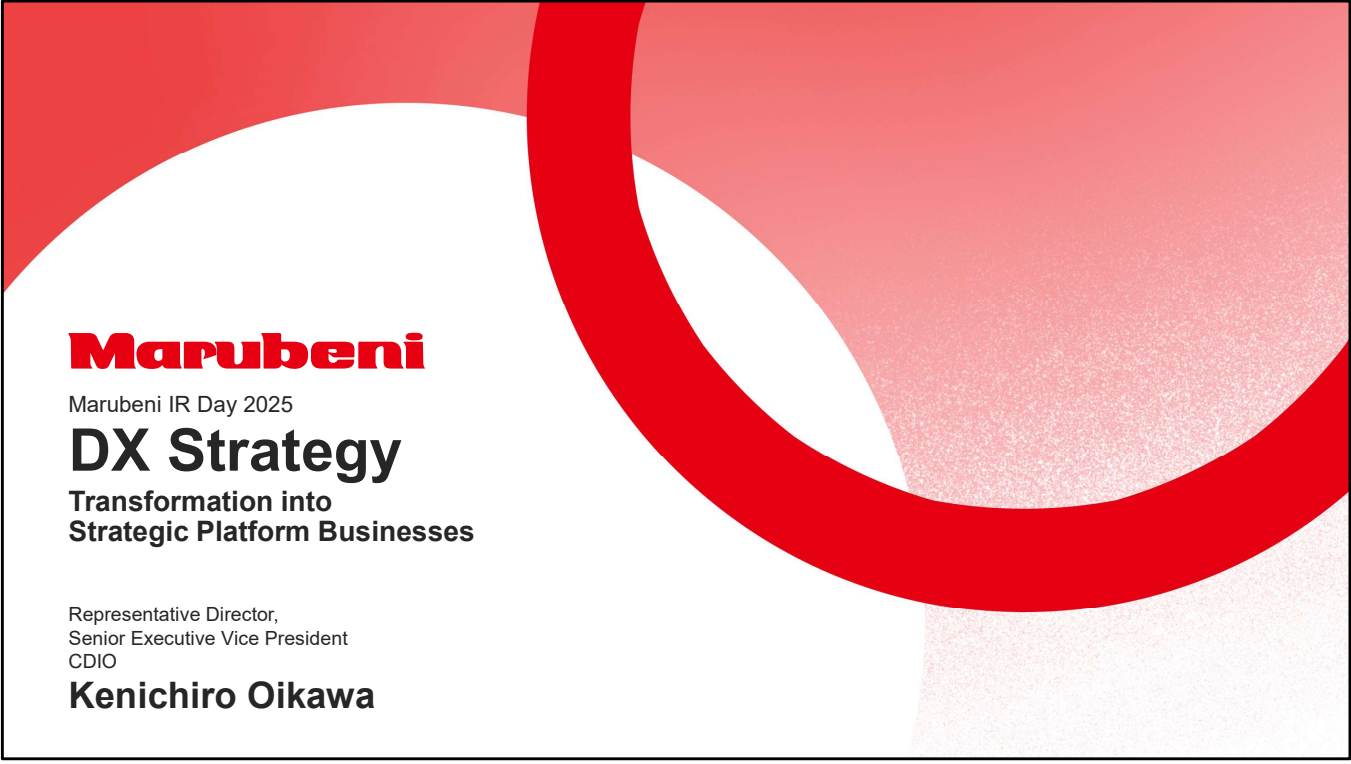


The slide features a large background graphic consisting of several overlapping semi-circles in various shades of red and white. The Marubeni logo is positioned in the upper left area of this graphic.

Marubeni

Marubeni IR Day 2025

DX Strategy

**Transformation into
Strategic Platform Businesses**

Representative Director,
Senior Executive Vice President
CDIO

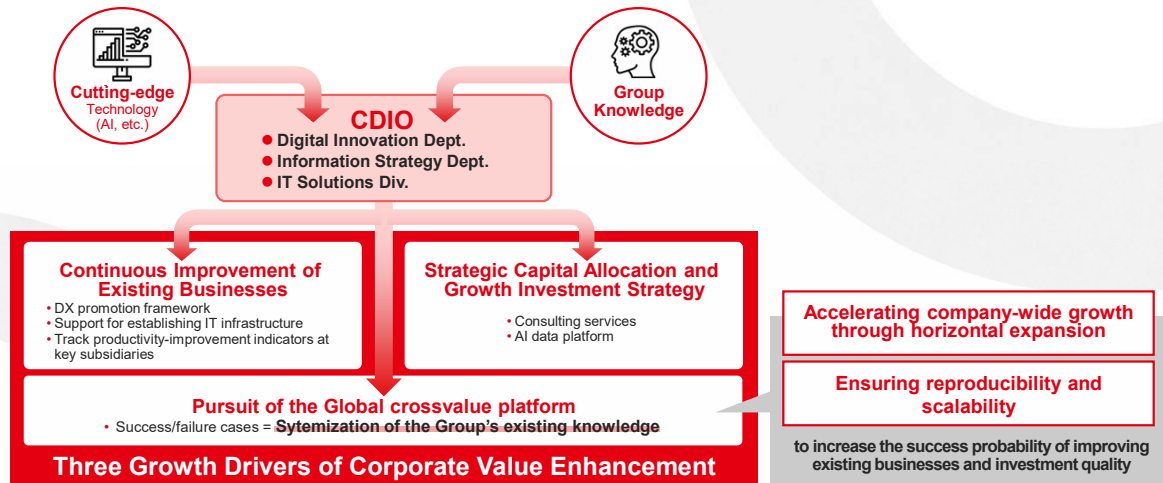
Kenichiro Oikawa

- Hello everyone, my name is Kenichiro Oikawa, CDIO of Marubeni. Today, I will explain Marubeni's DX (digital transformation) strategy.

Current State of DX at Marubeni

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.



© Marubeni Corporation All Rights Reserved.

24

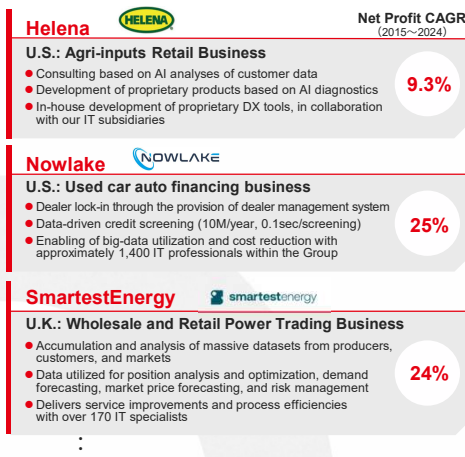
- To begin, let me outline the current status of Marubeni's DX initiatives.
- The engines of DX at Marubeni are the three organizations under the CDIO: the Digital Innovation Department, the Information Strategy Department, and the IT Solutions Division, which is one of our business divisions. Working in concert, these three organizations directly engage and accelerate our three growth drivers of corporate value enhancement.
- For "Continuous Improvement of Existing Businesses," we provide the capabilities essential to DX—skills and resources. Our businesses are diverse, each with different industry structures and business models, so the DX required also varies. We therefore support the build-out of IT foundations tailored to each business, and for key subsidiaries, we define productivity KPIs and rigorously track progress to ensure DX effectiveness that fits frontline realities.
- For "Strategic Capital Allocation and Growth Investment Strategy," we improve investment quality by, for example, using AI trained on past failure cases to identify risks and by conducting digital consulting.
- As for "Pursuit of the Global crossvalue platform," we collect success and failure cases from across Group companies, store and systemize them in a knowledge database, and roll them out to other Group companies. Through the horizontal propagation of highly reproducible success cases, we aim to speed up Group-wide growth and raise the likelihood of success for business improvement and investments.

Horizontal Propagation of DX Success Cases from Strategic Platform Businesses

Marubeni

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



Systemization of Strategic Platform Businesses' Existing Knowledge

Success Models and Propagation Examples



© Marubeni Corporation All Rights Reserved.

25

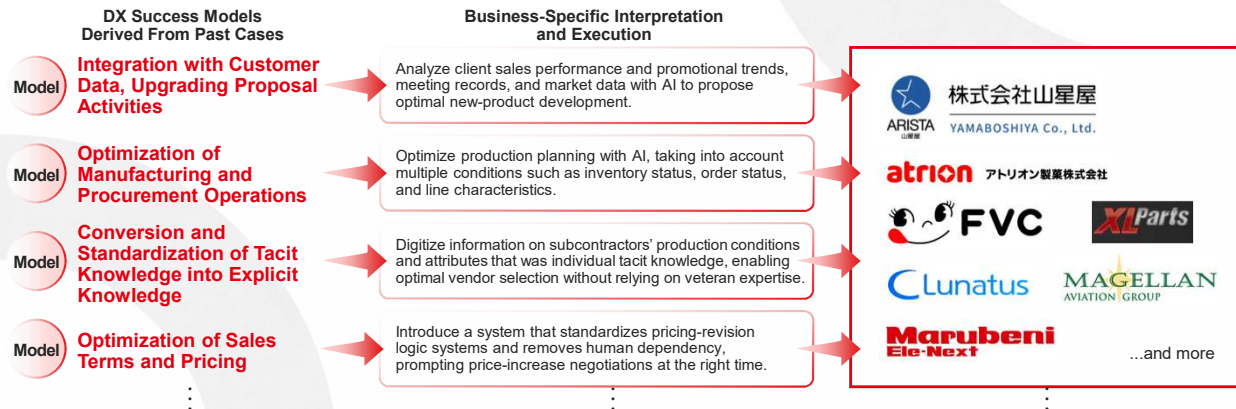
- I will now go over a few DX cases and the propagation of success models.
- DX is a key element behind the high profitability and growth of Marubeni's Strategic Platform Businesses, which were introduced during IR Day 1. In fact, DX is always at work within these businesses. By establishing dedicated DX teams within each business's unique operations, we fuse people, know-how, and digital technology to upgrade services and raise productivity. Representative examples are shown on the left.
- For example, at Helena, we analyze a wide range of farmer data with AI to provide consultation services and to drive development of proprietary products. At Nowlake, we attract auto dealers by providing workflow systems for dealers, and we enhance service quality by performing high-speed credit underwriting using massive customer datasets.
- At the same time, because Marubeni spans diverse industries and businesses, we cannot simply apply a success case as-is through horizontal propagation. When we propagate it, we must adapt it to each company's business model and market. We see the systemization of success cases into success models as the key to propagation of winning strategies.
- Our diversity of industries means we also accumulate a diversity of success cases—an advantage we intend to keep leveraging.

Examples of Models Applied to Strategic Platform Businesses

Marubeni

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



© Marubeni Corporation All Rights Reserved.

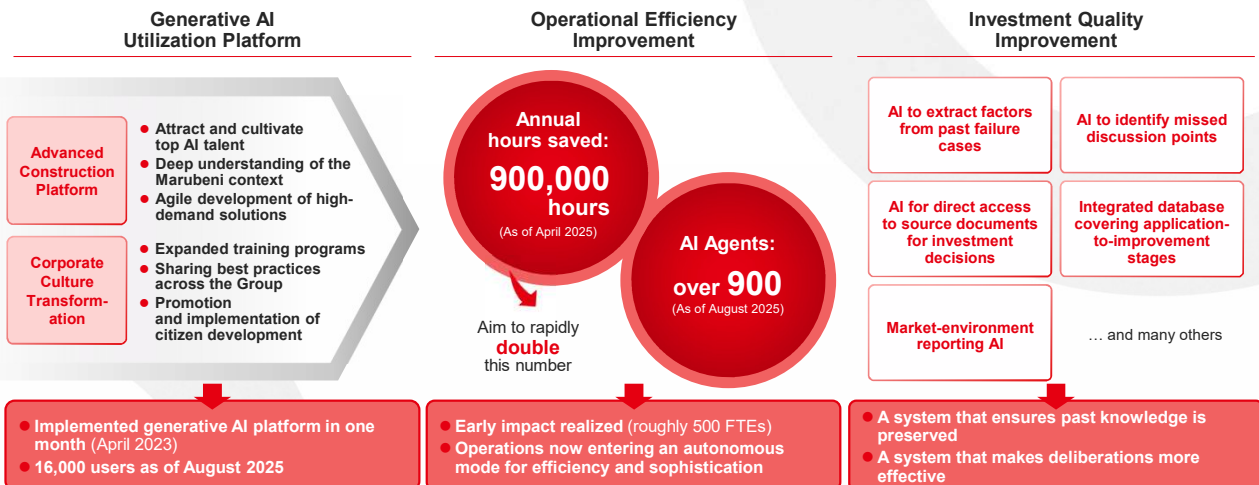
26

- Here are examples of continuous improvement in our Strategic Platform Businesses achieved through the application of systematized success models. For Strategic Platform Businesses and candidate businesses, we apply leading DX success models to drive further productivity enhancements.

Promoting the Use of Generative AI for Key Management Priorities

Marubeni

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.



© Marubeni Corporation All Rights Reserved.

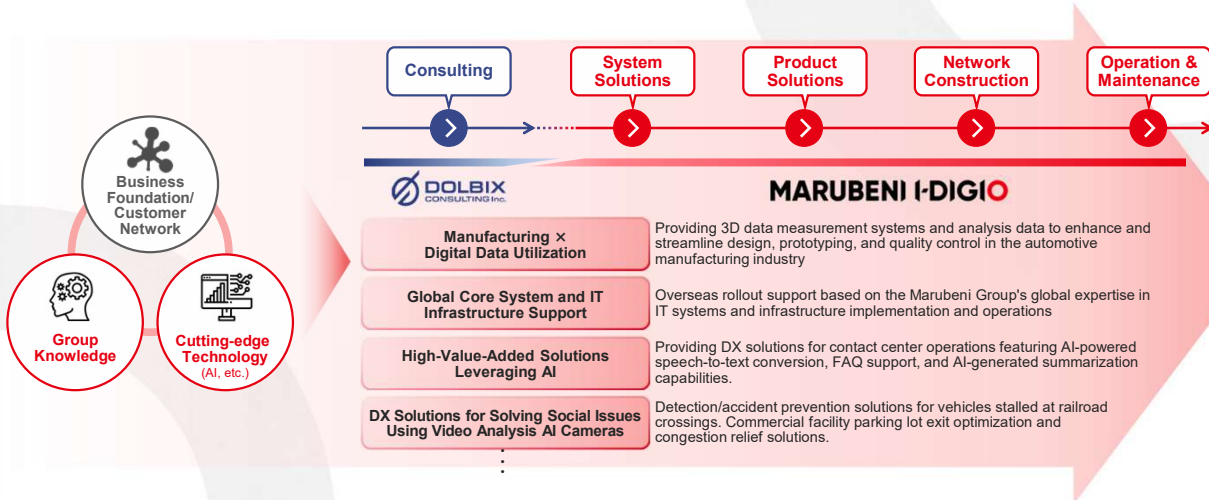
27

- Digital technologies—especially AI—are being used not only to upgrade frontline services and improve productivity, but also to tackle management priorities.
- At Marubeni, in parallel with strengthening the competitiveness of our frontline businesses, we are streamlining headquarters by clarifying its role and raising the productivity of headquarters staff.
- One initiative that has proven highly effective in enhancing productivity at headquarters is our use of generative AI. By securing top AI talent, enabling agile development through in-house capabilities, and promoting citizen development, we have achieved significant productivity improvements.
- Specifically, shortly after GPT-4 was released, we launched an in-house generative AI platform—taking the platform from conception to completion in just one month—which enabled employees to engage with generative AI extremely early on. Furthermore, as the platform aligns with Marubeni’s unique characteristics, its utilization rate is exceptionally high. It has now become a key system for the entire Marubeni Group, with 16,000 users across the Group.
- As a result of these initiatives, we had achieved workload reductions equivalent to 900,000 hours of annual workload in April 2025, and our goal is to double this figure as soon as possible.
- I want to emphasize that generative AI adoption within the Marubeni Group has effectively entered an autonomous phase. As noted, more than 900 AI agents have already been built, and the majority were created voluntarily by teams on our business frontlines on our Group generative AI platform. High impact agents are beginning to be horizontally propagated, creating a cycle that should further advance both sophistication and efficiency.
- Another example of using DX to address management challenges is improving investment quality. During investment deliberations, both investment applicants and reviewers must share the same depth of information and systematically resolve all key issues. However, this is particularly difficult for diversified trading conglomerates (Sogo Shosha) like Marubeni, as we have an extremely broad range of business domains.
- To address this, we are using data and AI extensively to make deliberations more effective. For example, we train AI on our past failure cases; for new proposals, it extracts analogous failures and lessons to inform risk assessment. We also have an AI that studies the checklist of issues needed to evaluate new investments and flags missing items to improve coverage. In addition, we provide a platform that lets both applicants and reviewers share the vast amount of due diligence materials and access source documents for each discussion point with ease. Furthermore, we are building an integrated database that spans all stages—from application to investment, and then to PMI and subsequent business improvement—so we can improve investment quality while fully incorporating historical context.

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

Marubeni

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.



© Marubeni Corporation All Rights Reserved.

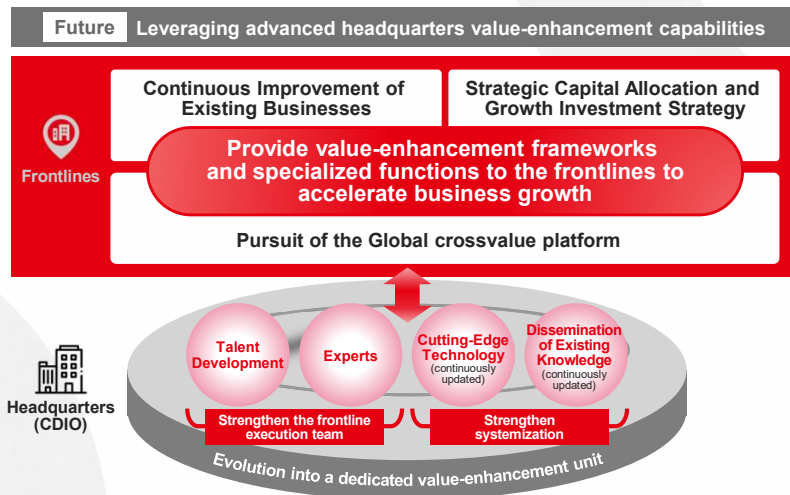
28

- These insights also contribute to the businesses under the IT Solutions Division, one of our business divisions. Within this division, Marubeni I-DIGIO Group, which provides comprehensive IT services under its umbrella, and Dolbix, which offers DX consulting services, play central roles. They leverage the insights and cutting-edge technologies gained through Group-wide initiatives to support DX advancement across a wide range of industries, starting with manufacturing. We anticipate further advancement through the cycle that will be formed by the Group and these companies, wherein the new insights gained at I-DIGIO and Dolbix will be fed back into the Group in turn.

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.



© Marubeni Corporation All Rights Reserved.

29

- To close, a few words on what comes next.
- DX is steadily taking root across the Group. Driving DX is becoming “business as usual” at Marubeni, and our operating companies are increasingly equipped to advance DX autonomously.
- That said, productivity improvement never ends. We will not be satisfied with the status quo. We will push for higher value creation by advancing our use of AI and data and by further improving our business processes. Also, to further strengthen business frontline autonomy, our organizations under the CDIO at Marubeni headquarters will evolve into dedicated value enhancement units and step up support in three areas: Group-wide sharing of existing knowledge so each company can identify its own issues; expanding expert teams that can evaluate technologies and enable rapid in-house development; and developing talent who can carry out tasks on the ground.
- DX is not just an efficiency lever or an IT project—it is the Marubeni Group’s growth strategy. We will continue working so that autonomous, ongoing productivity improvement becomes part of our culture across the Marubeni Group and powers us toward our mid-term goal of exceeding a market capitalization of 10 trillion yen.
- We hope you will continue to look forward to us taking on challenges and continuing to grow, as well as seeing how the Marubeni Group’s DX will lead to future revenue growth, stronger competitiveness, and improved risk resilience.
- Thank you for your time and attention.