

Business Divisions At a Glance

Consumer Products Group

 **Lifestyle Division**  p.100

Major Products and Areas

Apparel, footwear / Lifestyle products / Textile materials, industrial materials, lifestyle materials

 **ICT & Real Estate Business Division**  p.102

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

 **Forest Products Division**  p.104

Major Products and Areas

Wood chips and biomass fuel / Pulp and waste paper / Paper, paperboard, and hygiene products / Building & construction materials and wood products

Food, Agriculture & Chemicals Group

 **Food Division- I**  p.106

Major Products and Areas

Consumer-use food products, commercial-use food materials, dairy products / Raw ingredients for food (flour, sugar, oils and fats, etc.) / Raw materials for beverages (coffee, tea, fruit juice, etc.) / Marine products, agricultural products, and processed seafood

 **Food Division- II**  p.108

Major Products and Areas

Fresh and processed meat / Grains in general (corn, soybeans, wheat, rapeseed, etc.) / Feed ingredients (soybean meal, rapeseed meal, fish meal, etc.) / Compound feed

 **Agri Business Division**  p.110

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 / Procurement and sales of fertilizer / Handling and export of grain & oilseed (corn, wheat, barley, soy, rapeseed, edible beans, etc.) from the U.S.

 **Chemicals Division**  p.112

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 & Metals Group

 **Energy Division**  p.114

Major Products and Areas

New energy-related business (hydrogen, ammonia, biofuels, environmental value trading, etc.) / Natural gas business (production, liquefaction, and trade) / Exploration, development and production of oil and gas / Petroleum & LPG trade, distribution and marketing business / Nuclear energy business (development of uranium mining, nuclear fuel cycle, related equipment sales & services)

 **Metals & Mineral Resources Division**  p.116

Major Products and Areas

Development of iron ore, coking 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 Division**  p.118

Major Products and Areas

Power generation business (Renewable energy generation / LNG to Power and other Fuel to Power*1 businesses / Gas-fired thermal power generation) / Power service and retail business (Retail power sales / De-centralized power generation / Smart cities and community-based utilities services / Storage, VPP, V2X, and aggregation business / New businesses / EPC*2 business and O&M business)

 **Infrastructure Project Division**  p.120

Major Products and Areas

Social and industrial infrastructure business (water supply, wastewater treatment, desalination, railways, roads, ports, airports, gas distribution and retail, etc.) / Decarbonization and circular economy business (waste-to-energy power plants, fuel conversion, etc.) / EPC*2, operation and maintenance for various infrastructure and plants (railway systems, water, energy, industrial plants, waste-to-energy power plants, etc.) / Management of infrastructure funds

Transportation & Industrial Machinery, Financial Business Group

 **Aerospace & Ship Division**  p.122

Major Products and Areas

Aircraft, engine & parts trading business, asset management business, development investment / Sales representatives for commercial aircraft and defense equipment / Business jet sales agency & business / Airport-related businesses / Sale and purchase, chartering, and ownership of merchant ships / Shipping pool and asset management business / Ownership and chartering of LNG carriers / Investments in offshore businesses / New pivotal ship-related businesses

 **Finance & Leasing Business Division**  p.124

Major Products and Areas

Auto finance business / Aircraft and aircraft engine leasing business / General leasing business / Leasing of various commercial vehicles and freight railcars / Private equity investment and asset management / Next-generation finance business

 **Construction, Industrial Machinery & Mobility Division**  p.126

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.128

Major Products and Areas

Chinese children education business / Next generation retail business / Smart city infrastructure business / New decarbonization technologies business / Offshore DX business / Pharmaceuticals and medical devices business / Medical services business / Esports and media / Wellness and beauty business / Other businesses in high-growth domains / Corporate venture capital investments

*1. Fuel to Power: Energy value chain-type business from procurement of fuel (gas) to operation of storage facilities and power generation using this fuel
*2. EPC: Engineering, Procurement and Construction



Consumer Products Group

Lifestyle Division



Hiromitsu Morishima

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. We are at the same time advancing efforts to contribute to sustainability, such as by building a circular-type business centered on the technology of Circ LLC (formerly TYTON BioSciences LLC), 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.

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
<ul style="list-style-type: none"> • Expansion of the consumer class in the wake of global population growth and rising standards of living in emerging economies • Diversifying customer and consumer needs, purchasing behavior and methods • Growth in demand for environmentally friendly materials, products and services amid a trend toward sustainability 	<ul style="list-style-type: none"> • Strengthen efforts with Global SPAs* to revolve around planning proposals and short lead-time production capabilities • Strengthen direct-to-consumer sales business, promote utilization of digital technology • Develop a circular supply chain centered on the technology of U.S.-based Circ <p>* Specialty store retailer of private label apparel: Apparel retail businesses that handle everything from product planning to manufacturing and sales.</p>

Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none"> • Rising costs in key production regions amid economic growth in emerging economies • Relative weakening of existing functions and rapid structural changes in distribution networks amid digitalization and IoT proliferation • Impact on procurement on account of potential country risks in major production regions 	<ul style="list-style-type: none"> • Cultivate new production regions, promote production automation • Streamline production and sales by using digital technology, change business model • Decentralize supply chains, global expansion

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

Short lead-time ODM business development in Asia with the base in Shanghai

Building a circular supply chain and developing business in the Americas, Europe, Japan, and Asia

Textile Products Recycling Business

Circ LLC
(U.S. – Manufacture and sale of recycled textile materials)



Circular supply chain

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

Examples of Initiatives that Embody the GC2021 Business Strategy

Building a circular supply chain for clothing and textiles

Marubeni in 2019 invested in Circ, a U.S.-based startup that developed the technology to recycle fabrics and other textile goods into textile raw materials. In recent years, the problems surrounding disposal of garments and other textile goods by incineration or in landfills have drawn widespread attention. Circ's technology can reduce the environmental cost of clothing by recycling waste cotton and polyester into polyester raw materials and cellulose fiber raw materials through a hydrolysis method that keeps the use of chemicals to a bare minimum. In addition, the high fiber regeneration efficiency of the process makes it well-suited to addressing social issues, helping to reduce waste and support a circular economy*. Marubeni has strong relationships with leading Asian companies at every stage of the supply chain, and has sales channels with major SPAs in Japan and Europe. By linking these global networks with Circ's technological capabilities, we aim to build a global circular supply chain serving the huge American and European apparel markets and the growing Asian market.



Thread made from recycled cellulose at Circ

* Circular economy: Rather than a unidirectional economic system that gathers and disposes of resources, an economic system that uses resources cyclically or a business model that fully utilizes products, parts and resources, and continues to recycle and reuse them.



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, to solve the business issues faced by our customers, our system solutions and network businesses provide consulting services, business solutions, high-speed/high-quality telecommunications services, and internet connection services. Our mobile phone-related businesses entail 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 services and solutions that organically combine our expertise in each field to help customers with their digital transformations (DX), addressing customer needs for DX that have increased in recent years amid accelerating advancements in digital technology.

*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.

ICT & Real Estate Business Division Strengths

- Ability to provide comprehensive ICT services that address customer needs from many angles, including consulting services for solving business issues faced by customers, and system solutions featuring the latest 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 DX solutions in response to changes in the everyday environment and the economy amid advances in 5G, AI, IoT, and other 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 groupwide 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 digital and new technologies

Examples of Initiatives that Embody the GC2021 Business Strategy

Establishment of DOLBIX CONSULTING Inc. for the promotion and support of DX

DOLBIX CONSULTING Inc. (DOLBIX) was established and began operating in January 2021 for the purpose of providing customers with professional consulting services for advancing DX projects amid growing needs for DX in recent years.

DOLBIX sees the diverse business domains in which Marubeni operates as opportunities to develop DX around the globe. By working on every strategic or technological project concerning DX, from business/IT strategies to system implementation and maintenance, DOLBIX aims to provide DX consulting services that generate tangible results. Those accomplishments in turn will be shared widely across the industry, and while DOLBIX will be assisting clients with DX and creation of new value for their businesses, it will also build an ecosystem by organically connecting its clients with one another, aspiring to establish a new value chain in the industry.



Global Business Development

- Real estate field
- Logistics field
- ICT field





Consumer Products Group

Forest Products Division



Tsuyoshi Teragaki

Chief Operating Officer,
Forest Products Div.

The Forest Products Division includes the Indonesian forest plantation business and pulp manufacturing business, and the domestic paper and paperboard manufacturing and sales operation.

In Vietnam, where demand for packaging has grown strongly, we launched the containerboard manufacturing business. In Brazil, we acquired a hygiene product manufacturer, moving forward on the development of new business domains.

Furthermore, we aim to realize a low-carbon society by building business models that envision sales of non-plastic products, and using biomass fuels in power stations. We are also keen to develop business in new materials fields, such as cellulose nanofiber (CNF), demand for which is expected to increase. We will also focus on a wide range of forest-derived materials and expand Sustainable, Renewable and Recyclable businesses that contribute to society and the environment.

Forest Products Division Strengths

- Value chain encompassing everything from forest plantation through paper end-product sales
- Massive forest 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
<ul style="list-style-type: none"> • Growing packaging demand in emerging economies • Burgeoning sanitary paper market • Trend toward ESG and SDGs, most notably decarbonization and reduction of plastic usage • Eco-friendly materials that effectively utilize wood components 	<ul style="list-style-type: none"> • Development of containerboard manufacturing and sales business centered on Asian market • Acquisition of sanitary paper business, expansion into other markets • Supply of biomass fuel through wood pellet manufacturing and sales as well as handling of products relating to reduction of plastic usage • CNF, biorefinery businesses

Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none"> • Contraction in domestic demand in the wake of low birthrate and societal aging • Decreased demand for printing and information paper caused by COVID-19 • Risk of change in profitability due to fluctuations in pulp prices 	<ul style="list-style-type: none"> • Strengthen fields in which strong demand is expected in years to come, such as packaging and sanitary paper fields, business development in growth markets • Initiatives to capture demand for paper products aligned with trends toward decarbonization and reduction of plastic usage • Cost reductions in forest plantation and pulp manufacturing business

Global Business Development



Examples of Initiatives That Embody the GC2021 Business Strategy

Joint Investment with Daio Paper Corporation in Santher - Fábrica de Papel Santa Therezinha S.A., a hygiene products maker in Brazil

In June 2020, Marubeni and Daio Paper Corporation acquired, via a joint investment company, all shares in Santher - Fábrica de Papel Santa Therezinha S.A., a hygiene products manufacturer in Brazil. Brazil boasts the world's fourth-largest sanitary products market, and a growing middle class as its population and economy expands. Santher has the No. 1 share of the toilet paper market in Brazil, No. 4 share of the disposable diaper market, and No. 1 share of the specialty paper market. Demand has been robust for hygiene products, which are necessary items during the pandemic, and should grow further as standards of living and awareness of hygiene improves. Santher aims to increase business value further by increasing the value of the Santher brand by introducing new products, expanding production lines for premium products, and enhancing marketing. The division will contribute to sanitary environments and safe, comfortable lifestyles by combining its functions, resources and networks as a diversified trading company, including the utilization of DX, while expanding exports and other sales channels and reducing raw material costs.



Santher's production facility



Food, Agriculture & Chemicals Group

Food Division- I



Tomonobu Miki

Chief Operating Officer,
Food Div.- I

In the field of food, which supports the lifestyles of consumers, The Food Division- I's strategic priorities are strengthening specialty product marketing and upgrading manufacturing functions. Our aim is to sustainably expand the business.

By participating in the management of downstream operations, we are able to identify the latest market trends in a timely manner. Feeding back this information to producers, food processors, and distributors in midstream and upstream operations, Marubeni is building supply chains that reflect sophisticated and multi-faceted consumer needs in product procurement and development. With the aim of contributing to the development of a sustainable society, we are also proactively advancing environmentally friendly projects.

Looking ahead, Marubeni will provide compelling products to customers while reliably supplying food through its global network, nurtured over many years in this essential field.

Food Division- I Strengths

- No. 1 in sales in Japan among Tokyo metropolitan area supermarkets (United Super Markets Holdings Inc.)
- No. 1 in sales in Japan in confectionery wholesaling sector
- Sales network through operating companies based on global procurement capabilities in oils and fats, marine products, and agricultural products
- Roughly 30% share of Japan's coffee bean imports

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) in emerging market economies (e.g., China, Asia) • Growth in global demand for foods • Rising demand for environmentally friendly products spurred by the Sustainable Development Goals (SDGs) 	<ul style="list-style-type: none"> • Use newly established Iguacu Vietnam Co., Ltd. to move into the China and ASEAN markets • Leverage our global network to reinforce the sourcing, production and sales 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) • Risk of natural disasters such as crop failures due to abnormal weather • Global pandemics such as COVID-19 	<ul style="list-style-type: none"> • Diversify sourcing and selling regions, develop new producing areas and customers • Research and develop alternative products and new materials • Further reinforce supply chains, collaborate with business partners • Create a stable food supply framework through appropriate risk management and steps to prevent endemic infection

Global Business Development



Examples of Initiatives that Embody the GC2021 Business Strategy

Investment in FoodTech Startup DAIZ Inc.

In December 2020, Marubeni invested in DAIZ Inc., a startup that develops and produces plant-based meat ingredients made from soybeans, to enter the plant-based meat market. Together, the two companies will conduct marketing in the U.S., the largest market for plant-based meat, while expanding sales channels in Japan.

If the meat consumption continues increase due to diversification of eating habits in the emerging countries, it is projected that a protein crisis will occur by 2030, which there will be a shortage of protein source to meet the demand. Under such circumstances, plant-based meat has drawn attention as an eco-friendly, sustainable source of food to complement traditional meat from livestock.

By combining DAIZ's innovative technology and Marubeni's global grain procurement and marketing capabilities, Marubeni will supply sustainable and delicious plant-based meat ingredients in Japan and the rest of the world. In addition, Marubeni will contribute to achieve SDGs by promoting plant-based meats which will help solve global warming.



A hamburger made with "Miracle Meat" supplied by DAIZ



Food, Agriculture & Chemicals Group

Food Division- II



Hidefumi Oya

Chief Operating Officer,
Food Div.- II

The Food Division- II's strategic priorities are strengthening specialty product marketing (for premium beef, etc.) and upgrading manufacturing functions. Our aim is to sustainably expand the business by building value-added food production and processing businesses, while providing markets around the world with safe, reliable, high-quality products.

In the livestock field, Marubeni produces, processes, and sells premium beef through a two-region structure in the U.S. and Australia, in order to satisfy growing cravings for high-quality beef around the world. In Japan, we sell safe and worry-free fresh meat products through our stringent production management system at operating companies.

In the grains field, Marubeni provides infrastructure for farm-to-table food, having built reliable supply structures near areas of demand in Japan and across the globe for delivering internationally competitive grains from grain-production regions, mainly in North America and South America.

Food Division-II Strengths

- Owns high-quality beef suppliers in the U.S. and Australia, two top beef-producing countries
- 98% share of breeding hen supply for domestically produced poultry, owns production and sales bases for poultry and pork
- A global network extending from collection through sales of grain
- Reliable supply of large volumes of grains to customers from grain silos positioned throughout Japan

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., beef) in emerging market economies (e.g., China, Asia) • Growth in global demand for grains and other foods • Changes in the business environment and demand due to environmental problems and rising awareness of health • DX* Technological advancement 	<ul style="list-style-type: none"> • Strengthen marketing of specialty products, expand presence in food manufacturing • Leverage our global network to reinforce the sourcing, production and sales of safe and trusted food products • Business development in China in aqua-feed field • Rationalization and greater efficiency in grain trading with DX

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

Global Business Development

WELLFAM FOODS CORPORATION
(Japan – Production and marketing of poultry products, as well as production and marketing of pork products and processed meat products)

Marubeni Nisshin Feed Co., Ltd.
(Japan – Manufacture and sales of livestock formula feed)

Pacific Grain Terminal Co., Ltd.
(Japan – Grain warehousing (Kagoshima Prefecture/Yatsushiro, Kumamoto Prefecture/Mizushima, Okayama Prefecture), stevedoring and transportation operations)

Nippon Chunky Co., Ltd.
(Japan – Production and marketing of breeding hens, management of broiler ancestor chicken farms)

Creekstone Farms Premium Beef LLC
(U.S. – Processing and sales of premium beef products in the U.S. and overseas)

Columbia Grain International, LLC
(U.S. – Collection, storage, export, and domestic sales of North American grains and beans)

Gavilon Agriculture Investment, Inc.
(U.S. – Collection, storage, export and domestic sales of North American grains, feed supplements and fertilizer)

QINGDAO TIANRUN FOOD CO., LTD
(China – Processing and sales of broiler chickens and processed meat products)

Great Wall Food (Dalian) Co., Ltd.
(China – Processing and sales of broiler chickens and processed meat products)

Rangers Valley Cattle Station Pty. Ltd.
(Australia – Raising, processing, and sales of beef products)

Terlogs Terminal Maritimo Ltda.
(Brazil – Harborside storage and ship loading of grains)

* Please refer to P.33 "Special Feature: Business Policy for SPP at Beef Processing Business" for details about our strategy for the beef processing business.

Examples of Initiatives that Embody the GC2021 Business Strategy

Launch of production and marketing operations for aqua-feed in China

Marubeni Nisshin Feed Co., Ltd., which produces and sells formulated feed, is leveraging its accumulated know-how in aqua-feed production to start supplying aqua-feed in China from January 2021 following the establishment of Marubeni Nisshin Feed Technology (Tianjin) Co., Ltd. to produce and market aqua-feed in the country. The marine product farming market in China is poised to expand further as health awareness increases, and demand for aqua-feed should expand accordingly.

Marubeni Nisshin Feed has been producing high-quality aqua-feed in Japan for more than 60 years, and it has the top share in Japan in terms of sales volume for aqua-feed. Marubeni Nisshin Feed Technology (Tianjin) will take advantage of Marubeni Nisshin Feed's aqua-feed production know-how to develop and market safe, worry-free, and high-quality products in China.

Through this business, Marubeni is addressing demand in the growing Chinese marketplace.



Marubeni Nisshin Feed Technology (Tianjin) Co., Ltd.



Food, Agriculture & Chemicals Group

Agri Business Division



Hidekazu Futai

Chief Operating Officer,
Agri Business Div.

The Agri Business Division is involved in agri-input product development, tolling and production, retail business and services, as well as the origination and trading of grain and specialty products. We are expanding the business by helping farmers increase their profits by providing optimal solutions to farmers around the world.

In the agri-input business, we are expanding our agri-input retailing 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. We intend to expand collaboration in downstream fields by improving cooperation between the two businesses.

Agri Business Division Strengths

- Helena, an agri-input retailer, is ranked second by market share in North America; Marubeni offers the capabilities gained through Helena to provide excellent solutions for farmers in other countries
- 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 • Need to improve agricultural productivity as global demand for foodstuffs increases while the area of arable land can only be expanded so much • Changes in food-related needs 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 <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 • 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 due to deterioration in markets, weather risks • 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

Advancing the agri-input retailing business in Brazil

In October 2019, Marubeni acquired Adubos Real S.A. (AR) in Brazil, and began to develop the agri-input retailing business there. AR has 17 bases, mainly in Minas Gerais State (as of June 2021). Through sales of agri-input products and consulting services on best practices, AR helps local farmers increase their income and furthers the development of the agriculture sector. With significant market potential, Brazil contributes strongly to meeting global demand for grains, and domestic demand for agricultural products is also considerable. We also expect Helena's know-how to be applicable in Brazil because the style of farming is similar to that in the U.S. While leveraging its accumulated experience and expertise from around the world, the Agri Business Division will contribute to the growth and development of Brazil's agriculture industry through sales of agri-input products, mainly in Minas Gerais State, and come up with solutions for the complex issues faced by farmers.



Application of fertilizer in corn fields

Please refer to Special Feature: Business Strategies Based on SPP Business Policies (Helena) on P.31 for more information on our business strategy in agri-input retailing business.

Global Business Development



Food, Agriculture & Chemicals Group
Chemicals Division

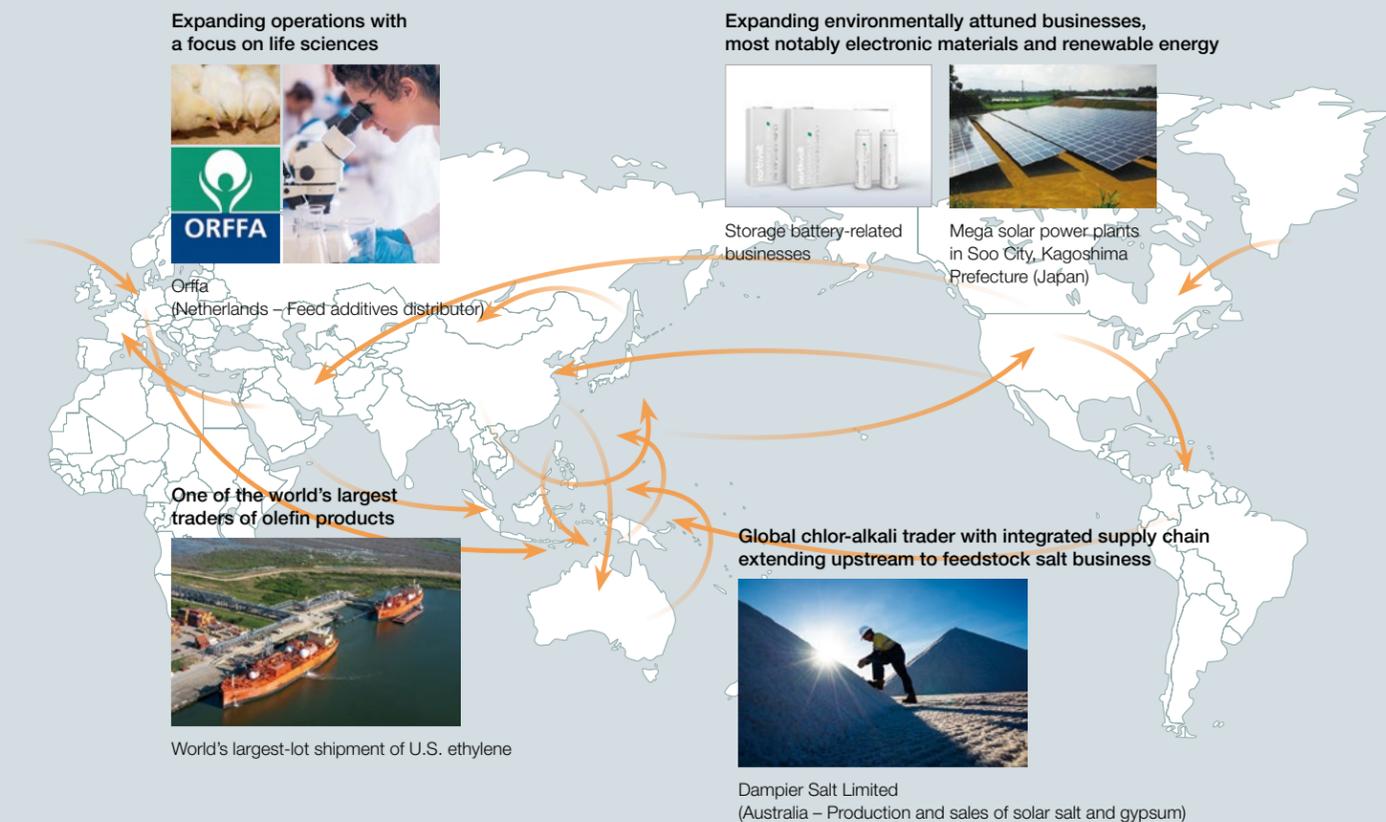


Satoru Ichinokawa

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. Centering around the efforts of feed additives distributor Orffa International Holding B.V. (Orffa), we are targeting further business expansion in the life sciences field, which promises sustained expansion in line with population growth. We are also working to create new frameworks that go beyond the boundaries of conventional chemicals businesses, such as AI-based diagnostic imaging and other inroads into the digital healthcare field, and tapping into new customer needs in markets emerging out of the shift toward a sustainable society.

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-based 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 healthcare field, starting with Enlitic, Inc. (Enlitic) partnership <p><small>① Please refer to the section below, Examples of Initiatives That Embody the GC2021 Business Strategy.</small></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-based diagnostic support business for medical institutions in the digital healthcare field

The Chemicals Division is focusing on growing markets in the digital healthcare field, which has the potential to solve social challenges in healthcare. In January 2019, Marubeni invested in U.S.-based Enlitic, a developer of AI-based medical diagnostic imaging systems, and is moving toward product development and commercialization for the Japanese market. In April 2020, we established wholly owned subsidiary Clairvo Technologies, Inc. to further develop our presence in the digital healthcare field. We also entered into new tie-ups with U.S.-based Vida Diagnostics, Inc. (VIDA), which is active in the field of respiratory care diagnostic support, and with Medimaging Integrated Solution Inc. (MiIS) in Taiwan, a manufacturer of diabetic retinopathy screening devices, preparing for commercialization of these and other technologies in Japan. Marubeni will partner with many other companies engaging in groundbreaking products and technologies to help drive growth in the digital healthcare field in Japan through the development of AI-based diagnostic platforms for medical institutions.



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

* The technologies of Enlitic, VIDA, and MiIS have not obtained medical device approval in Japan, and are currently not manufactured or sold in Japan (as of the end of June 2021).
 ** The technologies of Enlitic and MiIS are not approved by the FDA (U.S. Food and Drug Administration) for the diagnosis, cure, mitigation, treatment, or prevention of any disease.



Energy & Metals Group

Energy Division



Koichi Uchida

Chief Operating Officer,
Energy Div.

The Energy Division is strengthening and developing its business foundation with an eye on issues and needs in society and on customers on the path toward a low-carbon society, while also continuing to focus on existing businesses.

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.

With the energy sector entering a transition period on the path to a carbon-free society, where natural gas and LNG continue to play an important role, we will expand and increase the value of existing businesses from upstream to downstream in the supply chain.

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.

Energy Division Strengths

- New energy business focused on realizing low-carbon and carbon-free societies
- Ability to meet energy demand in Japan and overseas through production, trade, logistics, and marketing of oil, natural gas, LNG, and other fuels
- 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 	<ul style="list-style-type: none"> • Develop the CO₂-free energy supply chain and environmental solutions • Expand the natural gas supply chain • 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"> • Volatilities in natural resource prices and changes in the regulatory framework and geopolitical conditions • Changes in business environment from shift to renewable energy and low-carbon energy 	<ul style="list-style-type: none"> • Build a diversified portfolio and maximize asset value in all interests through necessary cost management, stable operation, and improvements to operational efficiency • Create SDGs based business strategies, including developing the new energy businesses

Global Business Development

New energy business



Biofuel production (U.S., etc.) Low-carbon hydrogen supply chain (Japan, etc.) Hydrogen and ammonia supply chain (Australia, etc.)*



LNG plants Oil & gas field interests Uranium mining interests

* Hydrogen liquefaction and loading facilities (photo courtesy of HEA)

Examples of Initiatives that Embody the GC2021 Business Strategy

Developing the CO₂-free energy supply chain and environmental solutions with energy transition on the horizon

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 under way 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 sustainable jet fuel through an investment in U.S. company Fulcrum BioEnergy Inc., which has technology for producing bio jet fuel from municipal waste, and we are involved in the trading of carbon credits, a form of environmental value created through reducing greenhouse gas emissions.



Hydrogen liquefaction and loading facilities in Australia (photo courtesy of HEA)



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, copper mines, and aluminum smelting through its investment business, the trading business deals in various metal 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 through the expansion of our existing projects and development of new deposits based on medium- and long-term perspectives, while also enhancing the stability and profitability of our existing mining operations by deploying advanced technologies.

In the trading business, we are stepping up efforts in environmental and circular businesses to target demand generated by societal shifts, such as the reuse and recycling of lithium-ion batteries, production of magnesium ingots from tailings (mine waste), and recycling of solar panels.

Metals & Mineral Resources Division Strengths

- Strong earnings foundation anchored by ownership of multiple projects that are highly cost-competitive globally
- 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 the advent of the digital society and the diffusion of renewable energy and electric vehicles • 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 trading operations • Step up environmental and circular business initiatives • Develop new products

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 carbon-free, 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 • Generate environmental and circular businesses from the perspective of sustainability

Global Business Development

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



Examples of Initiatives that Embody the GC2021 Business Strategy

Operations that align with trends toward sustainability at mines in which Marubeni is involved

At mines in which Marubeni invests, we have implemented various operational measures in line with worldwide trends toward greater sustainability.

At the Roy Hill Iron Ore Project in Australia, the company is working to improve the stability, safety, and efficiency of its operations and to reduce fuel consumption and greenhouse gas emissions in its mining operations through the introduction of remote management of operations and automation of drilling machines and large dump trucks.

We are also incorporating remote management and automated operations into our copper mining business in Chile as well. Moreover, for electricity purchased at all the copper mines in which Marubeni invests, we plan to transition to 100% power derived from renewable energy sources from 2022.

We will continue to work proactively with our business partners to reduce the environmental impact of our mining operations.



Large dump truck used to carry iron ore and dirt (Roy Hill Iron Ore Project, Australia)



Power Business & Infrastructure Group

Power Business Division



Satoru Harada

Chief Operating Officer,
Power Business Div.

Contributing to measures addressing climate change, the Power Business Division endeavors to broaden and deepen its power generation business*¹ and power service and retail business*². As an energy solutions provider harmonizing both of these businesses, we are committed to contribute toward building a sustainable society through delivering safe and stable electric power infrastructure and services.

In the power generation business, we strive to expand the ratio of power generated by renewable energy sources in our net generation capacity by increasing offshore wind power generation, etc. and intend to focus on the needs in the transition to a low-carbon society, such as LNG-to-Power projects. Moreover, we are evaluating new technologies for reducing CO₂ emissions.

In the power service and retail business, we aim to expand EPC business, retail power sales, and de-centralized power generation business. We are also engaged in online sales of storage battery equipment, evaluation of services for buildings and power grids that use solar power and EV storage batteries, trials of AI projects for optimizing EV dispatch and recharge timing, and other DX-driven initiatives in the power service and retail business. Our initiatives also include the development of smart cities and the building of new energy supply chains.

*1. Power generation business: Renewable energy generation/fuel-to-power projects such as LNG-to-Power/gas-fired and other thermal power generation.
*2. Power service and retail business: Retail power sales / de-centralized power generation / smart cities and community-based utilities services / storage, VPP, V2X, and aggregation businesses / new businesses / EPC and O&M business.

Power Business Division Strengths

- Strong regional business & marketing forces, project development hubs and asset management teams, IPP* business of world-class scale
- Proven track record of IPP business with 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
- Global extensive experience in power wholesale and retail
- Diverse power service portfolio, such as retail power sales, de-centralized power generation, and others

* IPP: Independent Power Producers.

Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none"> • Stronger demand for renewable energy worldwide • Changes in energy policy, such as expansion of liberalization in electric power sector • Introduction of digital technologies in electric power sector • Transition to a carbon neutral society 	<ul style="list-style-type: none"> • Strengthen renewable energy power generation business with offshore wind power generation • Strengthen and expand retail power sales business and de-centralized power generation business in and outside of Japan • Initiatives in electric power business with digital technologies such as storage batteries, V2X* and smart cities • Initiatives in hydrogen and other new energy

* V2X: Using the storage batteries of EVs to supply electricity to buildings (Vehicle to Building; V2B) at optimal times, and to control frequencies and adjust the supply-demand balance on power grids (Vehicle to Grid; V2G).

Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none"> • Rapid shift to low-carbon energy in society • High volatility of fuel energy and/or natural resource prices • Weather variation risks that would affect the power supply-demand balance and electric power market prices 	<ul style="list-style-type: none"> • Initiatives for low-carbon and zero-carbon society based on "The Marubeni Long-Term Vision on Climate Change" • Strengthen risk management, with contractual hedges against risk of fluctuations in fuel costs • Acquire technology for forecasting demand volumes and power generation volumes with digital technology

Global Business Development

- Power generation business
- Power service and retail business



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, we are promoting renewable energy initiatives by participating in several renewable energy projects in and outside of Japan. More specifically, through subsidiary Chenya Energy Co., Ltd. in Taiwan, we have commenced the operation of Changhua, one of the largest floating solar power plants in the world. Moreover, we were awarded for a solar power generation project in Rabigh, Saudi Arabia, and a wood-based biomass power generation facility in Tahara City, Aichi Prefecture. In Godo-cho, Anpachi-gun, Gifu Prefecture, we entered into a loan agreement for a wood-based biomass power generation project that incinerates unused lumber from forest thinning in Gifu Prefecture. In Tottori Prefecture, we were awarded for the first PFI* and concession projects for hydroelectric power plants in Japan. In these and other ways, we have been expanding our business base.



Floating solar power generation plant in Changhua, Taiwan

* PFI: Private Finance Initiative. Means of financing public works projects, such as constructing and operating public facilities, with private-sector funds and technologies.



Power Business & Infrastructure Group

Infrastructure Project Division



Takashi Yao

Chief Operating Officer,
Infrastructure Project Div.

In the Infrastructure Project Division, we aim to continue evolving our business across the world, contributing 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 transmission, distribution and retail, 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 the maximization of the value of our businesses. We will also seek to expand the operation of the infrastructure investment funds and achieve synergies between the fund management and infrastructure businesses. Additionally, we 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 decarbonization and circular economy businesses, and are conducting projects by utilizing DX*3 with the aim of achieving sustainable development in harmony with the global environment and society. Seeing changes in the market as opportunities, we will take on the challenges of solving new social issues and contribute to society by achieving safe and stable infrastructure operations.

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

Global Business Development



Infrastructure Project Division Strengths

- Project development, structuring, execution, and management capabilities backed by extensive track records 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 • Provision of long-term, stable investment opportunities for institutional investors • Rise in environmental awareness • Increase in value of infrastructure service linked with technological innovation 	<ul style="list-style-type: none"> • Expand the stable earnings base by strengthening existing businesses, as well as investing in new projects • Accelerate asset recycling through the utilization of infrastructure funds • Promote the projects of decarbonization and circular economy • Leveraging DX 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 • National policies and regulations that impact business development in the infrastructure field • Decline in demand for fossil fuels (including natural gas) as progress is made on decarbonization 	<ul style="list-style-type: none"> • Strengthen the existing businesses while promoting initiatives to utilize new technologies • Adapt to changes in national policies and regulations, and pursue business opportunities arising from market transition • Step up efforts to supply hydrogen using existing gas infrastructure and use renewable fuels

Examples of Initiatives that Embody the GC2021 Business Strategy

Contributions to sustainable development in decarbonization and circular economy fields

The Infrastructure Project Division is strengthening our efforts in the decarbonization and circular economy fields, which are essential for sustainable development, such as countermeasures against global warming, effective use of resources and reduction of the environmental impact of social and industrial activities.

To combat global warming, we are collaborating with Carbon Clean Ltd. in the U.K. to efficiently capture and reuse CO₂ emitted from power generation and industrial activities.

In the circular economy field, we are working in the fields of waste-to-energy and waste-to-fuel which can reduce the environmental load and recycle resources by proper treatment of various kinds of waste such as general waste, industrial waste, and agricultural residue.

In the hydrogen field, which is attracting attention as a new energy source in the era of decarbonization, we are promoting efforts to supply green hydrogen along with natural gas to general households while using the existing gas distribution infrastructure of gas distribution companies in Portugal and Chile that we have invested in.



Facility that uses CO₂ capture technologies supplied by Carbon Clean Ltd.



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, engine and 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 for the security environment sector, including defense equipment distributorship business and airport ground handling services, and business jet service businesses. Furthermore, we will be branching out into intra-airport autonomous vehicle 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, and we newly started the shipping pool business. Providing a wide range of functions, from ownership structuring to ship management, securing operating income, and boldly taking on the challenge of developing new “environmentally friendly” businesses, 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.

○ 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
- Solution functions and proposal capabilities in ship trading, investing and financing services, based on advanced knowledge and networks
- Operational capabilities allowing rapid expansion into new business domains while seizing as opportunities the changes in the aerospace and shipping business environment

■ Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none"> ● Recovery in demand for aircraft passenger and operating & maintenance (O&M)-related services ● Possibility of space-related business expected to be utilized in the future ● Growth in ship demand driven by growth in seaborne cargo amid trend toward borderless global economy ● Business initiatives utilizing innovative green and digital technologies in the ship sector 	<ul style="list-style-type: none"> ● Reinforce the aviation-related asset value-up business ● Growth of airport-related business, acquisition and commercialization of new technologies ● Improve quality/profitability of ship-related assets, promote new LNG carrier business ● Strengthen comprehensive ship service provider functions, build new pivotal business

■ Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none"> ● 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 ● Volatility in new-build ship pricing and/or marine freight rates 	<ul style="list-style-type: none"> ● In preparation should an event in which risk specific to each business domain become an issue, diversified businesses deployed ● Promote asset superiority and strengthen resilience to market risks by continuing to replace assets in a timely manner

■ Global Business Development



Examples of Initiatives That Embody the GC2021 Business Strategy

Unmanned operation and autonomy initiatives in aerospace and ship sectors

Marubeni views changes in the business environment of the aerospace and ship sectors as opportunities for creating new businesses in response to latent needs. We are keen to develop new business in the field of unmanned operation and autonomy by utilizing new technologies.

In the aerospace sector, we established AiRO Inc. as a joint venture with ZMP Inc. with the objective of autonomous airport vehicles. We conducted self-driving Proof of Concept (PoC) tests with passenger transportation buses at Chubu Centrair International Airport and towing tractor at Narita International Airport. We are currently examining the feasibility of autonomous road surface inspection vehicles at airports, and will continue efforts at commercializing these vehicles.

In the ship sector, we formed a consortium with Tryangle Inc., Mitsui E&S Shipbuilding Co., Ltd., and the City of Yokosuka, and commenced Proof of Concept (PoC) tests with financial support from the Nippon Foundation to verify technologies for the unmanned operation of ships near the Sarushima Island in Yokosuka, Kanagawa Prefecture. Based on the outcome of these experiments, we aim to commercialize autonomous ship operations and take it to the global market in the future.



Self-driving towing tractor used in the airport Proof of Concept (PoC) test



Transportation & Industrial Machinery, Financial Business Group

Finance & Leasing Business Division



Taro Kawabe

Chief Operating Officer,
Finance & Leasing Business Div.

With operations in this division revolving around finance and leasing, we aim to expand revenue through the joint management of group businesses by mutually sharing our strengths, know-how and resources with our leading partners inside and outside Japan, including Mizuho Leasing Company, Limited. In the fiscal year ended March 31, 2021, we reinforced our U.S. auto finance business by advancing DX* platforms and enhancing IT functions through a reorganization. Furthermore, we entered the Fintech field via an investment in AND Global Pte. Ltd., and re-entered the vendor finance business in the U.S. through the acquisition of an interest in Auxilior Capital Partners, Inc. via Mizuho Marubeni Leasing Corporation. Amid increasing uncertainties in the business environment, as seen by the impact from COVID-19 variants on countries, regions and counterpart industries, in addition to changes in global industrial structures on the path to decarbonization, we aim to further strengthen and expand the earnings base while improving our ability to adapt to change in this new normal.

* DX = Digital Transformation

Global Business Development

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



Finance & Leasing Business Division Strengths

- Alliances with top-caliber partners worldwide, including Mizuho Leasing Company, Limited
- Horizontal collaborative capabilities with other business divisions and overseas offices of Marubeni that cover all industries on a global basis
- Business management expertise and geographic 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
- A pioneer in Japan's private equity field, with more than 20 years of investment and management experience of private equity funds.

Growth Opportunities and Business Strategies Based on GC2021

Growth Opportunities	Business Strategies Based on GC2021
<ul style="list-style-type: none"> ● Expansion of market share in used auto finance business in North America ● Continued expansion of digital financial services market post COVID-19 ● Growth in cold chain logistics market in the U.S and China, the two largest markets ● Recovery in air passenger travel demand as vaccinations increase 	<ul style="list-style-type: none"> ● Growth in earnings in joint businesses with global top-caliber partners including Mizuho Leasing Company, Limited around the world ● Continuous development of next-generation finance initiatives such as online lending. Strengthen earning base through acceleration of DX in existing businesses. ● Deployment of successful business models nurtured in developed countries to emerging markets.

Anticipated Risks and Countermeasures

Anticipated Risks	Countermeasures
<ul style="list-style-type: none"> ● Higher credit risk and increase in interest rates as monetary easing policies change direction around the world ● Irreversible change in customer needs and behavior patterns as environmental awareness increases ● Disruptions of existing business models and erosion of competitive advantages caused by DX ● Slow recovery in demand for air passenger travel due to a prolonged the pandemic 	<ul style="list-style-type: none"> ● Diversify financing sources and strengthen risk management ● Establish higher capability for innovation and transformation ● Development of an advanced business management system by collaborating with top-caliber partners ● Development of new businesses field such as next-generation finance in response to rapid market changes

Examples of Initiatives That Embody the GC2021 Business Strategy

Investment in FinTech Company AND Global Pte. Ltd.

Since our establishment in 2019, we have been investigating opportunities to enter the next-generation finance business. As the pandemic has accelerated digital transformation, demand for digital consumer finance services is likely to increase around the world. As such, in December 2020, we invested in AND Global, which has its head office and FinTech development base in Mongolia.

AND Global develops and provides FinTech solutions* and small-ticket lending services to consumers via a smartphone app, mainly in Mongolia.

Through its investment in AND Global, Marubeni Group will leverage its expertise in overseas business development and worldwide networks to help AND Global's digital finance service and FinTech solutions overseas, with the aim of adding further value to consumer businesses in the Marubeni Group and partners.

* FinTech solutions: AI-driven credit scoring systems and connectivity with external apps



AND Global's mobile lending app



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-round 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 businesses that transcend boundaries between existing industries.

Global Business Development



Construction, Industrial Machinery & Mobility Division Strengths

- Sales, investment and operational know-how amassed over decades through global business activities
- Workforce of professionals well versed in their respective industries
- Fast information network linking domestic and overseas operating companies, overseas corporate subsidiaries and the Tokyo Head Office
- Strong relationships of trust with global 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 businesses and new technology, create a new business model. Specifically, focus on AI-monitoring business

Anticipated Risks and Countermeasures

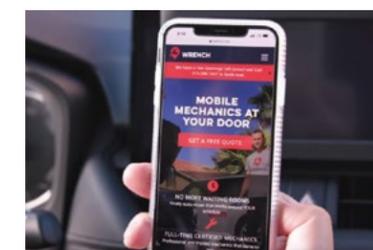
Anticipated Risks	Countermeasures
<ul style="list-style-type: none"> • Obsolescence of existing markets due to technological innovation; risk of competition from new entrants from other sectors • Country risks in the regions and countries where we operate, including deterioration in economic and social 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 Wrench, Inc. in the U.S.

In October 2019, Marubeni invested in Wrench, Inc., a U.S. company that offers on-demand automobile management and repair services at the customers' desired location and time. Wrench analyzes massive amounts of automobile repair data to diagnose the broken area and select the correct parts for the repair job. It has developed AI that creates price estimates based on work hours and market prices. The company provides novel value by enhancing convenience for customers, improving transparency on prices and reducing downtime for automobiles.

Marubeni supports Wrench's business by leveraging the knowledge and data achieved from its automotive dealership and parts wholesale business for expansion of Wrench's parts procurement automation and service offerings. We will pursue greater levels of customer convenience and value propositions amid changes in the automobile repair and maintenance services sector, alongside growth in connected vehicles (cars with internet access) and electric vehicles (EVs).



Next-generation aftermarket business (U.S.)



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 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 10 adopted growth themes that cover: (1) Chinese children's education, (2) next generation retail, (3) smart city/infrastructure, (4) new decarbonization technologies, (5) offshore DX, (6) pharmaceuticals/medical devices, (7) medical services, (8) esports/media, (9) wellness/beauty, and (10) other 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" 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.

Next Generation Business Development Division Strengths

- Agile organizations that emphasize lightness and 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.

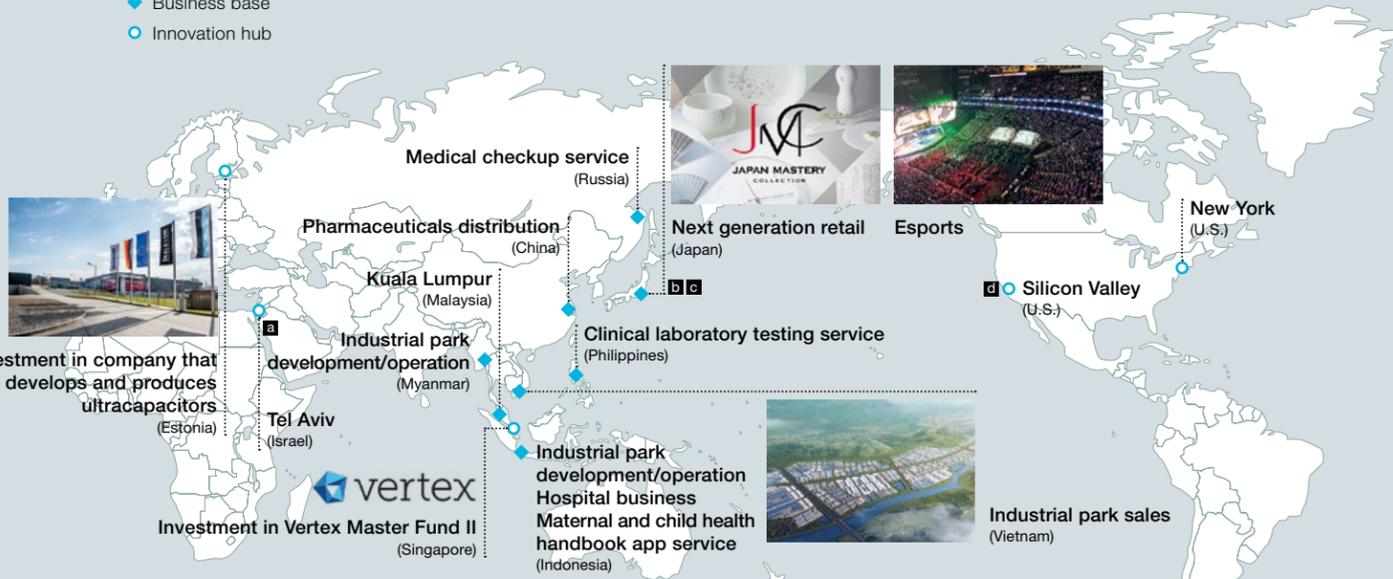
Anticipated Risks and Countermeasures

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

Global Business Development

Please see P.35 "Special Feature: Initiatives in Next Generation Business Development Division for more details about our strategy for the medical checkup service in Russia."

- ◆ Business base
- Innovation hub



Investment examples by Marubeni Ventures Inc.

<p>De-Identification Ltd. a (AI-driven image data processing) (Israel)</p>	<p>Floadia Corporation b (developing flash memory for CPUs) (Japan)</p>	<p>Willbox, Inc. c (provides digital international logistics platform "Giho") (Japan)</p>	<p>Lit Live, Inc. d (provides "Shop LIT Live" shopping platform for live commerce) (U.S.)</p>
---	--	--	--

Examples of Initiatives that Embody the GC2021 Business Strategy

Investment and strategic alliance with global esports team Fnatic

In April 2021, Marubeni led the most recent investment round in Sannpa Limited, the parent company of the global esports organization Fnatic, based in London, U.K., and entered into a strategic partnership to support Fnatic in the growing Japanese esports sector.

Esports competitions are streamed and watched widely online, and are attracting attention as new media content that combines video games and such social media functions as messages from players and viewer feedback. The number of esports fans and viewers is expected to grow from 474 million today to 577 million in 2024 globally. Because of its large millennial*1 and Gen Z**2 fan base, many companies around the world are actively deploying their ad budgets in an effort to reach and engage with these fans.

Marubeni is creating a new strategic partnership with Fnatic to accelerate Fnatic's growth in Japan. The collaboration will support the expansion of the Fnatic brand and the growth of Fnatic's base of operations in Japan and Fnatic's Rainbow 6 Siege team, who are relocating to Japan. Marubeni aims to create an internet media business highly recognized by Millennials and Gen Z.



Esports World Championship

*1. Millennials: General term for the generation of people born between the early 1980s to the mid-1990s.
*2. Gen Z: General term for the generation of people born after the mid-1990s.