

The background features a large, stylized red 'C' shape on the right side, set against a white background with red curved accents on the left. The Marubeni logo is positioned on the left side of the slide.

Marubeni

Marubeni IR Day 2025

Reinforcing Cash Flow Management and Capital Allocation Policy

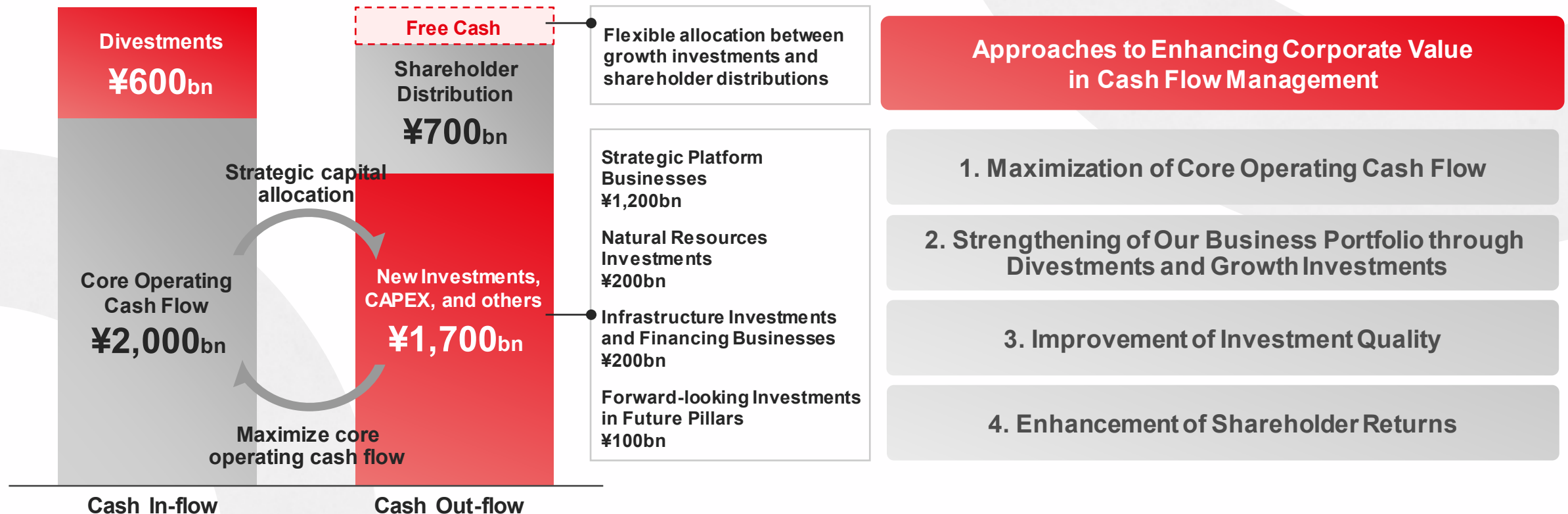
Representative Director,
Member of the Board,
Senior Managing Executive Officer,
CFO

Takayuki Furuya

Capital Allocation: The Core Component of Our Management Strategy for Enhancing Corporate Value

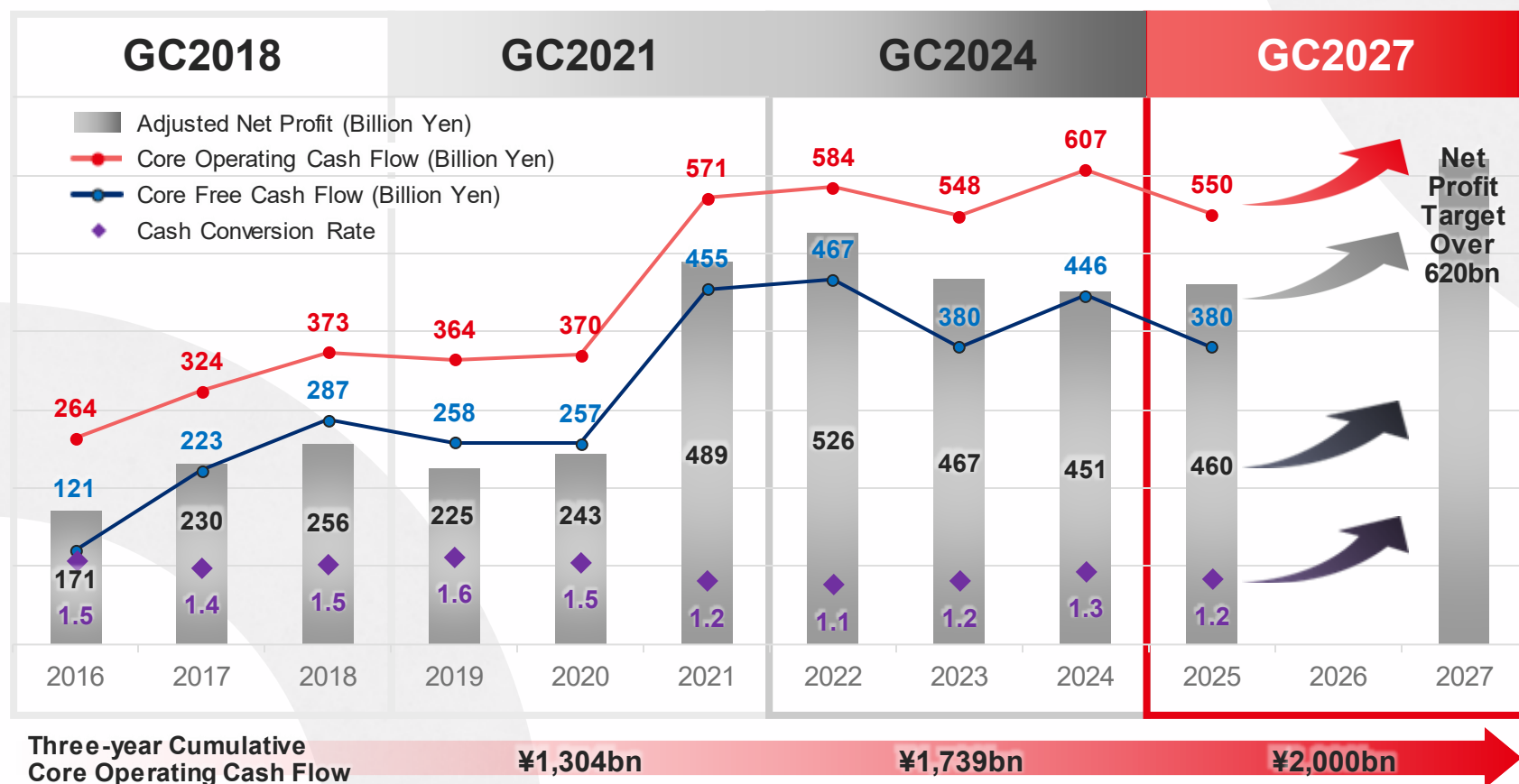
- Pursue maximization of cash inflows through maximizing core operating cash flow and accelerating divestments
- The generated cash will be allocated primarily to growth investments, while further strengthening shareholder returns

Capital Allocation Policy in GC2027



Maximizing Core Operating Cash Flow is Key to Enhancing Corporate Value

- Core operating cash flow increased at a CAGR of 11% from FYE 3/2017 to FYE 3/2025 (8 years)
- Continue efforts to maximize core operating cash flow



Initiatives to maximize core operating cash flow

Strengthen Adjusted Net Profit
(Improve Existing Businesses, Growth Investments, Strategic Platform Businesses)

Enhance Dividends from Affiliated (Investee) Companies, Increase Cash Conversion Rate^{*1}

Capture and Maximize Core Free Cash Flow^{*2}

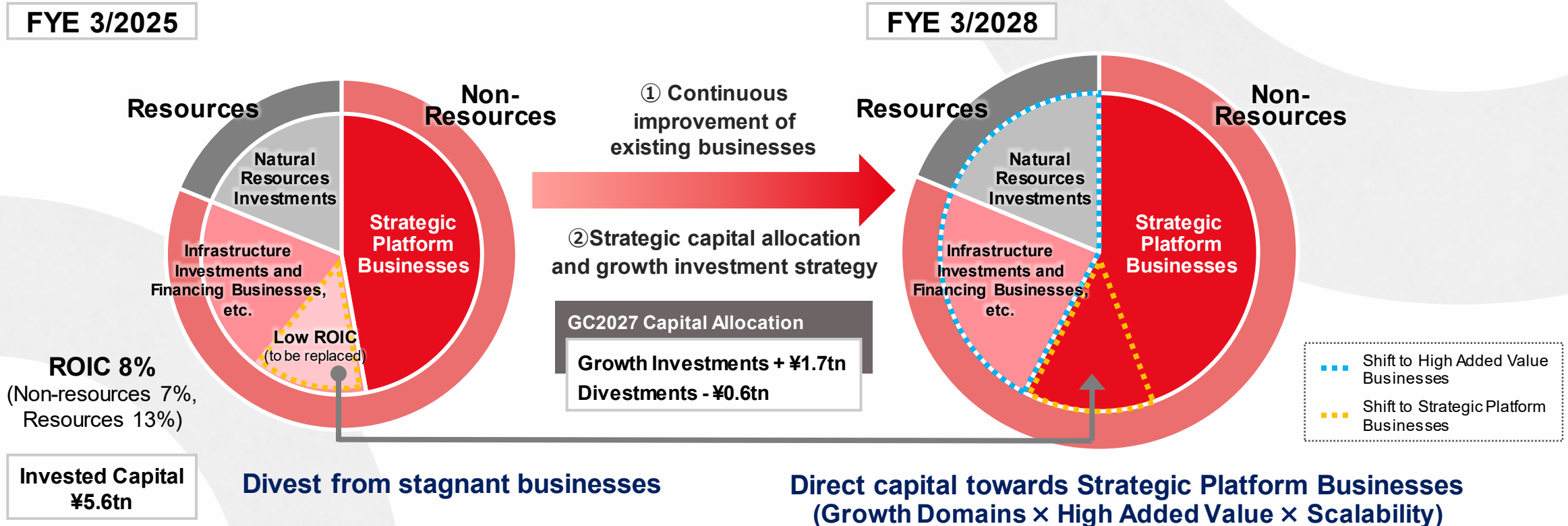
^{*1} Cash Conversion Rate =
Core Operating Cash Flow ÷ Adjusted Net Profit

^{*2} Core Free Cash Flow =
Core Operating Cash Flow - CAPEX, etc.

Strengthening Business Portfolio through Divestments and Growth Investment

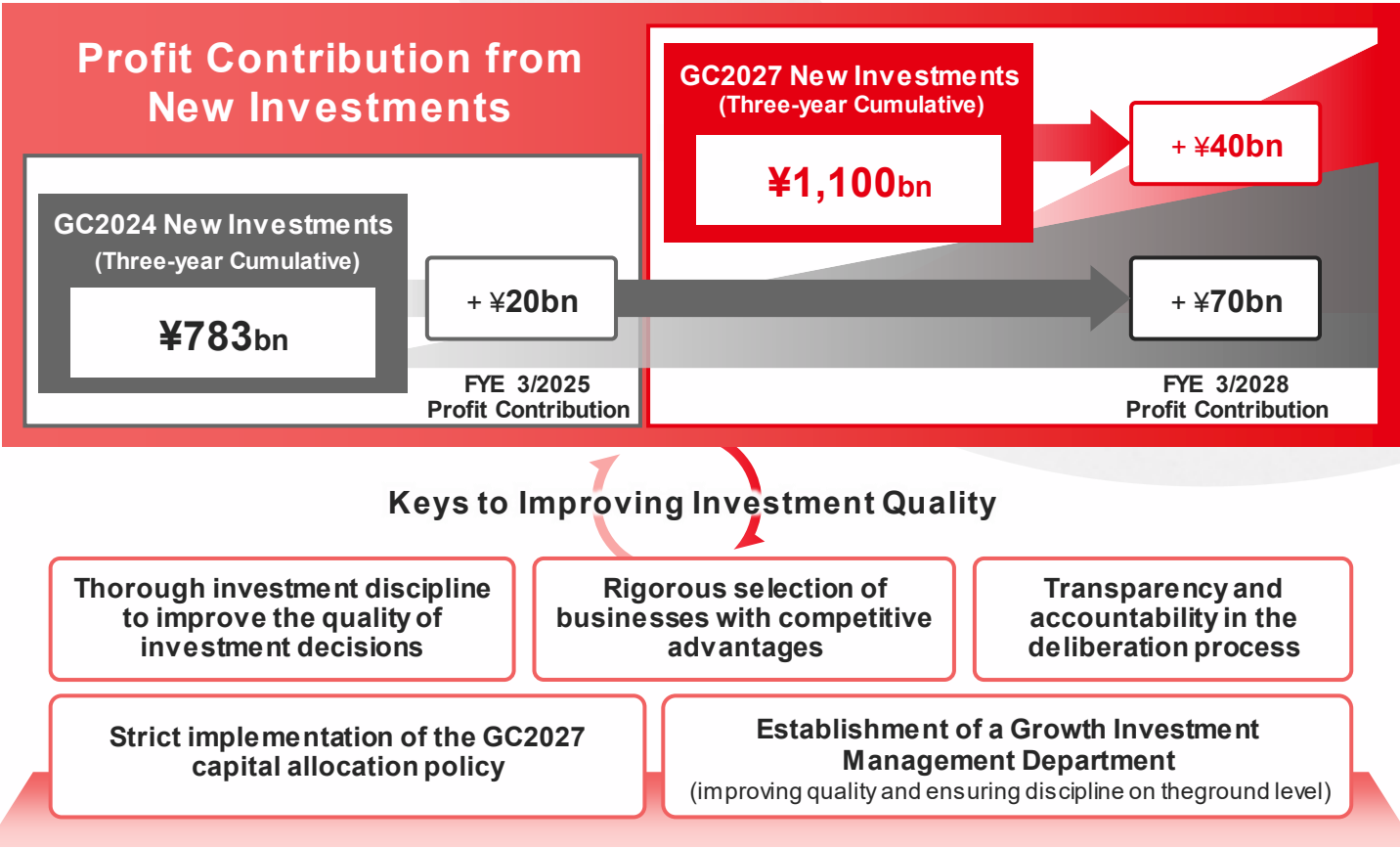
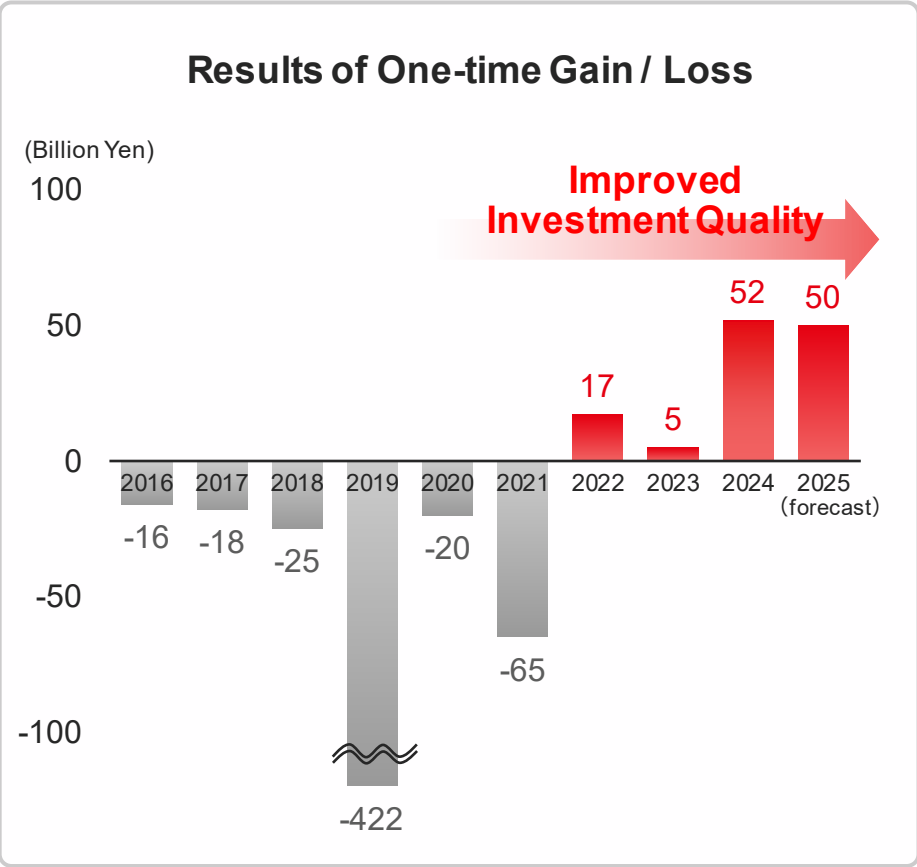
Shifting Toward a Robust Business Portfolio of Strategic Platform Businesses and High Value-Added Businesses

- Accelerate divestments from stagnant/low capital efficiency businesses + prioritize investments in Strategic Platform Businesses
- Target non-resources ROIC of 10% or more by FYE 3/2031



Improving Investment Quality is Essential to Enhancing Corporate Value

- By improving the quality of investments, we have enhanced asset quality (one-time losses → asset replacement gains), and steadily accumulated profit from new investments



Pursuing Greater Shareholder Returns through Continuous Growth in Profits and Cash Flow

- Continuous strengthening of shareholder returns is critical to enhancing corporate value
- Total payout has increased at a CAGR of 31% from FYE 3/2020 to FYE 3/2025 (5 years); we will continue to pursue greater shareholder returns

