

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:  
Wholesale and Retail  
Power Trading Business**

Senior Managing Executive Officer

**Yoshiaki Yokota**

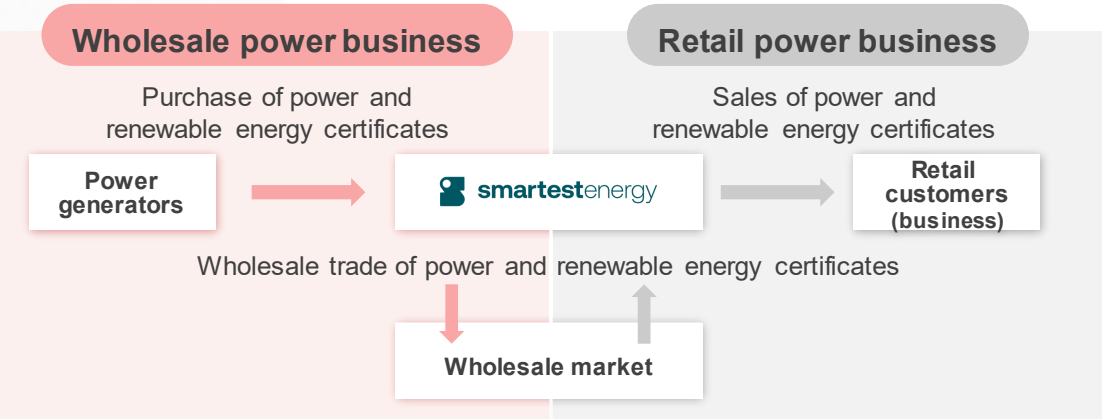
# Wholesale and Retail Power Trading Strategic Platform: Business Overview



Company Name	SmartestEnergy Ltd
Incorporated	2001 (SmartestEnergy Ltd.)
Number of employees	Approx. 840 (SmartestEnergy Group , including U.S. and Aus.)
Location	London, U.K. (SmartestEnergy Ltd.)
Shareholder	Marubeni Corporation (100%)
Summary	Wholesale and retail power sales business in U.K., U.S., and Australia



Company Name	Marubeni Power Retail Corporation
Incorporated	2015
Number of employees	Approx. 110
Location	Chiyoda-ku, Tokyo (Head Office)
Shareholder	Marubeni Corporation (100%)
Summary	Wholesale and retail power sales and renewable energy aggregation business in Japan



## BUSINESS OVERVIEW



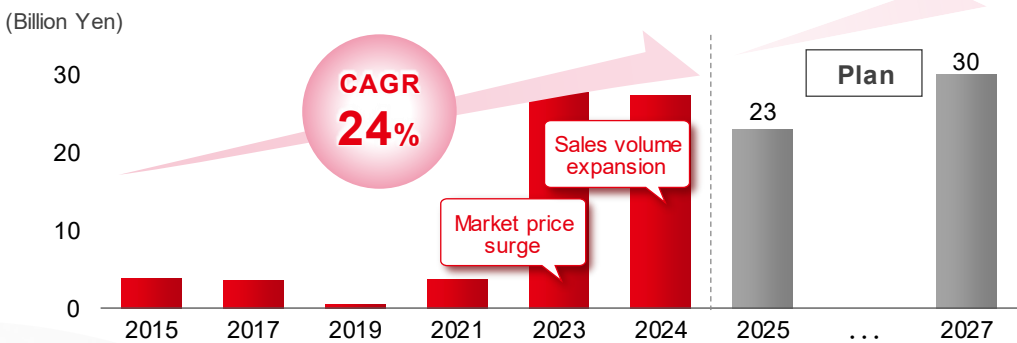
## SERVICE OVERVIEW



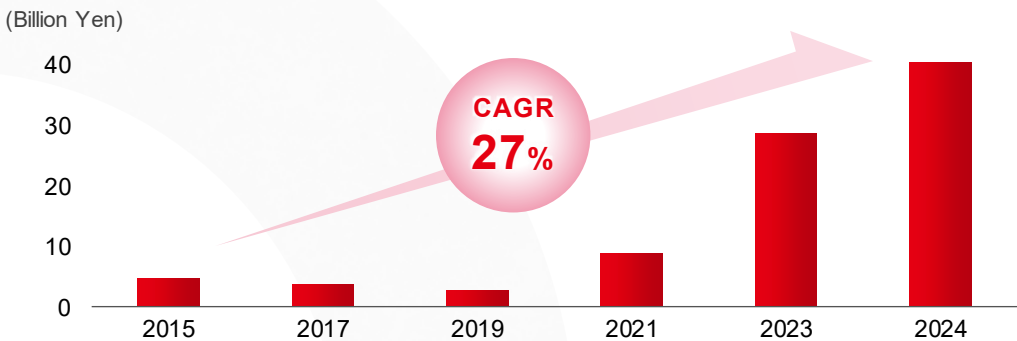
# Wholesale and Retail Power Trading Strategic Platform: Track Record & Outlook

- Net profit has grown at a CAGR of 24%, and core operating cash flow has grown at a CAGR of 27% over the past decade
- We have been expanding our services and coverage areas since we launched our power retail business in Japan in 2000

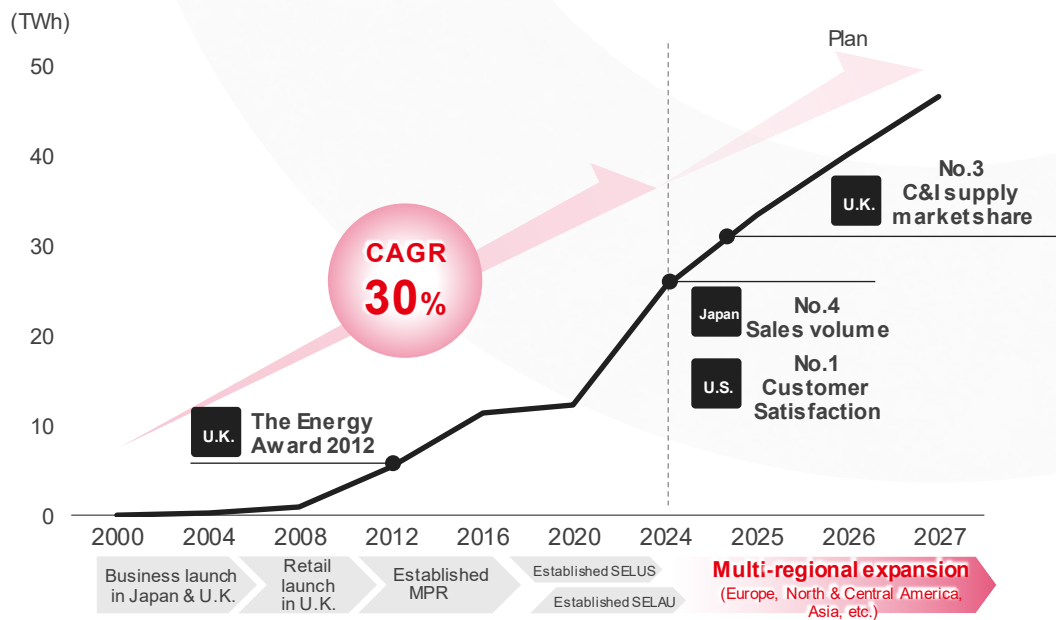
## Net Profit



## Core Operating Cash Flow



## Retail Sales Volume

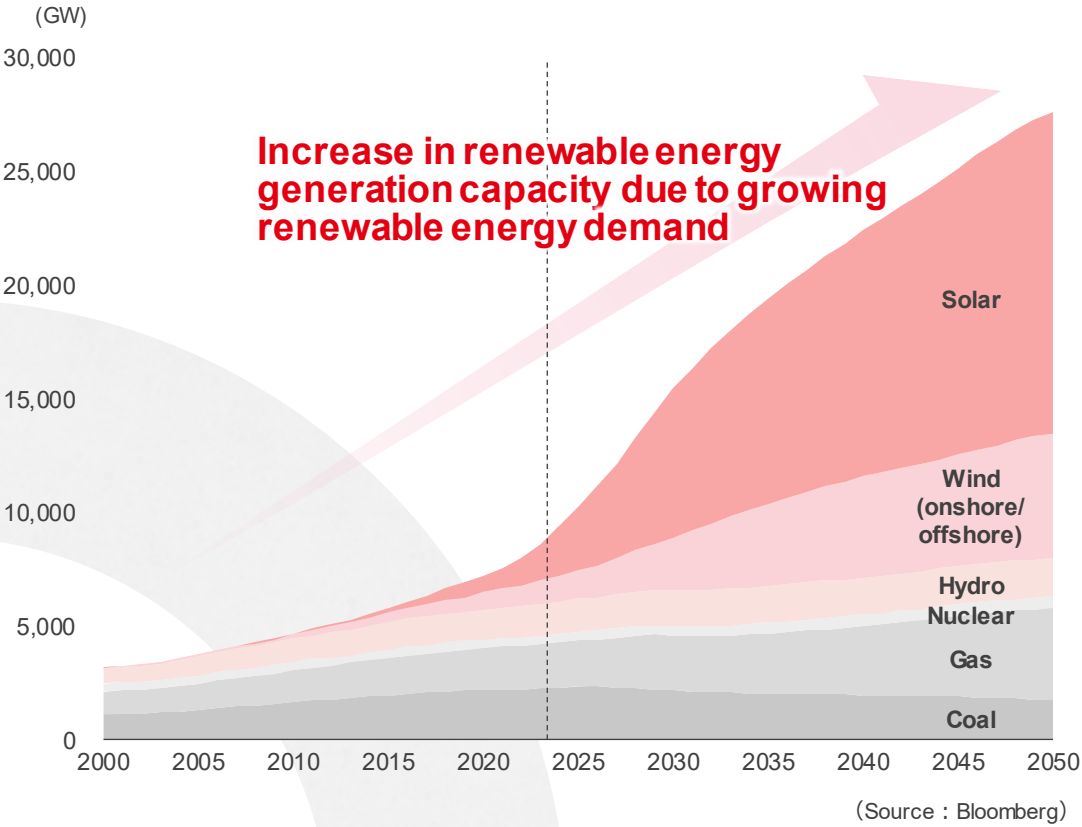


SmartestEnergy U.K. / KPIs	FYE 3/2025 (Result)	FYE 3/2028 (Target)
Retail sales volume	9.4TWh	18TWh
Cost to serve	£6.5/MWh	£4.0/MWh

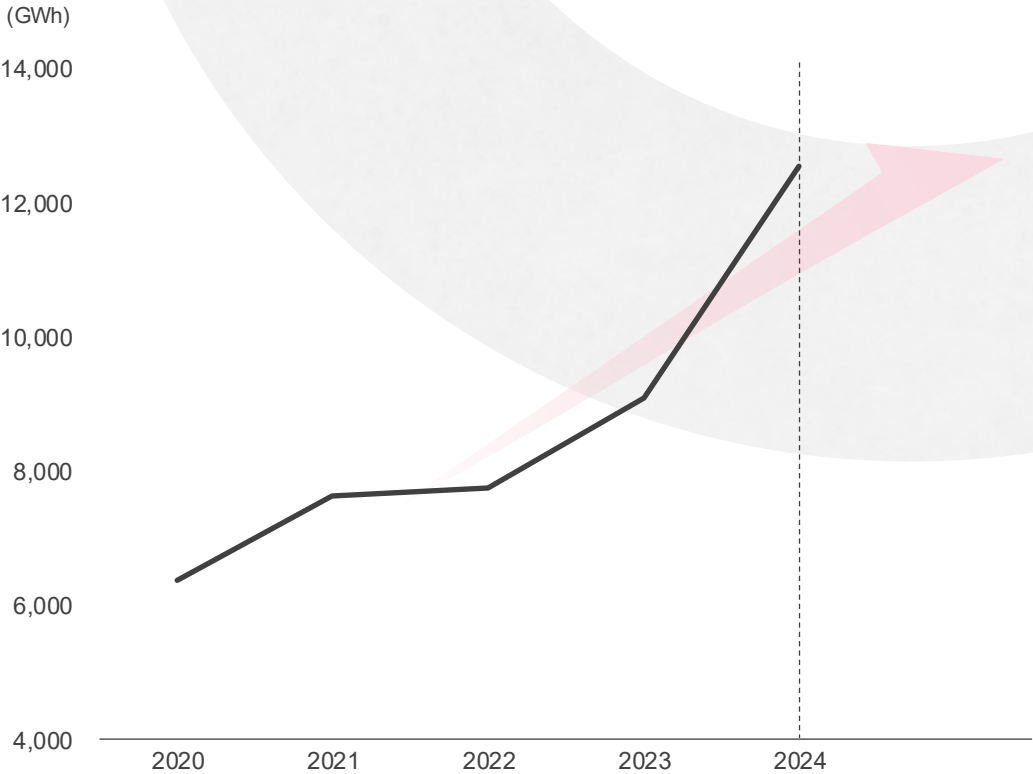
\*All charts show combined data for SmartestEnergy Group and Marubeni Power Retail

- Our early focus on renewable power, ahead of competitors, has established a strong renewable energy brand
- Anticipating further increases in demand for renewables driven by decarbonization needs, we will continue to focus on renewable power

## Global Electricity Capacity



## SEL Group & MPR's Retail Sales Volume Related to Renewable Energy

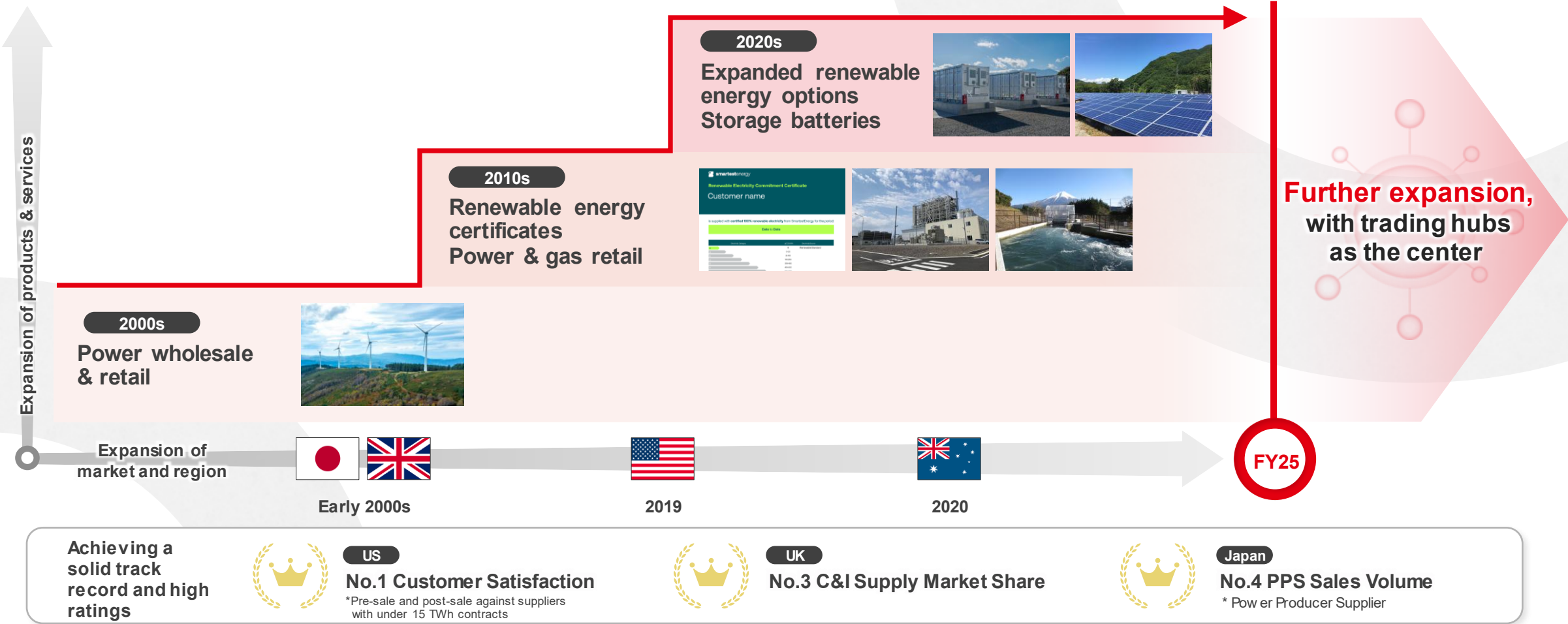




- Achieve high customer satisfaction by continuously identifying customer needs and creating high value-added products and services that meet those needs



- Replicate successful business models and products to other regions, with customer satisfaction at the center



# Wholesale and Retail Power Trading Strategic Platform: Short-Term Growth Strategy

○ Accelerate both organic growth and expansion through M&A, using trading hubs as the center



# Wholesale and Retail Power Trading Strategic Platform: Mid-to Long-Term Growth Strategies

- By integrating our core wholesale & retail power trading business with other initiatives such as distributed power generation and energy management, we will strengthen our strategic platform

