Marubeni

Marubeni IR Day 2025

DX Strategy

Transformation into Strategic Platform Businesses

Representative Director, Senior Executive Vice President CDIO

Kenichiro Oikawa



Current State of DX at Marubeni



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.



Continuous Improvement of Existing Businesses

- DX promotion framework
- Support for establishing IT infrastructure
- Track productivity-improvement indicators at key subsidiaries

Strategic Capital Allocation and Growth Investment Strategy

- Consulting services
- Al data platform

Pursuit of the Global crossvalue platform

Success/failure cases = Sytemization of the Group's existing knowledge

Three Growth Drivers of Corporate Value Enhancement

Accelerating company-wide growth through horizontal expansion

Ensuring reproducibility and scalability

to increase the success probability of improving existing businesses and investment quality

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.

Systemization

of Strategic

Platform

Businesses'

Existing

Knowledge

DX Cases from Strategic Platform Businesses

Helena



Net Profit CAGR $(2015\sim2024)$

U.S.: Agri-inputs Retail Business

- Consulting based on Al analyses of customer data
- Development of proprietary products based on Al 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%

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.



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.



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.



Optimization of Sales Terms and Pricing

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



Examples of Models Applied to Strategic Platform Businesses



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

DX Success Models
Derived From Past Cases



Integration with Customer Data, Upgrading Proposal Activities



Optimization of Manufacturing and Procurement Operations



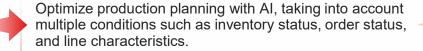
Conversion and Standardization of Tacit Knowledge into Explicit Knowledge



Optimization of Sales Terms and Pricing

Business-Specific Interpretation and Execution

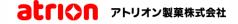




Digitize information on subcontractors' production conditions and attributes that was individual tacit knowledge, enabling optimal vendor selection without relying on veteran expertise.

Introduce a system that standardizes pricing-revision logic systems and removes human dependency, prompting price-increase negotiations at the right time.















...and more

Promoting the Use of Generative Al for Key Management Priorities



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

Generative Al Utilization Platform

Advanced Construction **Platform**

Corporate Culture Transformation

- Attract and cultivate top Al talent
- Deep understanding of the Marubeni context
- Agile development of highdemand solutions
- Expanded training programs
- Sharing best practices across the Group
- Promotion and implementation of citizen development
- Implemented generative AI platform in one month (April 2023)
- 16,000 users as of August 2025

Operational Efficiency Improvement



Aim to rapidly double this number



over 900

(As of August 2025)

Early impact realized (roughly 500 FTEs)

Operations now entering an autonomous mode for efficiency and sophistication

Investment Quality Improvement

Al to extract factors from past failure cases

Al for direct access to source documents for investment decisions

Market-environment reporting Al

Al to identify missed discussion points

Integrated database covering applicationto-improvement stages

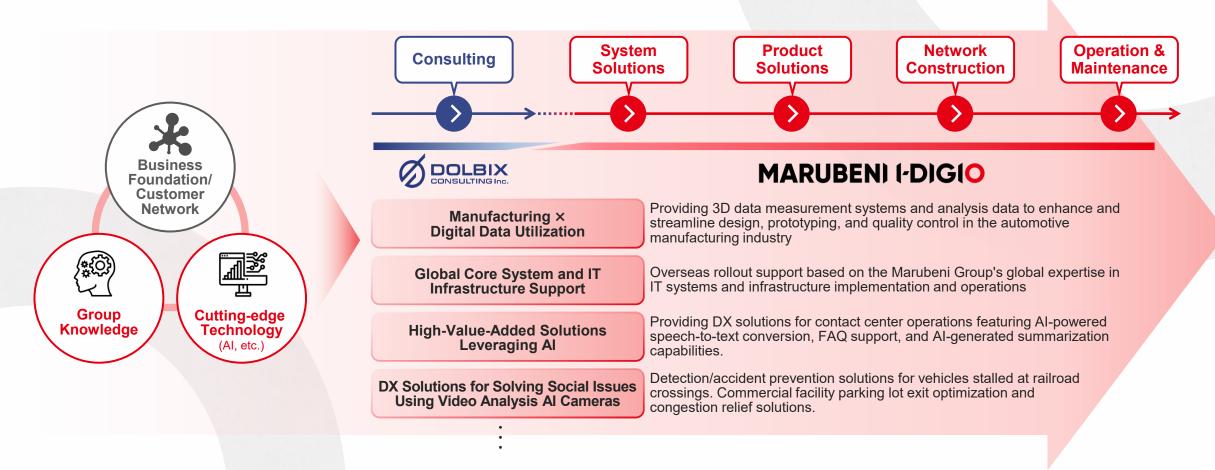
... and many others

- A system that ensures past knowledge is preserved
- A system that makes deliberations more effective

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



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.

