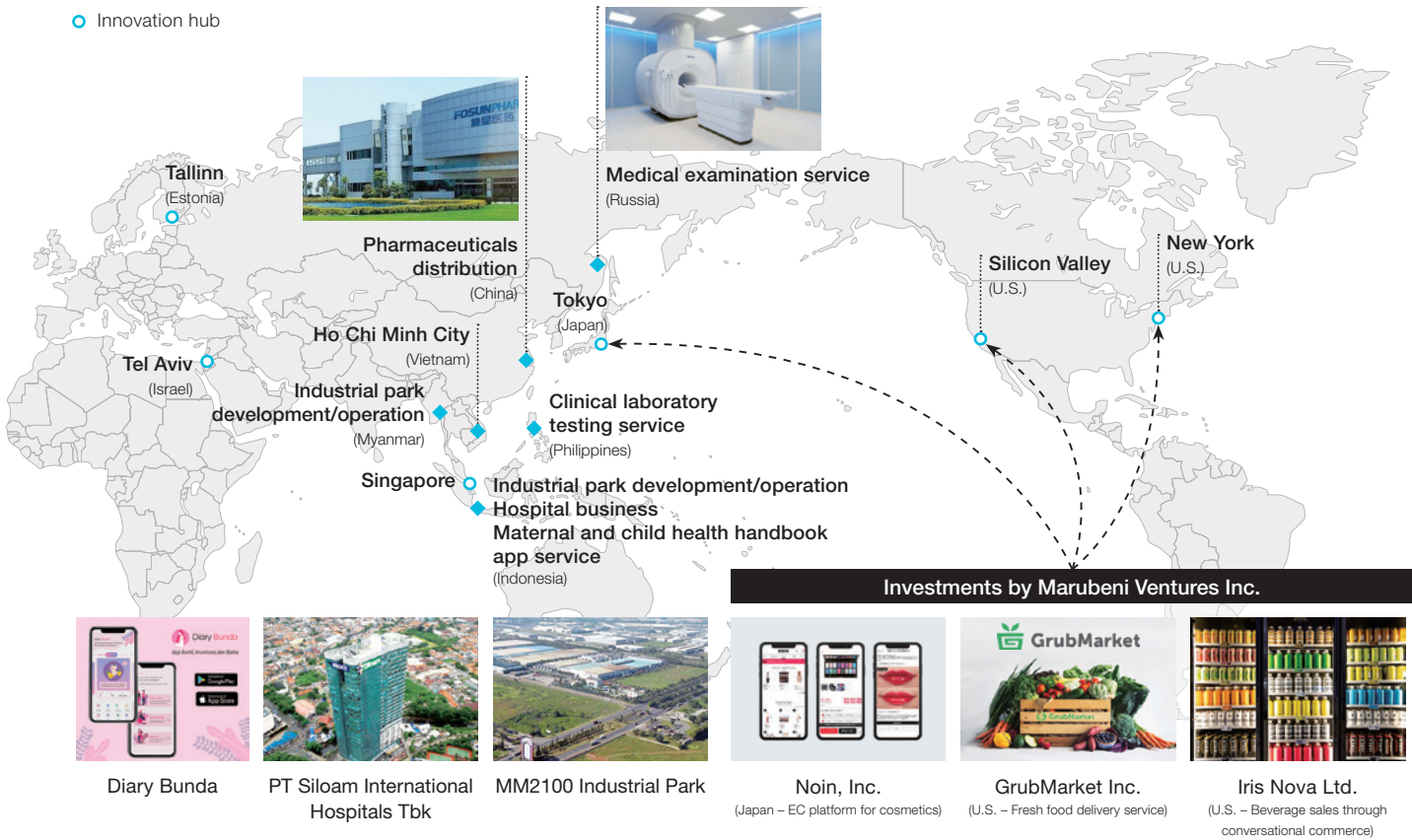
Having adopted growth themes in domains where explosive growth is expected in the years ahead, the Next Generation Business Development Division is drawing on the global network that a general trading company has at its disposal. At the same time, the Division is working to create new business models by anticipating the world's most advanced business models.

Specifically, the Division is incorporating cutting-edge business models from innovation hubs around the world by collaborating with the corporate venture capital fund firm Marubeni Ventures Inc. and Vertex Venture Holdings Ltd., a global venture fund owned by the Singaporean sovereign wealth fund Temasek Holdings (Private) Ltd. We will be focusing on business development along 12 adopted growth themes that cover: (1) Chinese children's education, (2) inbound tourism, (3) next-generation retail, (4) smart city/smart infrastructure, (5) next-generation industrial parks, (6) new materials/new technologies, (7) manufacture/distribution of pharmaceuticals, (8) hospital/medical infrastructure, (9) medical services, (10) EC platform of fast-moving consumer goods in Asia, (11) e-sports, and (12) high-growth domains.

Through efforts such as these, we are confronting the challenges of delivering new products, services, and solutions to Marubeni Group customers and partners. Regarding “creating business that will be valued by the next generation of the 2030s” as the Division's unwavering common goal, we will carefully select promising businesses for the next generation and develop business with an emphasis on speed while pursuing the development of next-generation businesses that will form a major future earnings foundation.

Global Business Development

- ◆ Business base
- Innovation hub



Next Generation Business Development Division Strengths

- Agility that comes from being a newly established division, implementation systems that emphasize speed, systems that enable specialization in growth domains
- Development and construction of new business models focusing on solving social/customer issues regardless of the product verticals of existing businesses
- Systems capable of drawing on Marubeni's strengths (company-wide optimal business promotion through collaboration with existing business divisions)
- Access to/incorporation of the world's most advanced and innovative technologies

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none">● Expansion of consumption power due to the rise of the middle income demographic in Asia● Expansion of next-generation social infrastructure (urbanization/smartification)● Carbon-free society/circular economy● Expansion in high-quality medical needs and rise in health awareness● Transformation of values in millennials/new normal● Acceleration of contactless technologies (digitalization, shift to online access, shift to remote operation)	<ul style="list-style-type: none">● Construction of digital platforms to build points of contact with end-customers● Response to needs for social infrastructure that will be overwhelmingly lacking in the future, accumulation of user data● Anticipation of the technological infrastructure (blockchain, next-generation batteries, etc.) that will be required in the future● Development in Asia of innovative business models that have been proven in Europe and the U.S.

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none">● Risk of players with innovative technologies and business models appearing faster than expected● Return to short-term orientation due to stagnation in next-generation business development	<ul style="list-style-type: none">● Accumulate knowledge and know-how relating to the world's most advanced innovative technologies and innovation through startup ecosystem and innovation hubs● Pursue a high-speed learning mechanism that involves learning from small-scale projects and leads to large-scale projects

Examples of Initiatives That Embody the GC2021 Business Strategy

Investment in PT Siloam International Hospitals Tbk, Indonesia's largest private hospital group

In February 2020, Marubeni acquired a stake of approximately 5% of the shares issued in PT Siloam International Hospitals Tbk (Siloam Hospitals), Indonesia's largest private hospital group, and thereby entered the hospital/healthcare business in that country.

Amid Indonesia's burgeoning healthcare needs—stemming from the rise in the middle-income class brought about by population growth and economic development—delays in infrastructure development, such as hospitals, and the lack of specialized human resources in the medical field are being regarded as social issues. Through its participation in Siloam International Hospitals, which has numerous hospital networks not solely on the island of Java but throughout Indonesia, Marubeni will not only contribute to the expansion of its healthcare business in Indonesia but also to improvements in that country's medical infrastructure and service standards. The latter will be achieved by actively introducing technologies and know-how from medically advanced countries, including Japan.



One of the Siloam International Hospitals group general hospitals (Siloam Hospitals Lippo Village)