

The background features a large, stylized graphic of a red circle with a white center, partially obscured by a thick red curved line that sweeps across the right side of the frame. The Marubeni logo is positioned on the left side of the image.

# **Marubeni**

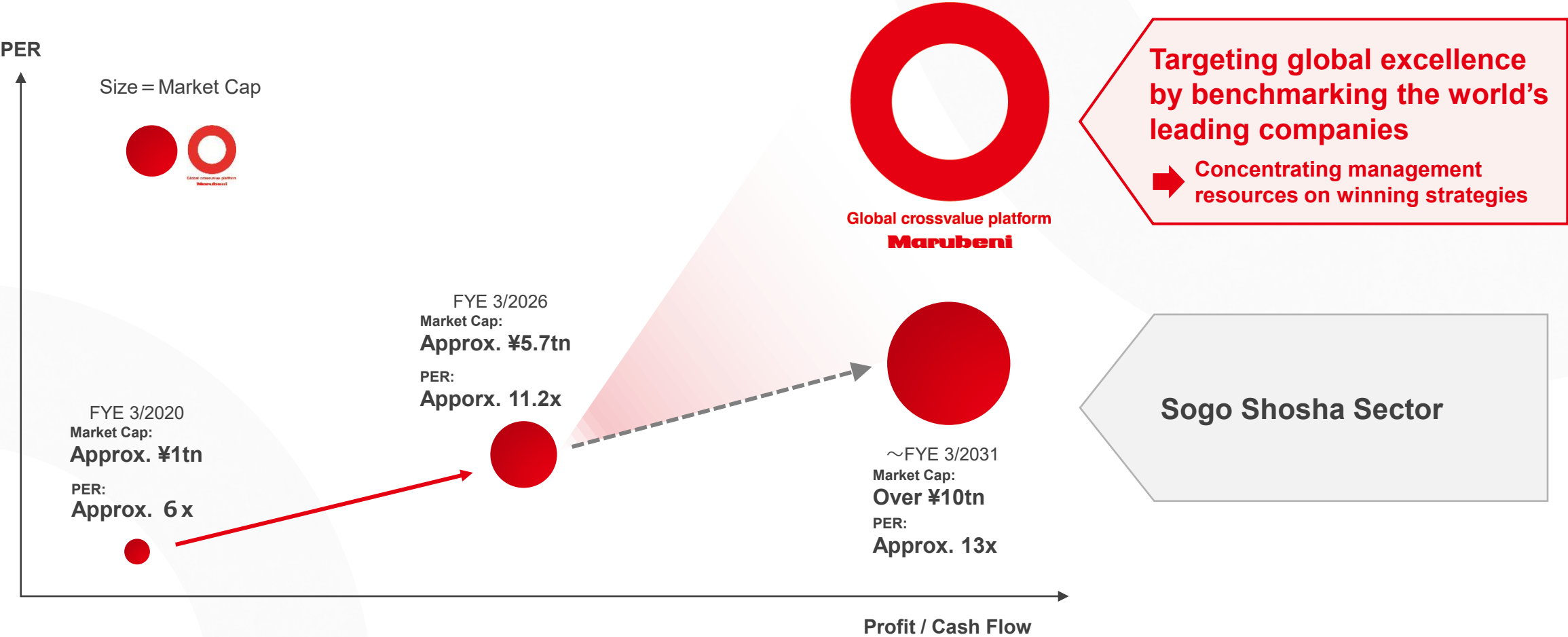
Marubeni IR Day 2025  
**Value Creation Story**  
for FYE 3/2031 **Part II**

## **The Future We Will Create with the *Global crossvalue platform***

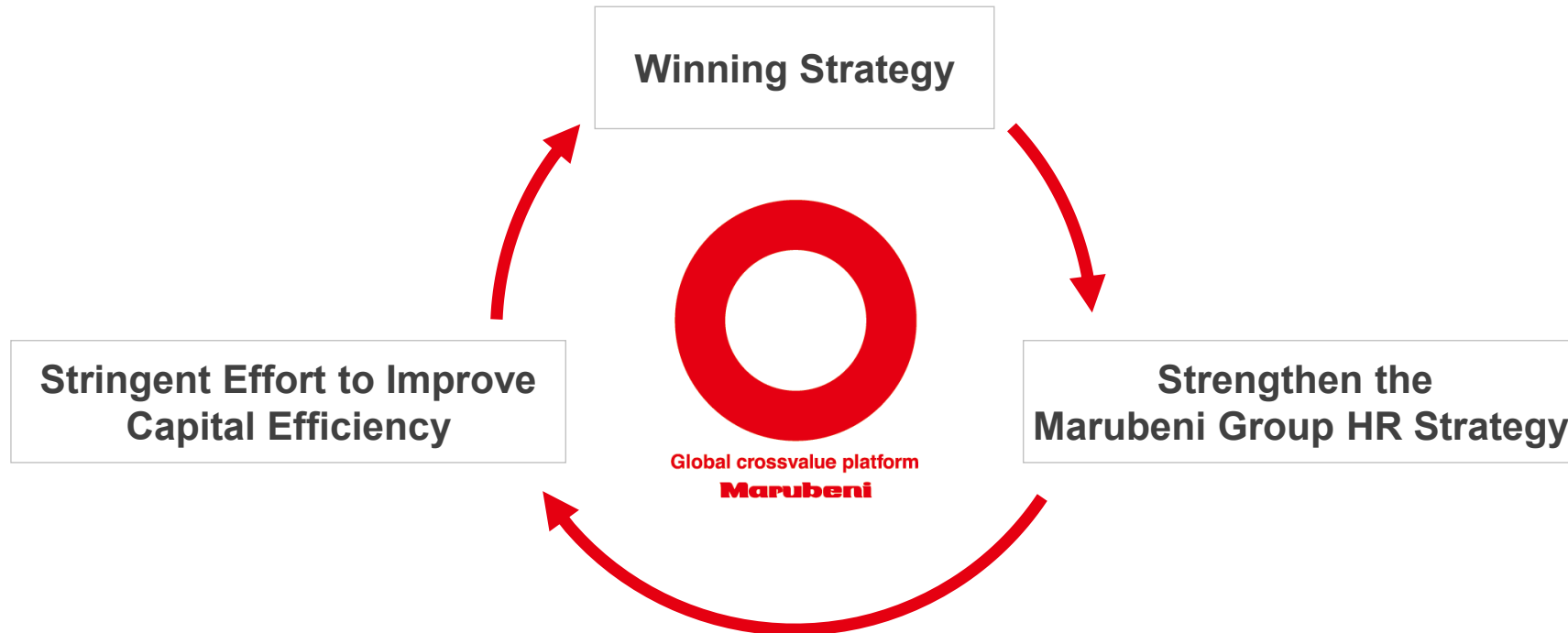
Representative Director,  
Member of the Board,  
President and CEO

**Masayuki Omoto**

Pursuit of the GCP =  
Pursuing Value Creation beyond the Boundaries of a Sogo Shosha



## Pursuit of the GCP = Concentrating Management Resources on Winning Strategies

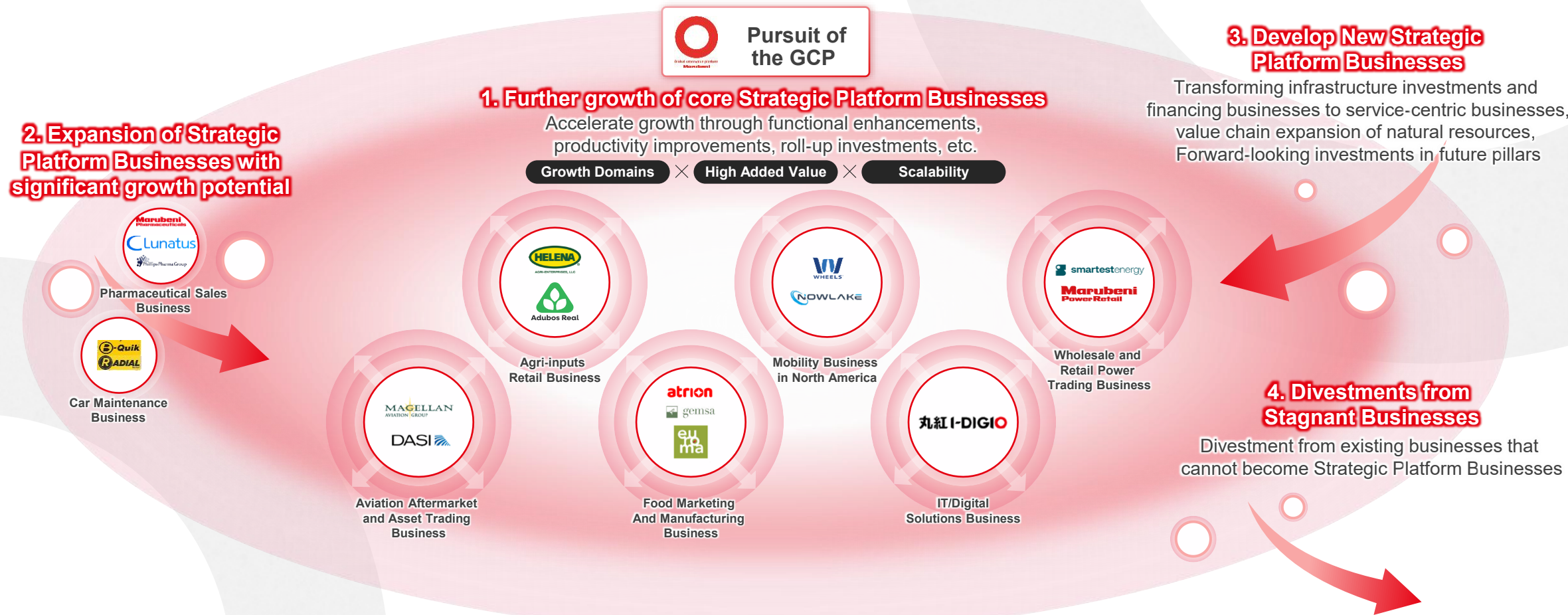


# Executing Winning Strategy = Executing Strategic Platform

Winning Strategy	
Executing Winning Strategy=Executing Strategic Platform	
Stringent effort to improve Capital efficiency Transformation into Strategic Platform	Strengthen the Marubeni Group HR Strategy Strengthening Value Creation Capability

## Growth Strategy Centered on Strategic Platform with Winning Strategy

1. Growing our core businesses 2. Expanding existing businesses 3. Developing new businesses 4. Divesting from stagnant businesses





# Strengthening Marubeni Group HR Strategy = Strengthening Value Creation Capability

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Winning Strategy

Executing Winning Strategy=Executing Strategic Platform

Stringent effort to improve  
Capital efficiency  
Transformation into Strategic Platform

Strengthen the Marubeni  
Group HR Strategy  
Strengthening Value Creation Capability

## Further Emphasis on Mission-Oriented and Competence-Based Approaches toward Execution and Propagation of Winning Strategies

- Strengthening management and business investment professionals (promoting from within and hiring outside of Marubeni)
- Reallocation of Marubeni employees to growth domains
- Enhancing shareholder-oriented initiatives and incentives across the Marubeni Group

### Execution of Winning Strategies

- Excellence in Group company management talent
- Clear alignment in mission
- Implementing external market-based evaluation and incentive mechanisms
- Pursuit of autonomous growth
- High added value (enhancing customer value and improving productivity), relentless pursuit of scalability, and functional development

Examples:

- Expansion of agri-input retail business within the U.S.
- Expansion of domestic market share in mobility business in North America and wholesale and retail power trading business

### Propagation of Winning Strategies

- Global perspectives to identify opportunities, execute roll-up investments, and maximize business value
- Pursuing the expansion of Strategic Platform Businesses

Examples:

- Expansion of agri-input retail business in Brazil
- Expansion into adjacent areas of mobility business in North America
- Expansion of wholesale and retail power trading business in the U.S., Australia, and Japan

- Pursuing the creation of a new strategic platform

Example:

- Development of pharmaceutical sales business

# Pursue Capital Efficiency = Transformation into Strategic Platform

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Winning Strategy

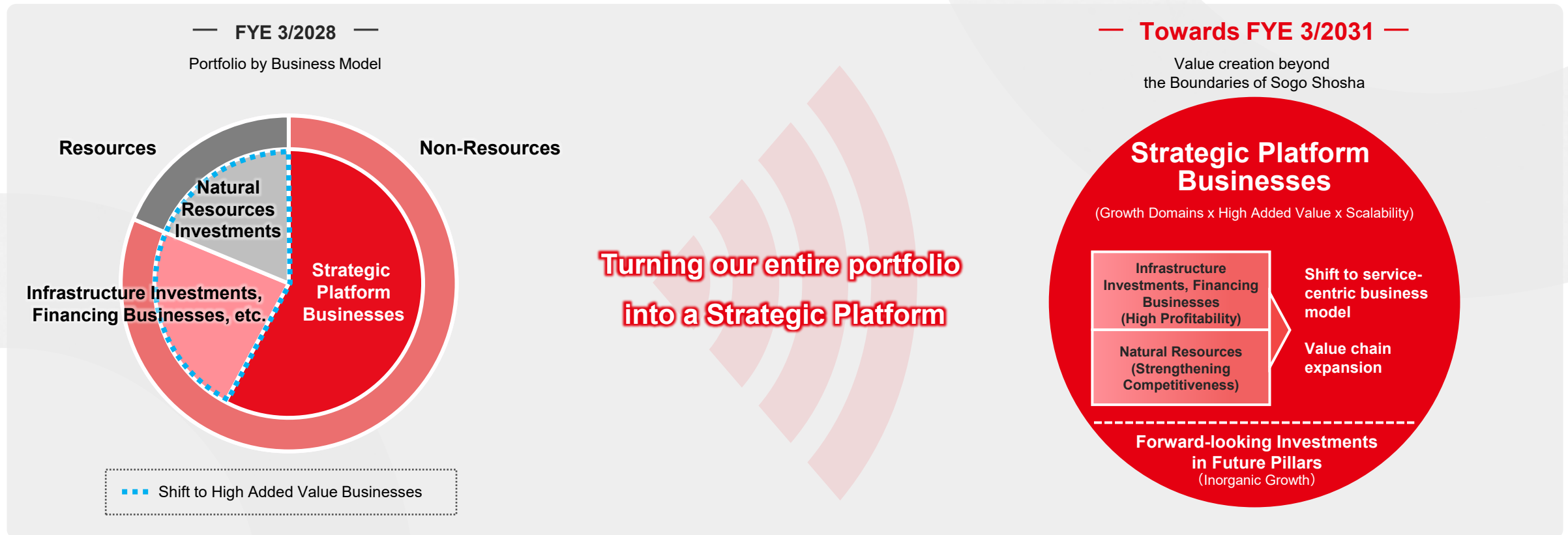
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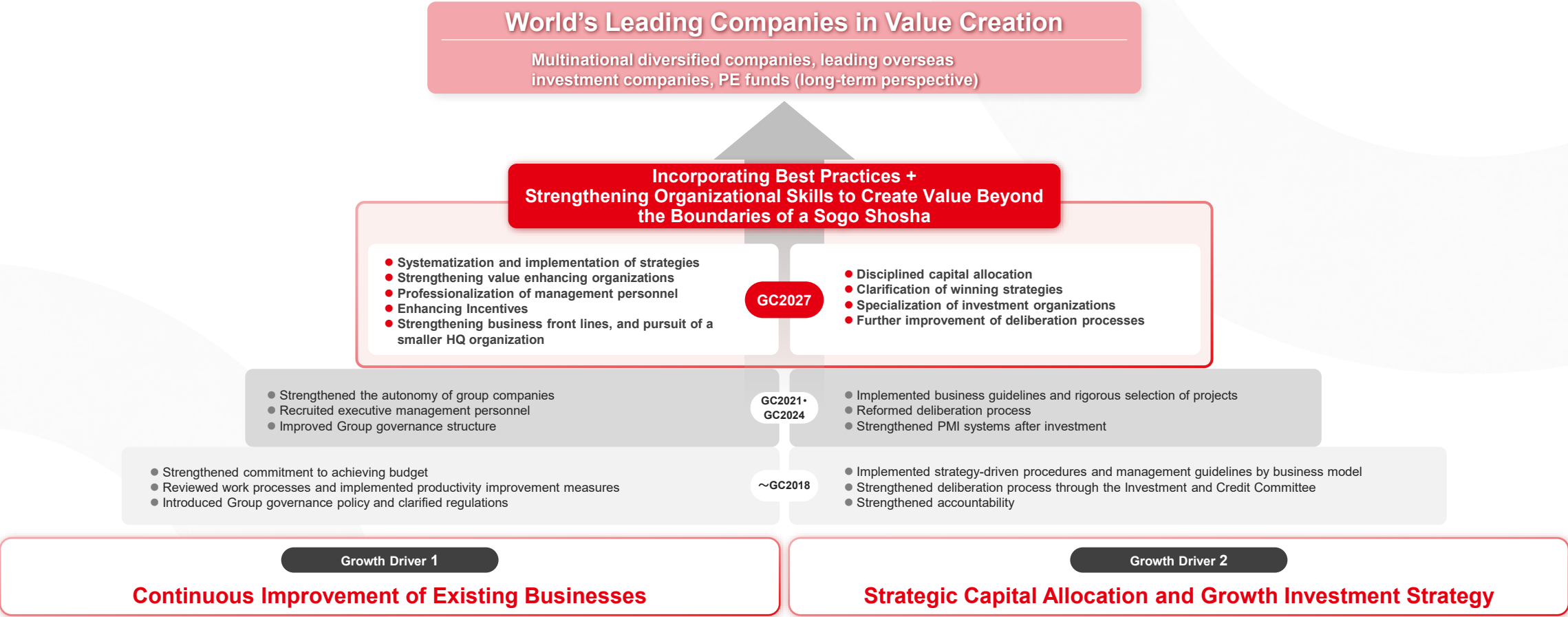
Strengthen the Marubeni  
Group HR Strategy  
Strengthening Value Creation Capability

## Value Creation Beyond the Boundaries of a Sogo Shosha

- Transforming into a corporate group that creates value beyond the boundaries of a Sogo Shosha through the implementation of capital allocation policies and investment strategies during GC2027
- Simultaneously pursuing profit growth and improved stock price/valuation, aiming to further enhance corporate value



# Benchmarking against the World's Leading Companies to Pursue Organizational Skills in Improving Businesses and Growth Investments





**Global crossvalue platform**  
**Marubeni**

## Value Creation beyond the Boundaries of a Sogo Shosha

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