

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 sense of motion or a path. The Marubeni logo is positioned on the left side of the white circle.

Marubeni

Marubeni IR Day 2025

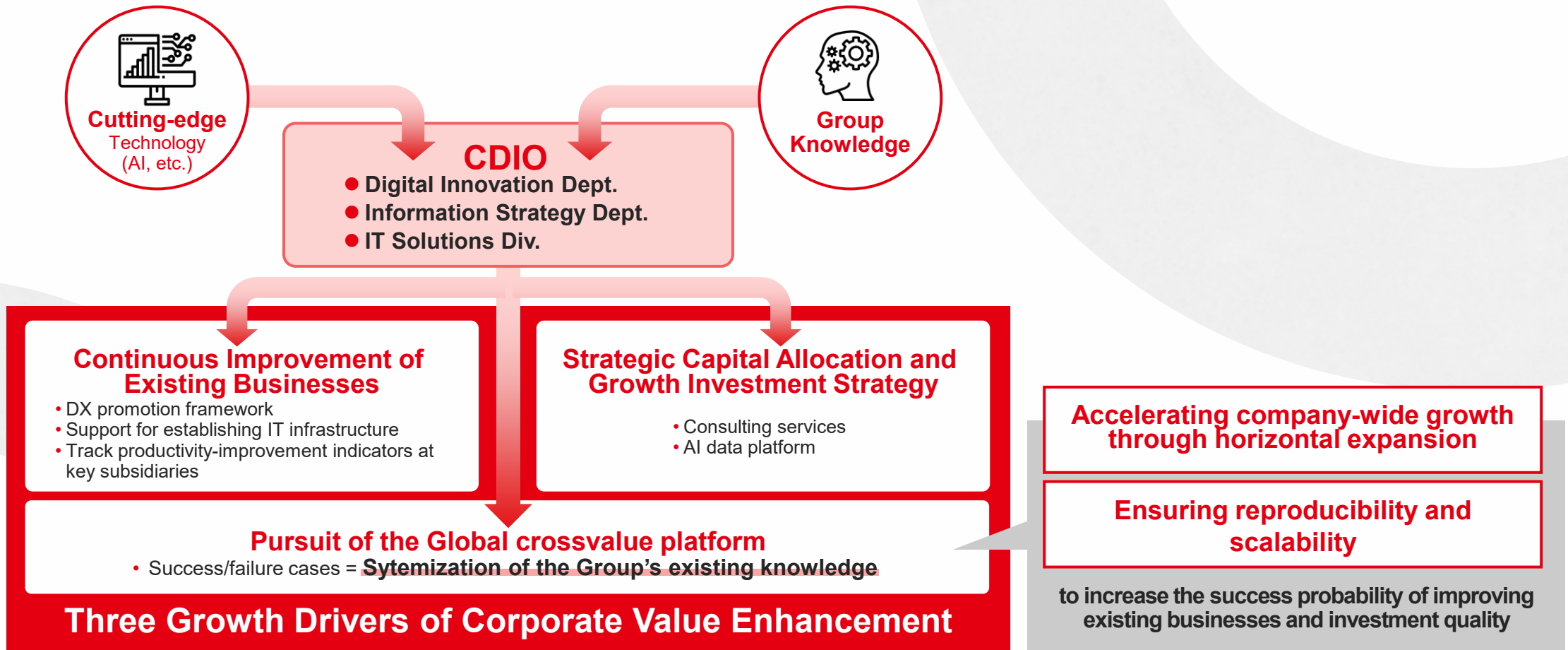
DX Strategy

**Transformation into
Strategic Platform Businesses**

Representative Director,
Senior Executive Vice President
CDIO

Kenichiro Oikawa

The three organizations under the CDIO are working in concert, leveraging numerous success cases and vast data across diverse business domains, to drive the continuous improvement of existing businesses and to efficiently and effectively build strategic capital allocation and growth investment strategies—thereby accelerating corporate value enhancement.



Horizontal Propagation of DX Success Cases from Strategic Platform Businesses

Our Strategic Platform Businesses, which have delivered strong profit growth, integrate DX into proprietary operations to meet customer needs, achieving service sophistication and productivity enhancements. After systematizing individual cases, we are driving rollouts across the Group.

DX Cases from Strategic Platform Businesses

Helena



Net Profit CAGR
(2015~2024)

U.S.: Agri-inputs Retail Business

- Consulting based on AI analyses of customer data
- Development of proprietary products based on AI diagnostics
- In-house development of proprietary DX tools, in collaboration with our IT subsidiaries

9.3%

Nowlake



U.S.: Used car auto financing business

- Dealer lock-in through the provision of dealer management system
- Data-driven credit screening (10M/year, 0.1sec/screening)
- Enabling of big-data utilization and cost reduction with approximately 1,400 IT professionals within the Group

25%

SmartestEnergy



U.K.: Wholesale and Retail Power Trading Business

- Accumulation and analysis of massive datasets from producers, customers, and markets
- Data utilized for position analysis and optimization, demand forecasting, market price forecasting, and risk management
- Delivers service improvements and process efficiencies with over 170 IT specialists

24%

Systemization
of Strategic
Platform
Businesses'
Existing
Knowledge

Success Models and Propagation Examples

Model

Integration with Customer Data, Upgrading Proposal Activities

Analyze extensive datasets, including customers' shipment records, to propose and build optimal, cost-effective logistics via joint deliveries.

Model

Optimization of Manufacturing and Procurement Operations

Create and run logic systems that instantly calculate required purchase quantities, taking market trends and past demand into account, thereby streamlining and optimizing purchasing operations.

Model

Conversion and Standardization of Tacit Knowledge into Explicit Knowledge

Standardize decisions on required inventory levels—previously based on individual experience—by digitizing product information, sales volumes, and market/customer trends, enabling decision making by all staff.

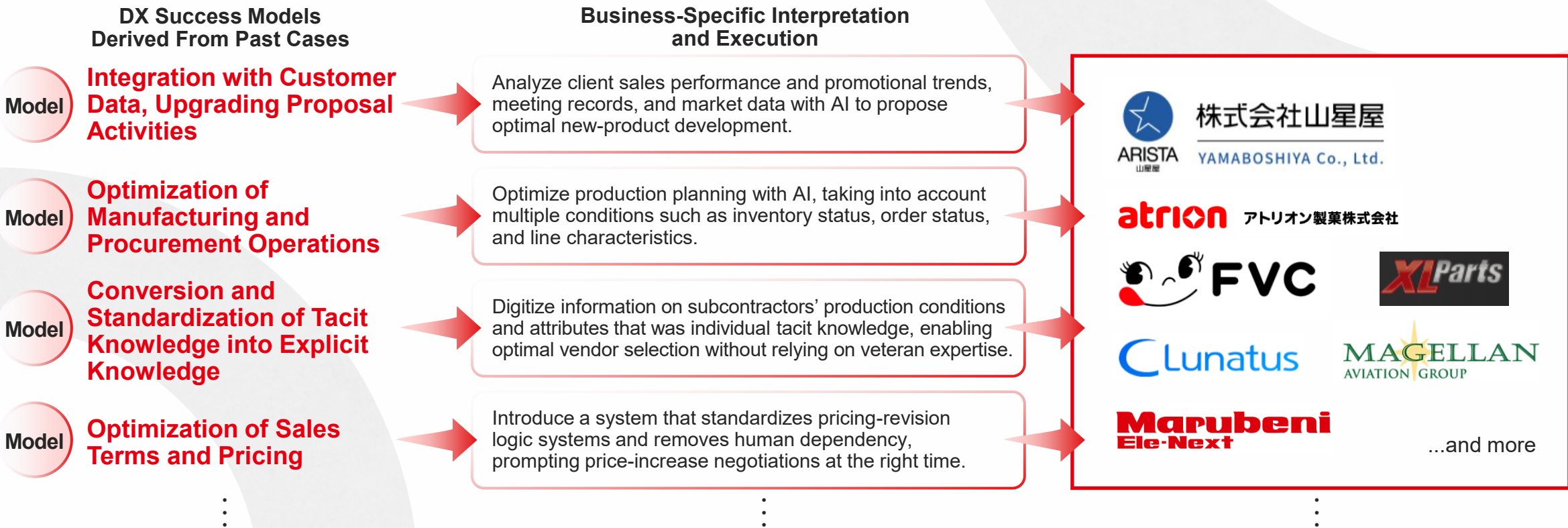
Model

Optimization of Sales Terms and Pricing

Implement an automated bidding system based on product and customer information to optimize sales prices.

Through the propagation of success models and their on-the-ground application, we pursue continuous productivity improvement and strengthen the competitiveness of our Strategic Platform Businesses.

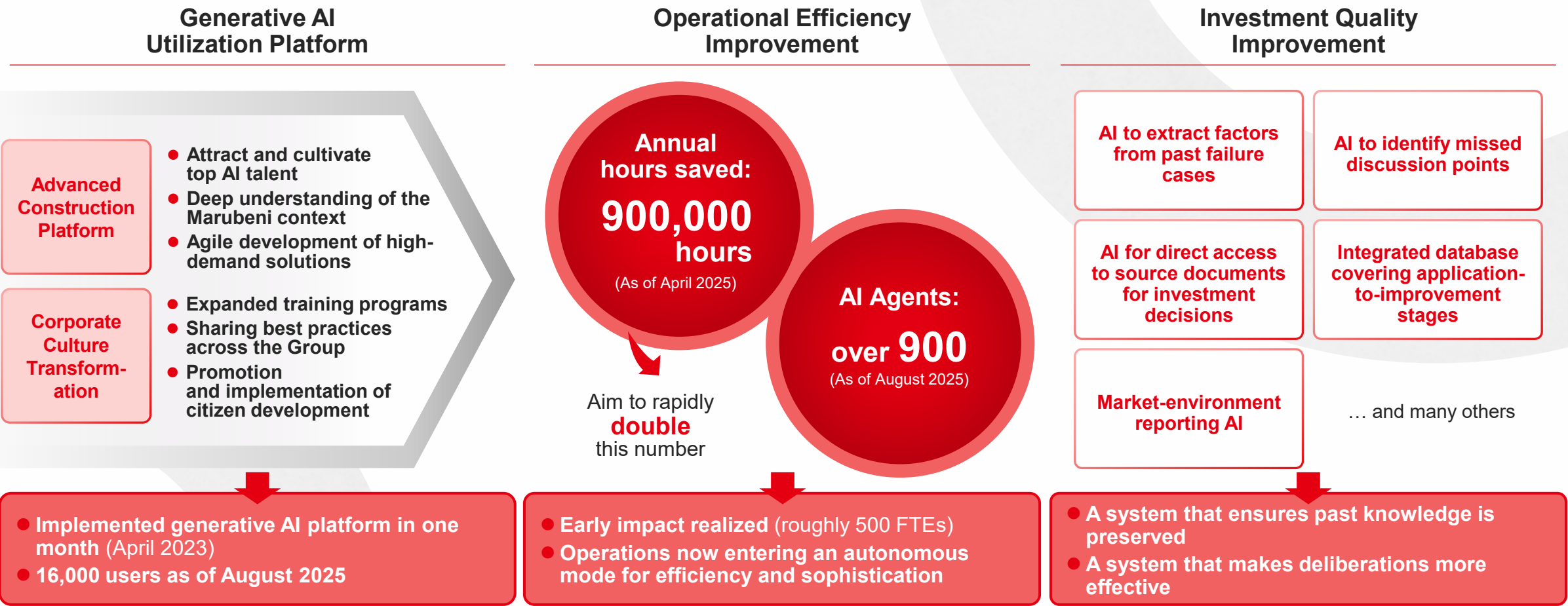
Headquarters-Supported Productivity Improvement Cases in Progress for Current and Future Strategic Platform Businesses



Promoting the Use of Generative AI
for Key Management Priorities

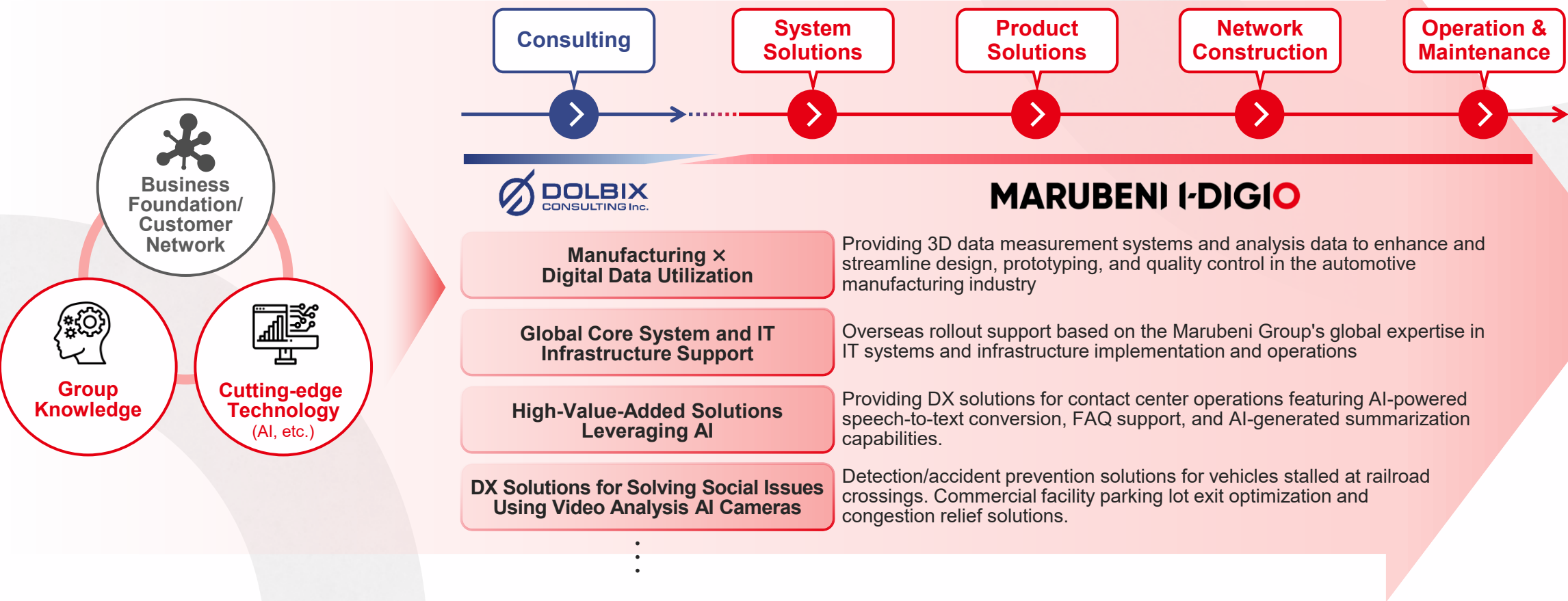
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We address management priorities directly linked to corporate value—improving operating efficiency and increasing investment quality—by leveraging our build-and-run capabilities using AI and other technologies.



DX in the IT and Digital Solutions Business (IT Solutions Div.)

Centered around the Marubeni I-DIGIO Group, which provides comprehensive IT services, and Dolbix Consulting, which offers DX consulting services, we support the promotion of DX that establishes competitive advantages for companies—from strategy to IT infrastructure—through a comprehensive approach.



The Future Vision of Marubeni's DX: On-the-Ground Execution of Advanced Value-Enhancement

Marubeni

DX is inevitable. To enable our frontline businesses to grow through more advanced and autonomous use of digital technologies, our headquarters organization is evolving into a dedicated value-enhancement unit. We will accelerate the propagation of success models, incorporate cutting-edge technologies, and upgrade our value-enhancement execution capabilities.

