

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

Marubeni

Marubeni IR Day 2025

Value Creation Story for FYE 3/2031 **Part I**

Representative Director,
Member of the Board,
President and CEO

Masayuki Omoto

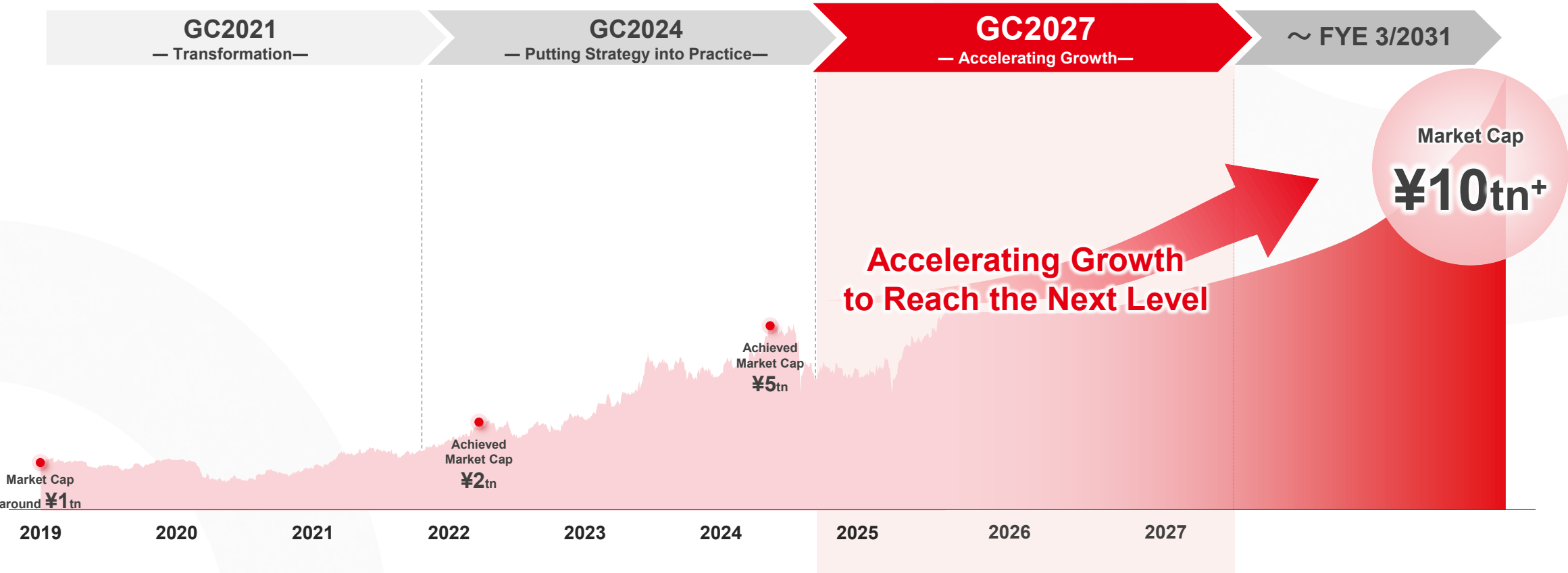


Global crossvalue platform
Marubeni

Value Creation beyond the Boundaries of a Sogo Shosha

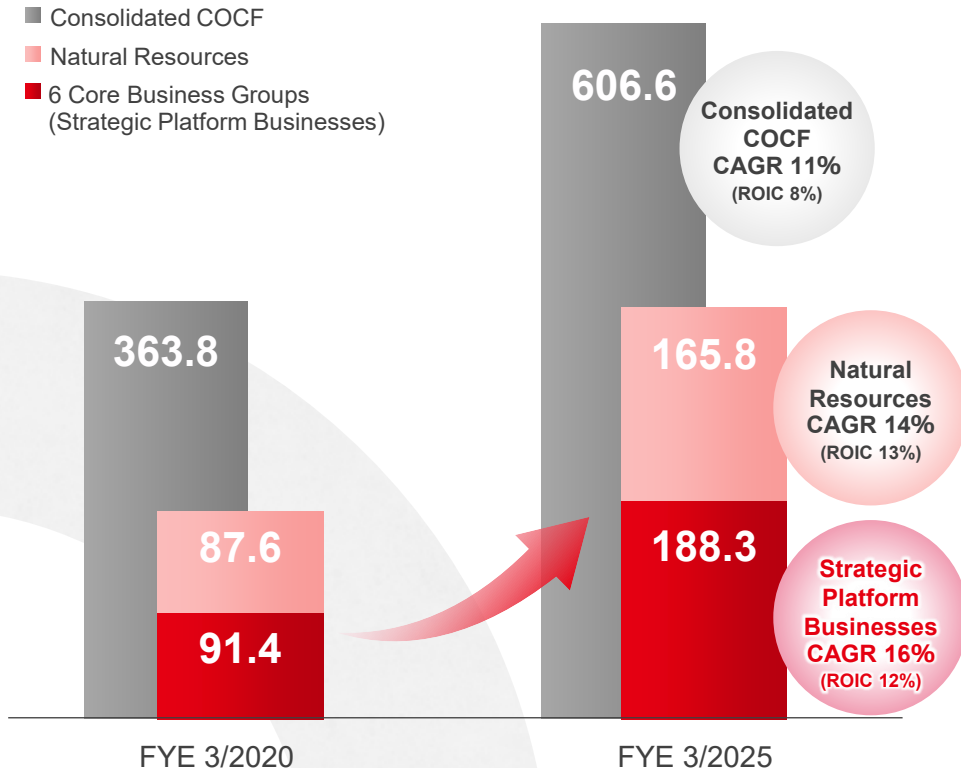
- We anticipate the issues and challenges facing society and create innovative solutions for our customers and the world, breaking down barriers between sectors, between internal and external, crossing borders, building on our existing business models and expanding into new markets.
- We will generate 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.

Since GC2021, Marubeni has been implementing long-term management strategies to realize the vision of the Marubeni Group
GC2027 is the third stage of Marubeni's long-term management strategy towards FYE 3/2031



- Core operating cash flow growth (11% CAGR) was driven by natural resources (14%) + six core business groups (16%)
- Our winning strategy based on those groups' success = pursue business with growth domains x high added value x scalability
➔ Strategic Platform Businesses

Core Operating Cash Flow (COCF; Billion Yen)



Strategic Platform Businesses

Growth Domains × High Added Value × Scalability

Growth Domains

Areas where demand will grow as the market itself grows

High Added Value

Securing high profit margins by providing products and services that are based on a deep understanding of customer needs and market trends

Scalability

Ability to expand regionally, functionally, and in scale by using the core platform as a base—e.g., expanding into other regions, adjacent business areas, and growth and expansion through M&A (roll-up strategy)

Core Strategic Platform Businesses



Agri-inputs
Retail Business



Mobility Business
in North America



Wholesale and
Retail Power
Trading Business



Aviation Aftermarket
and Asset Trading
Business



Food Marketing
And Manufacturing
Business



IT/Digital
Solutions Business

3 Growth Drivers of Corporate Value Enhancement

Growth Driver 1

Continuous improvement of existing businesses

Growth Driver 2

Strategic capital allocation and growth investment strategy

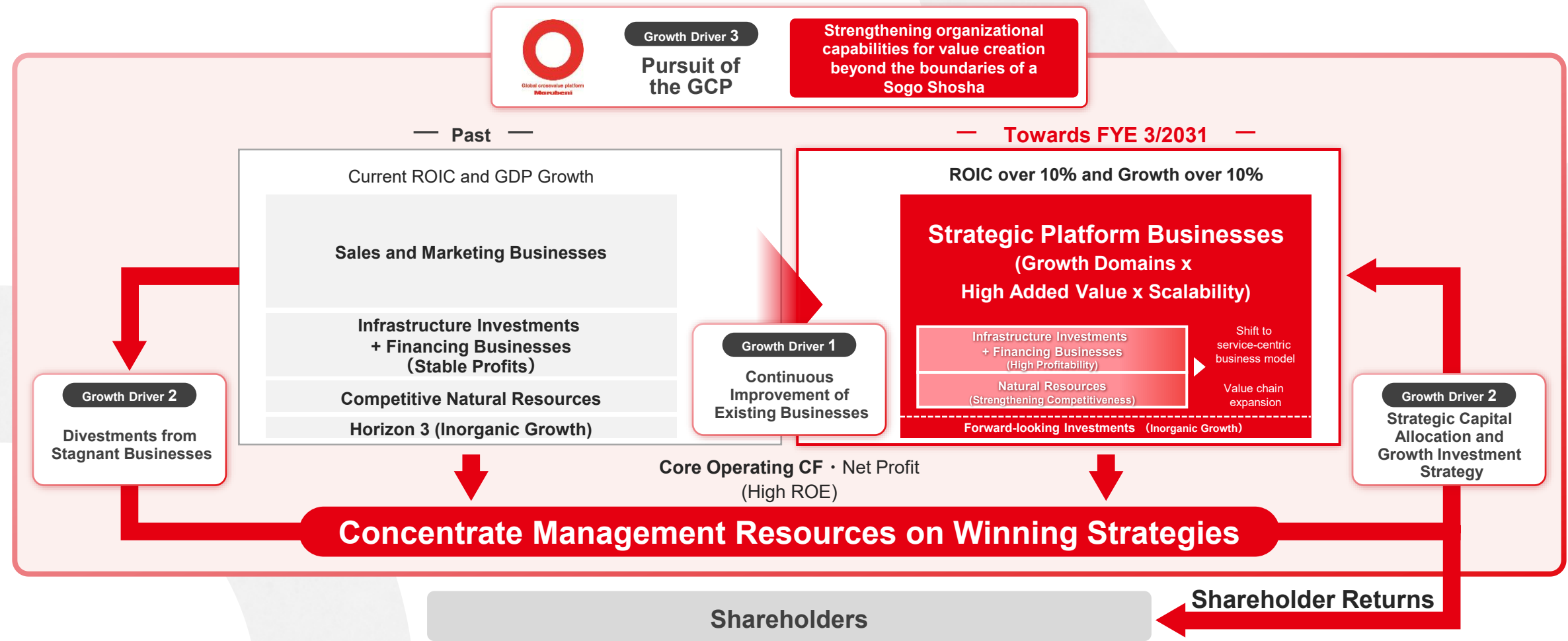
Portfolio optimization through divestment from stagnant businesses, strategic investments in core focus areas, and forward-looking investments in future pillars

Growth Driver 3


Pursuit of the Global crossvalue platform (GCP)



The Key to GC2027's Growth Strategy: Concentrating Management Resources on Winning Strategies



Core of Our GC2027 Growth Strategy:
Disciplined Execution of Strategic Capital Allocation



Growth Driver 3
Pursuit of
the GCP

- Propagation of winning strategies and concentration of management resources

Capital Allocation during GC2027 (Three-year Cumulative)

Growth Driver 2

Divestments from
Stagnant Businesses

- Setting divestment pipelines

Growth Driver 1

Continuous Improvement
of Existing Businesses

- Meticulous focus on the business front lines where value is being created
- Alignment between management and business front lines on growth-oriented KPIs, perspectives, and measures



Cash In-flow



Cash Out-flow

Growth Driver 2

Strategic Capital Allocation and
Growth Investment Strategy

- Strategic Platform Businesses
- Strengthen pipelines
- Improve investment quality and maintain investment discipline