

The background features a large, stylized graphic of two overlapping circles. The left circle is white, and the right circle is a light red color. A thick red line, resembling a stylized 'C' or a partial circle, curves around the right side of the white circle, creating a dynamic, abstract design.

Marubeni

Marubeni IR Day 2025

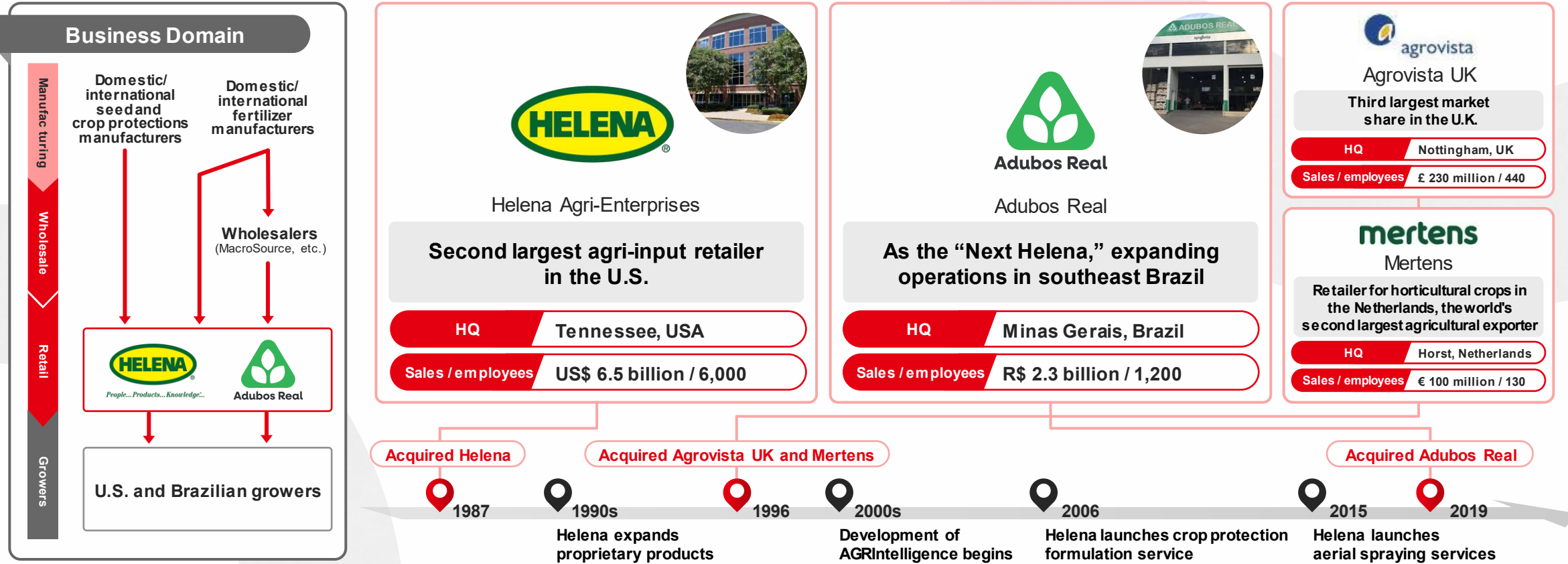
**Growth Strategy of
Strategic Platform Business:
Agri-inputs Retail Business**

Managing Executive Officer

Kosuke Takechi

Agri-input Businesses in U.S., Brazil, and Europe

- Consultation services and sales of fertilizers, crop protections, seeds, and other agri-input products for large-scale agricultural producers
- Provide proprietary products and services that meet the needs of our customers

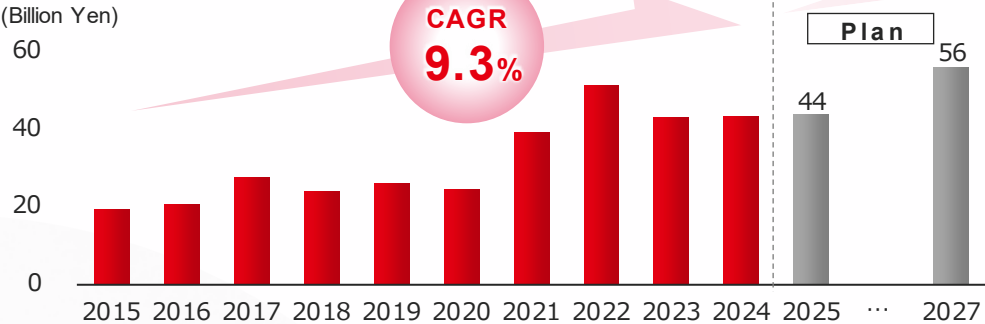


Agri-inputs Retail Strategic Platform: Track Record & Outlook

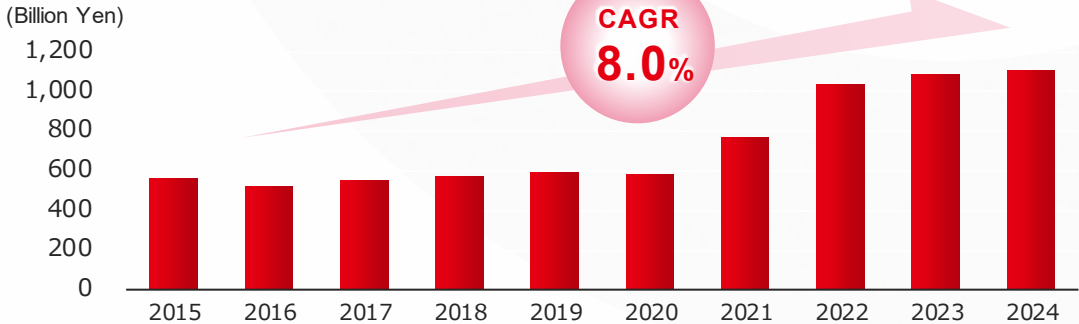
- Combined net profit of these four companies has grown at a CAGR of 9.3% over the past decade
- Core operating cash flow has grown at a CAGR of 9.4% over the same period



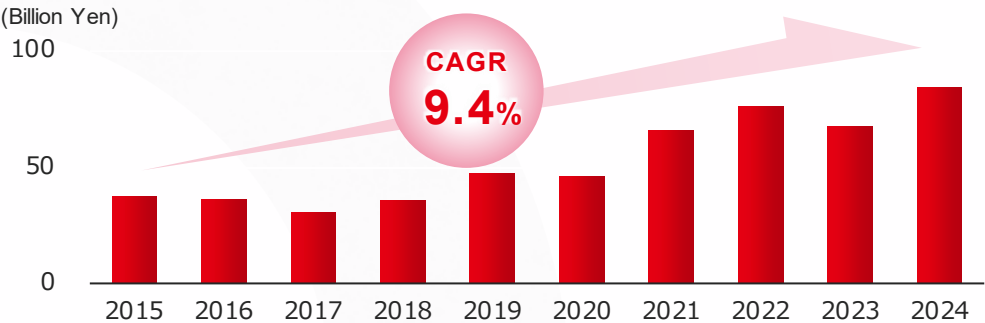
Net Profit



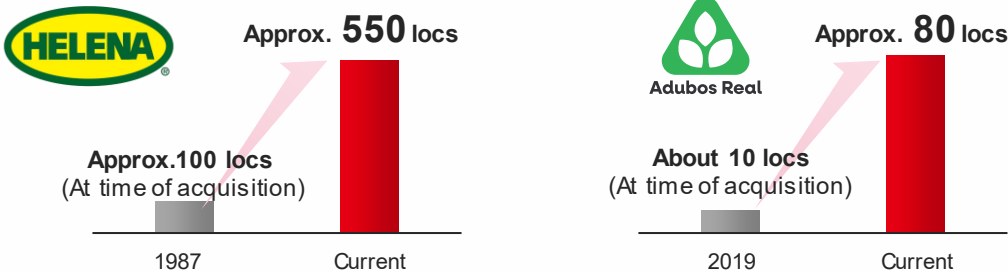
Sales



Core Operating Cash Flow



Main KPI: Sales of proprietary products and number of locations



Capturing strong domestic and export demand, primarily in the U.S., the world’s third largest agricultural producer, and Brazil, the fourth largest

Evaluating agricultural production growth potential by country:

“Large domestic demand” + “Export competitiveness”

Number of large-scale agricultural businesses +
Low country risk (including geopolitical risk) = Attractive markets

Country		Agricultural production value (2023, billions USD)	Agricultural production value CAGR (previous ten years)
1	China	1,170	3%
2	India	380	4%
3	U.S.	250	3%
4	Brazil	210	6%
5	Russia	110	1%

(Source: FAO and others)


People...Products...Knowledge...

Achieving growth
that exceeds
market average


Adubos Real

Helena’s position in the U.S.



Greater than \$1 billion IN RETAIL SALES

Rank / Company		Headquarters Location	States Served
1	Nutrien Ag Solutions	Loveland, CO	45
2	Helena Agri-Enterprises	Collierville, TN	48
3	GROWMARK	Bloomington, IL	21
4	Simplot Growers Solutions	Boise, ID	32
5	CHS	Inver Grove Heights, MN	15
6	GreenPoint AG	Decatur, AL	10
7	Wilbur-Ellis	Denver, CO	19
8	Keystone Cooperative	Indianapolis, IN	3

(Quoted from CropLife100)

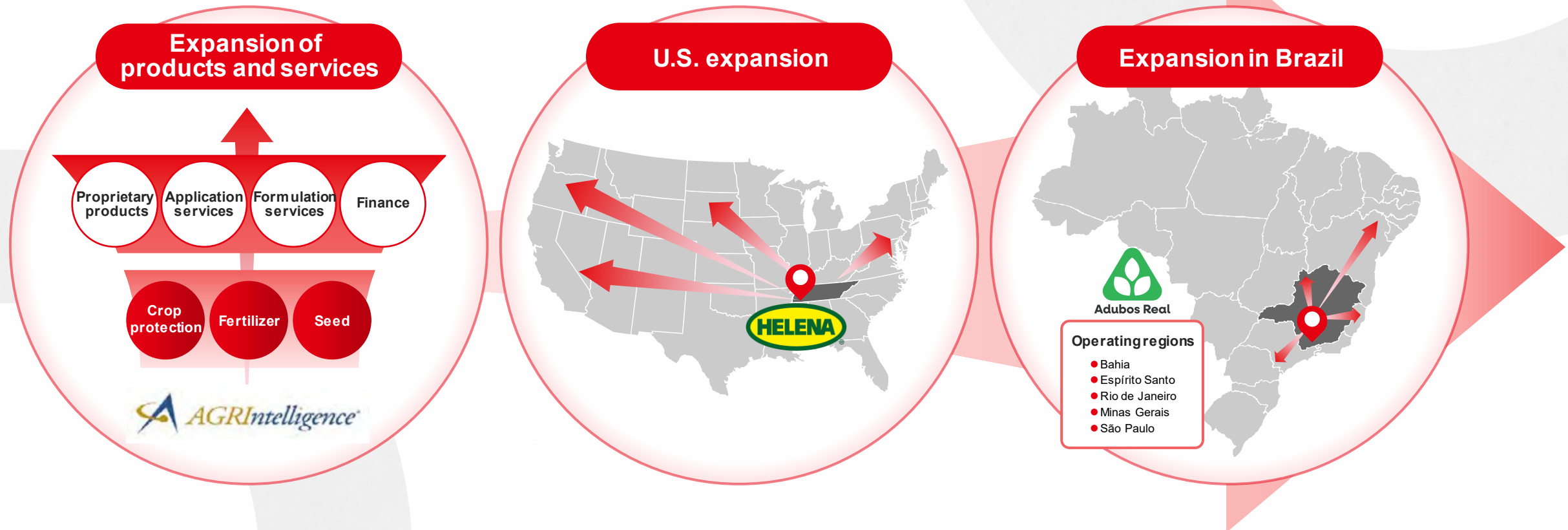
Continue sustainable growth with AGRIntelligence (AI) & Helena Products as growth drivers

- AI leverages digital technology to analyze customers' soil and crop data to provide scientific solutions
- Based on AI analyses and proposals, we sell proprietary products developed in-house alongside other solutions



Expansion through acquisitions + strengthening Helena's expertise and know-how, while transferring those skills into other markets to capture market growth

- Expansion of products and services
- Expanding areas of operation through acquisitions of companies in countries where we already have a presence
- Transfer Helena's expertise and know-how for expansion in other countries



Achieve 10% growth via our winning strategies as a Strategic Platform Business

- Aim to achieve 10% growth in the U.S. and Brazil, exceeding the average growth of the agri-inputs market. Achieve continuous growth as we move toward 2030

Net Profit Target

