

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

**Marubeni**

Marubeni IR Day 2025

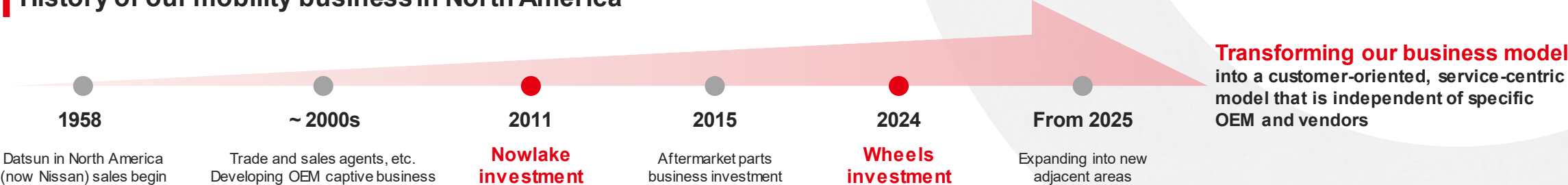
**Growth Strategy of  
Strategic Platform Business:  
Mobility Business  
in North America**

Senior Managing Executive Officer

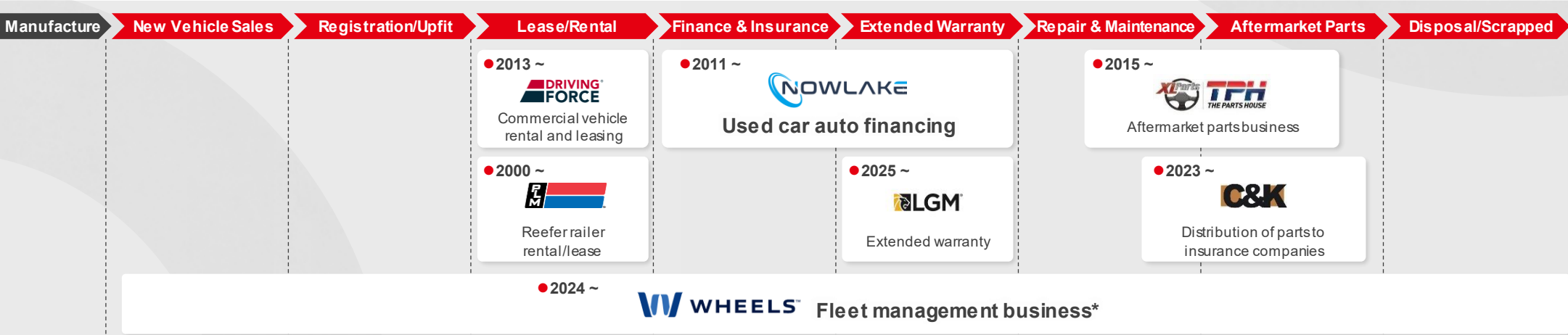
**Jiro Itai**

Operated as an exporter of Japanese cars (OEM) through the 90s  
Currently operating as a customer-oriented, OEM-independent business across North America

History of our mobility business in North America

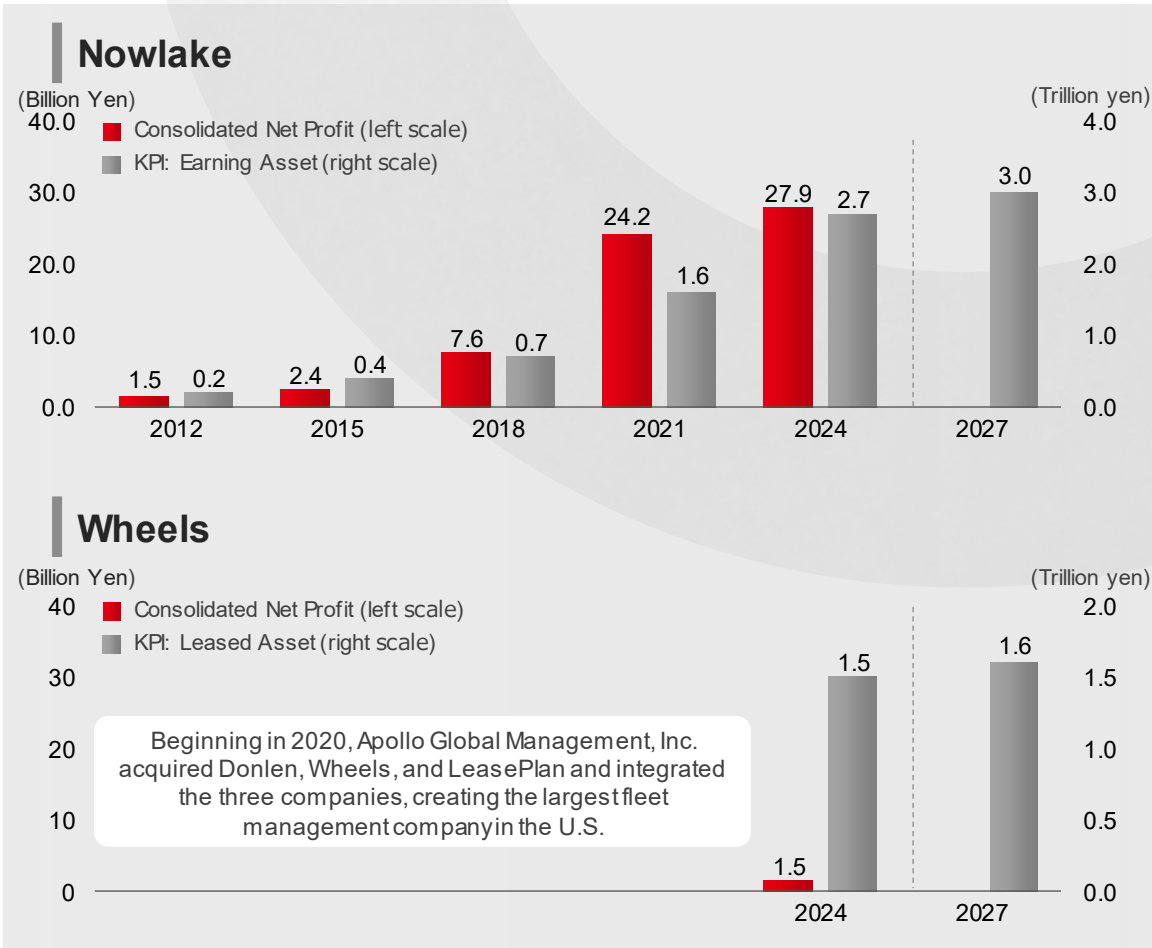
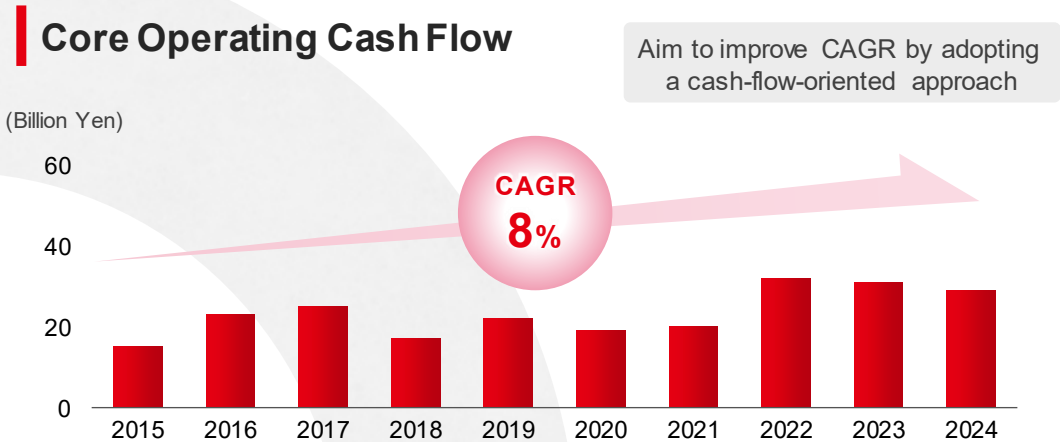
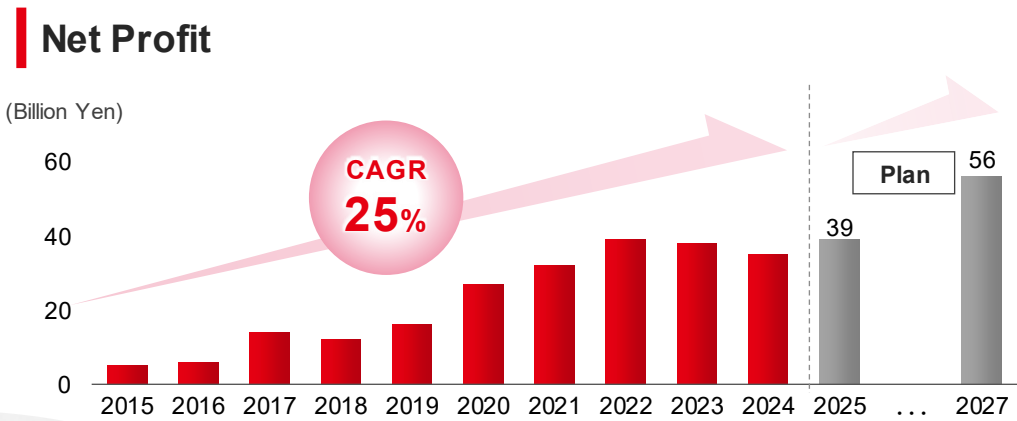


Overview of the North American automotive industry value chain and our existing businesses



\*A business that undertakes the management of vehicles used by corporate customers.  
Wheels leverages a nationwide vendor network to address clients' vehicle ownership and operating challenges, boost efficiency, and reduce costs.

Driving growth centered on Nowlake and Wheels



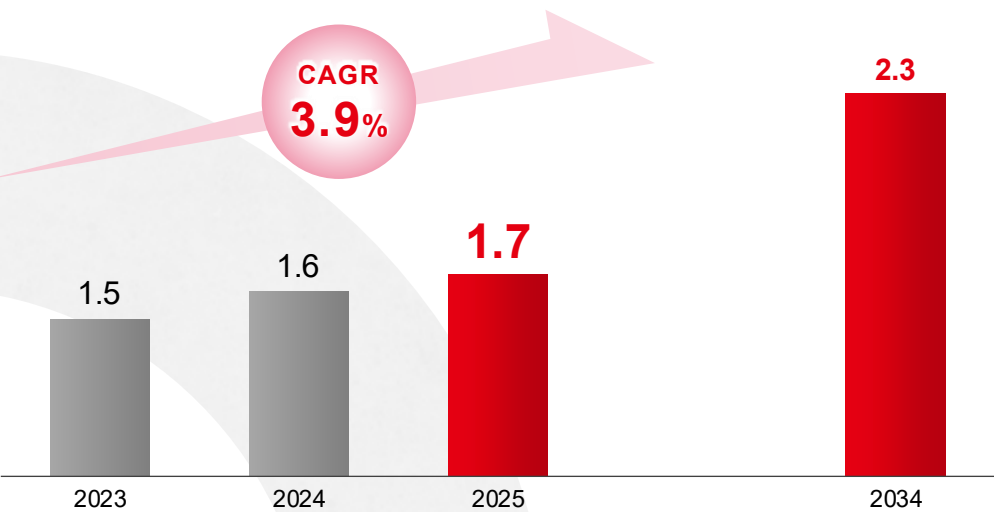
FYE 3/2016: Investment in XLP / FYE 3/2018: Investment in TPH and partial divestment of TDF equity (100% → 50%) / FYE 3/2020: Partial divestment of PLM equity (100% → 50%) / FYE 3/2025: Investment in Wheels

Cars are a necessity of life in North America:  
The world’s largest auto market continues to grow alongside population

U.S. automotive industry market size (USD trillion)

USD 1.7 trillion (6% of GDP)

Japan's figure is USD 0.1 trillion (3% of GDP)

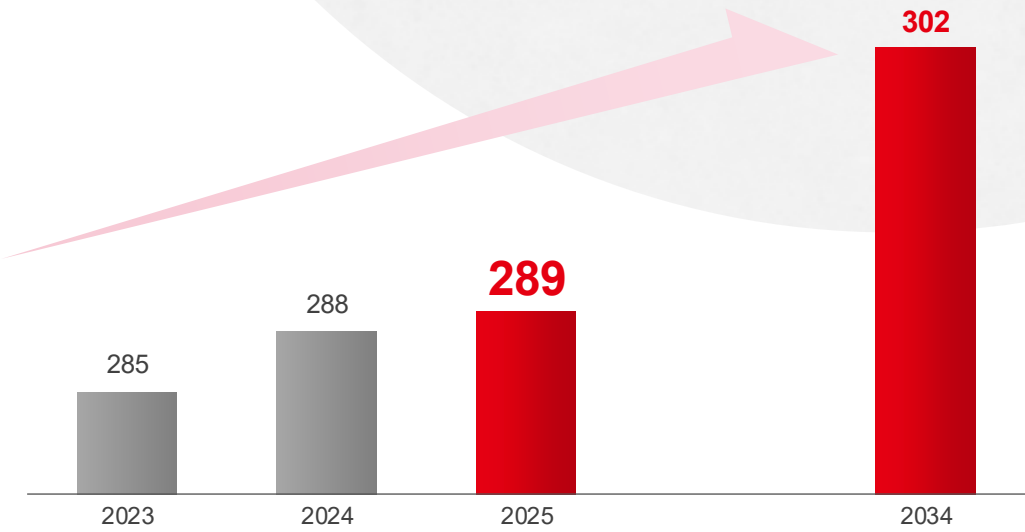


(Source) Market Research Future | Cabinet Office "National Accounts"

Number of vehicles in operation (millions)

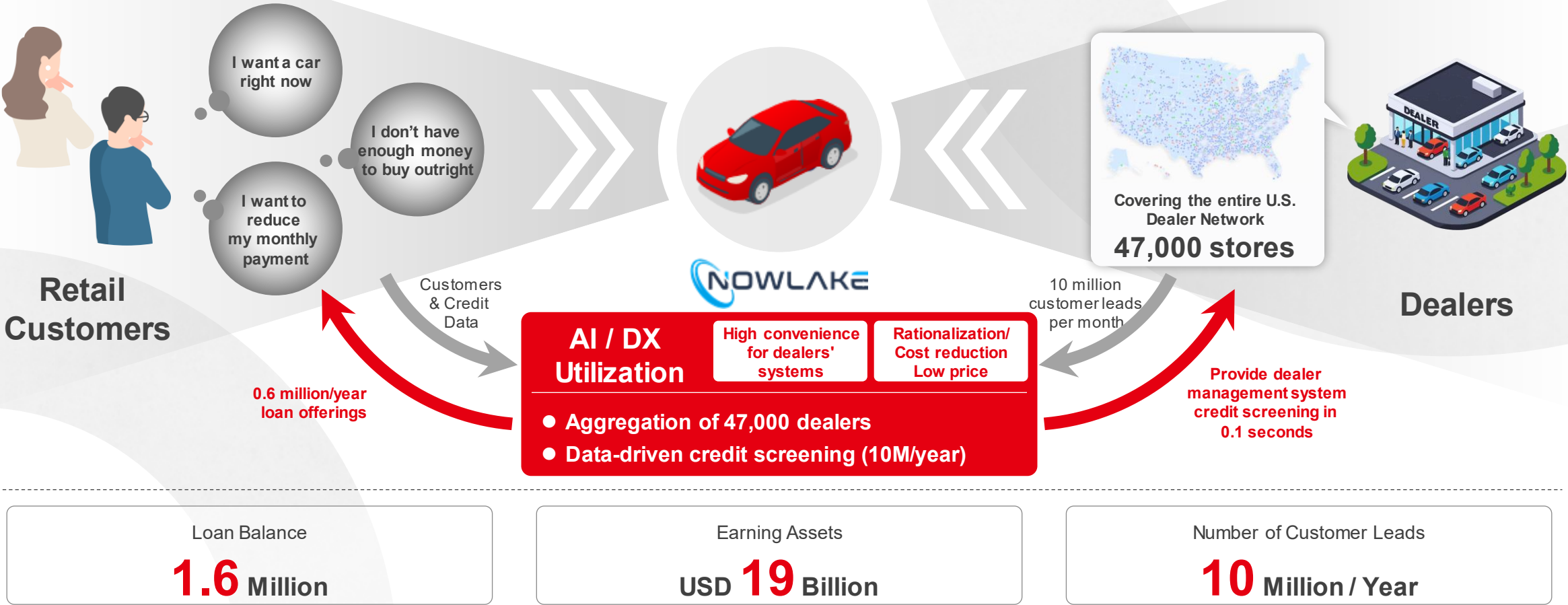
289 million units (Japan: 79 million units)

Annual mileage per vehicle: 19,000km (7,000km in Japan)



(Source) PwC | Japan Automobile Manufacturers Association | Mitsubishi Research Institute

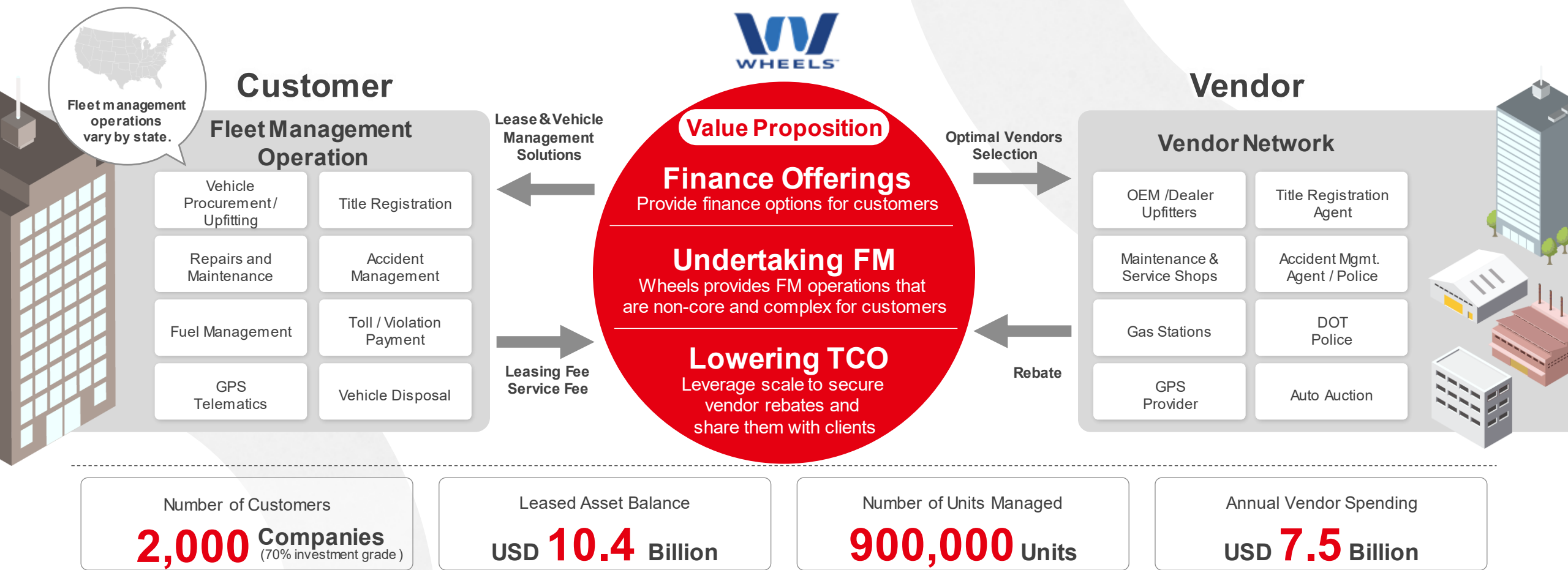
Leveraging data and AI/DX to attract dealers and customers  
Providing multiple financing solutions for customers



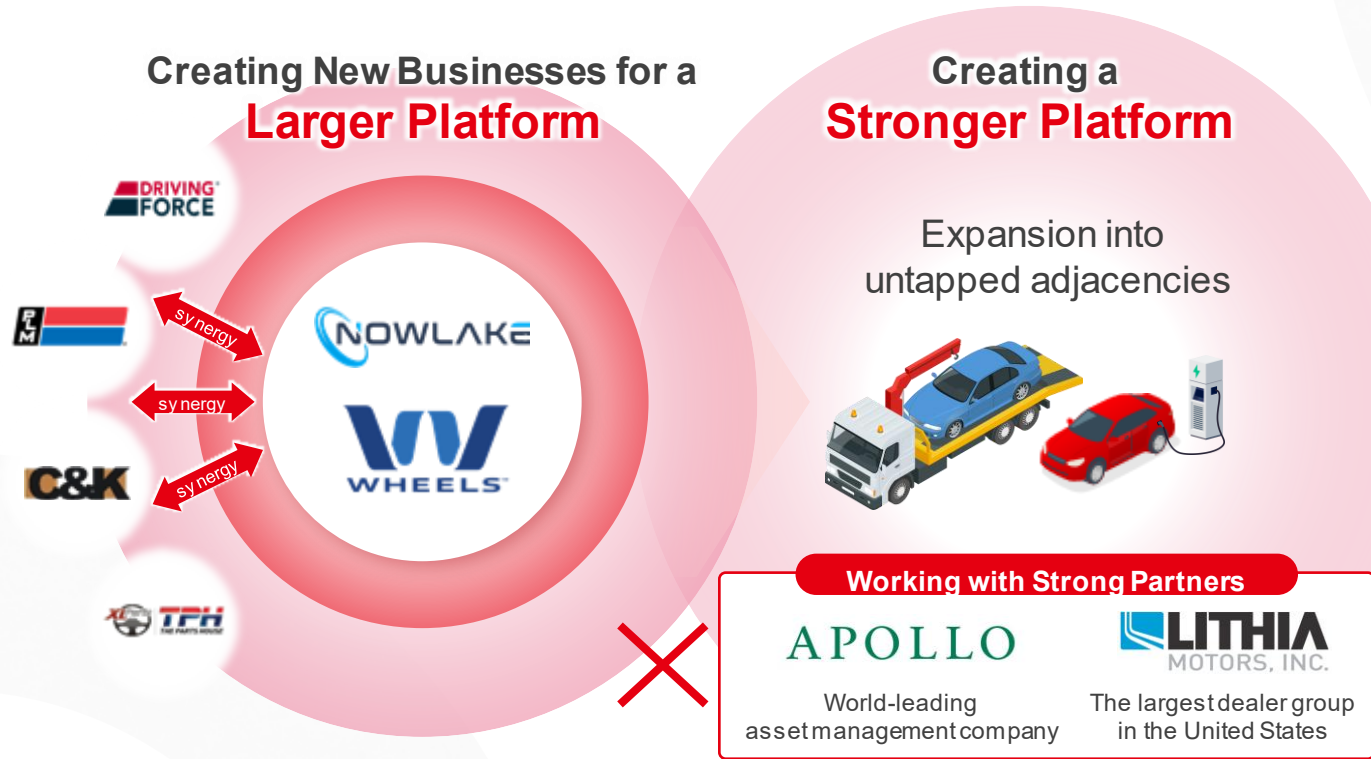


End-to-end vehicle lifecycle management from acquisition to disposal

Delivering comprehensive solutions for customers



## Expansion via Existing Business Synergies × Adjacent Expansion



### Synergies with Existing Businesses

- Collaboration between Wheels & TDF
- Mutual customer referrals between Wheels & PLM
- Utilizing used vehicles from Nowlake, Wheels, etc.
- Collaboration between Wheels & aftermarket parts business

### Expanding into Adjacent Areas

- Expanding into other areas of the automotive value chain (vehicle registration, upfitting, insurance, transportation, accident management, auctions, etc.)
- Capturing revenue across the vehicle lifecycle

### Automotive Value Chain



## Strengthen Our Strategic Platform via Organic Growth x New Ventures

### Net Profit Target

