

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

Day 1 Recap **Day 2 Focus**

Representative Director,
Member of the Board,
President and CEO

Masayuki Omoto



Global crossvalue platform
Marubeni

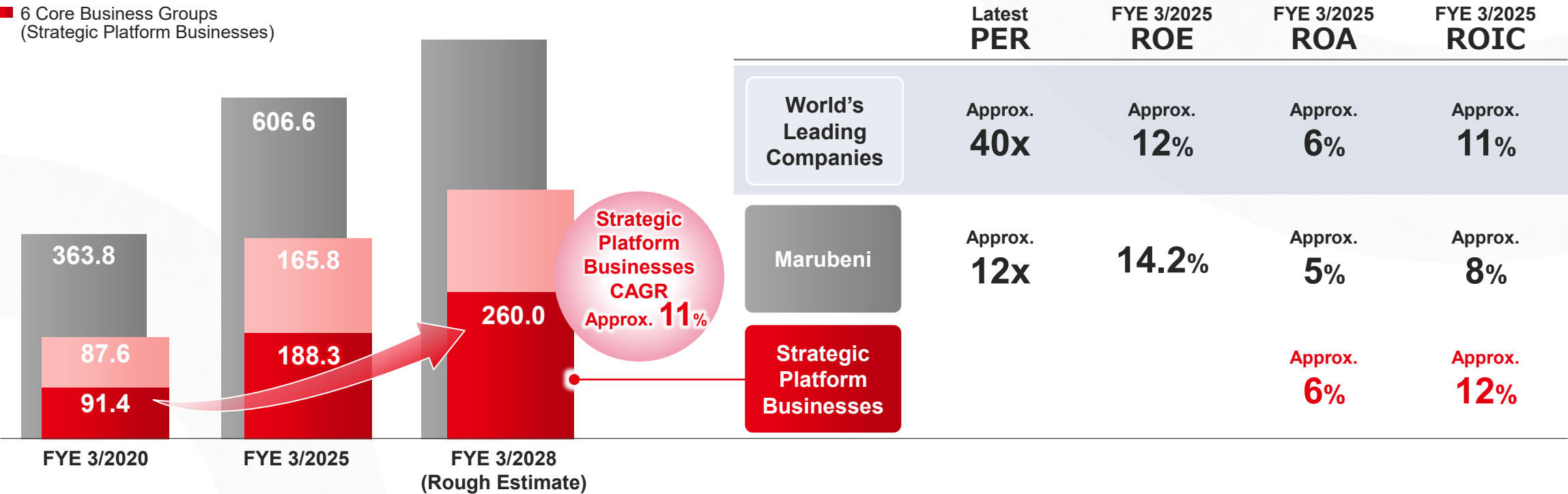
“Beyond the Boundaries of a Sogo Shosha”

- **Put transformation into practice toward global excellence:** We will benchmark not against the *sogo shosha* sector but against the world’s leading companies in value creation. By humbly recognizing the gaps in our value-creation mechanisms and initiatives versus the world’s leading companies, we will sequentially introduce transformative measures to accelerate the growth of the Marubeni Group’s corporate value.
- **Concentrate management resources on winning strategies:** Even today, the Marubeni Group possesses winning strategies and Strategic Platform Businesses that deliver results on par with leading global companies. We will propagate these winning strategies across the Group and concentrate management resources on them.
- **Stay true to the basics and uphold managerial discipline:** We will maintain the discipline that has delivered 11% core operating cash flow growth since FYE 3/2020, while further reinforcing our business frontlines-oriented approach.

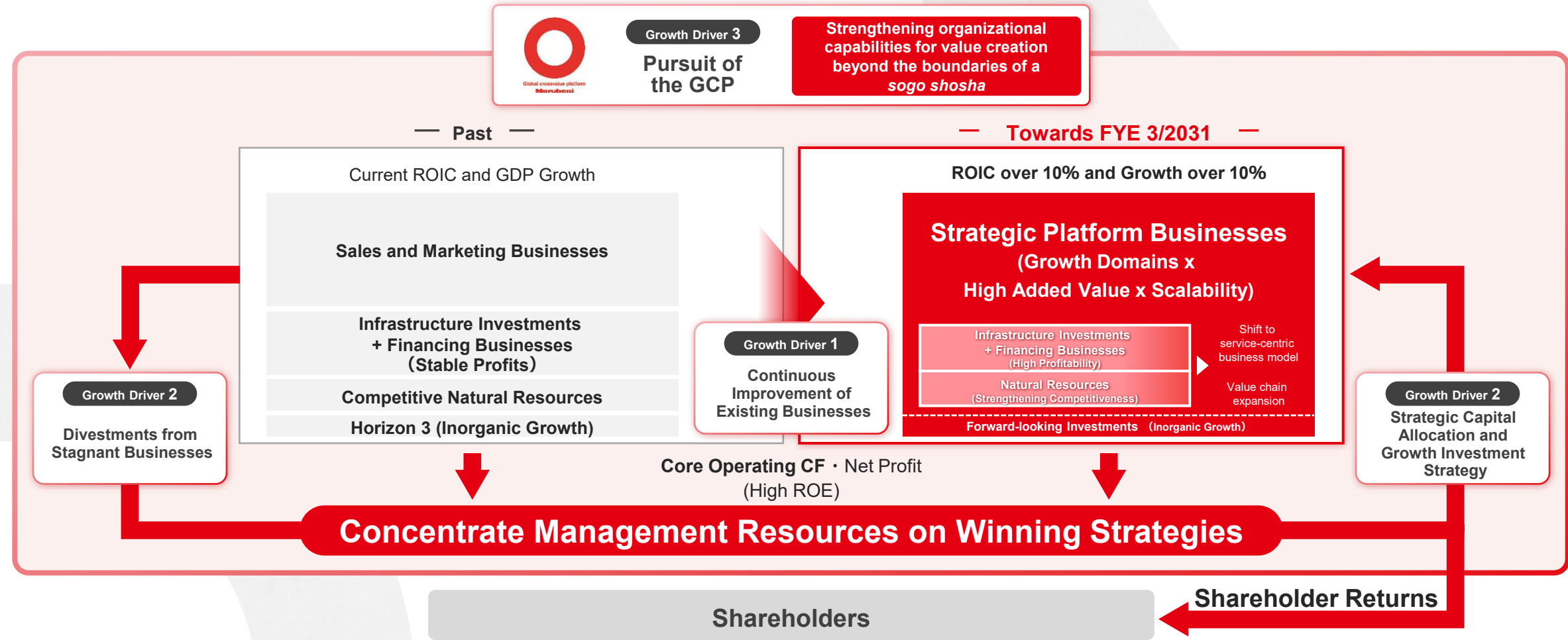
- Strategic Platform Businesses have been—and will remain—the primary drivers of core operating cash flow growth and capital efficiency.
- These Strategic Platform Businesses stand shoulder to shoulder with the world’s leading companies.
- Under GC2027, we will concentrate management resources on Strategic Platform Businesses with clear winning strategies.

Core Operating Cash Flow (COCF; Billion Yen)

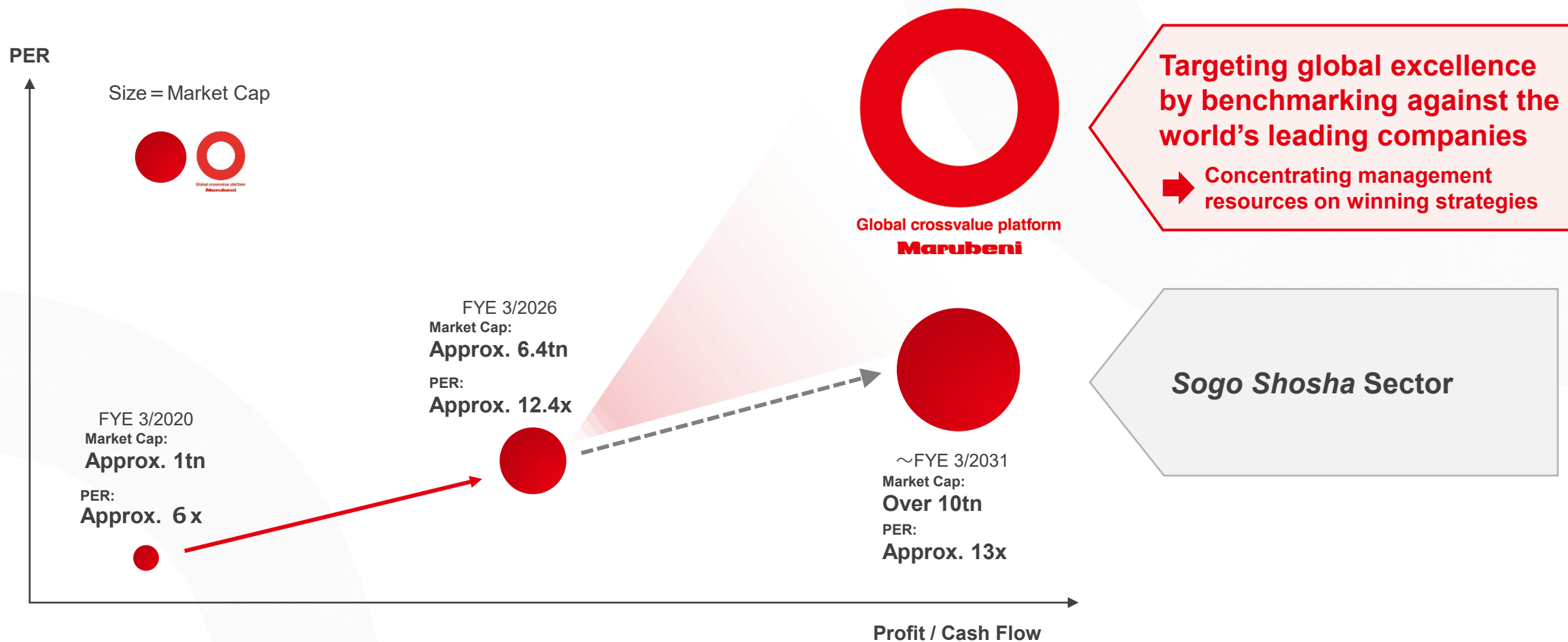
■ Consolidated COCF
■ Natural Resources
■ 6 Core Business Groups
(Strategic Platform Businesses)



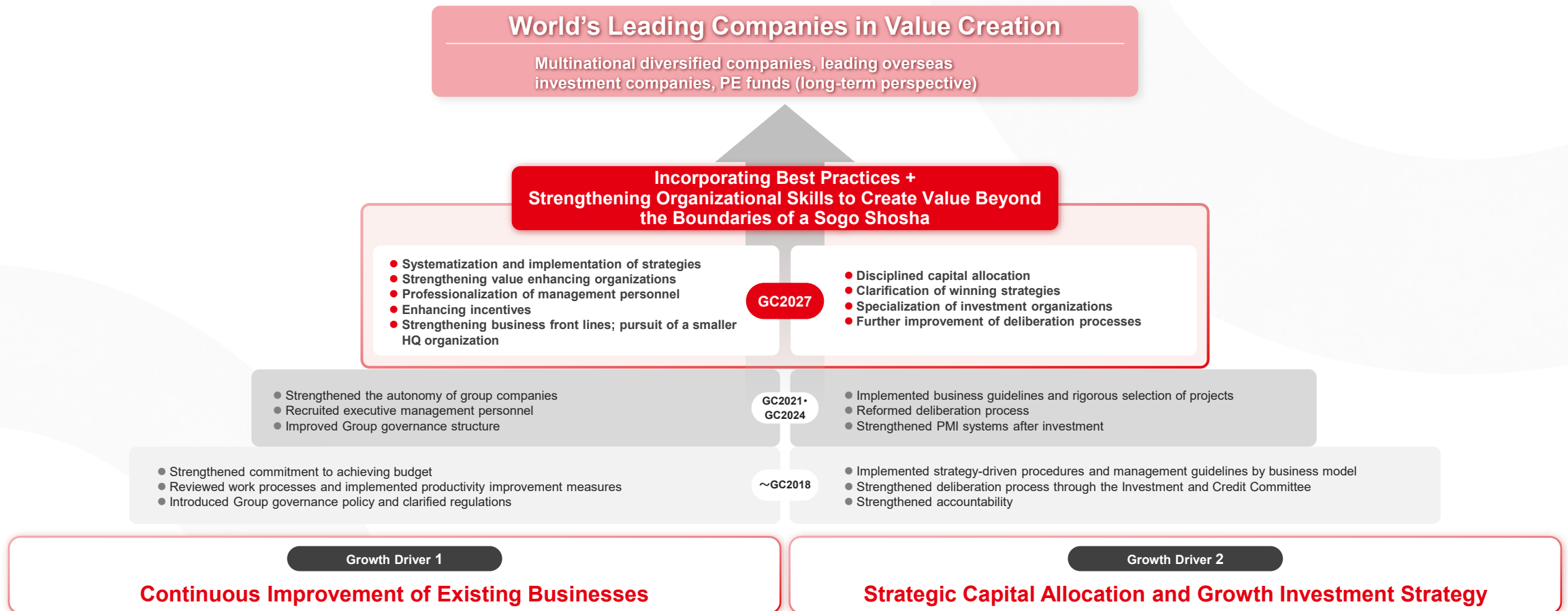
Transform the Marubeni Group into a strategic platform toward FYE 3/2031
Under GC2027, concentrate management resources on winning strategies



We will benchmark PER and value-creation mechanisms not against the *sogo shosha* sector, but against the world's leading companies, and put into practice transformations that close those gaps.



We recognize our gaps as compared to the world's leading companies as: (1) the systematization and disciplined execution of value creation initiatives; and (2) the further sophistication of investment deliberation. We will execute the necessary transformations to close these gaps.



Next Generation Corporate Development Division

- Building New Strategic Platform Businesses -

Continue to pilot investment implementation and value creation benchmarked against the world's leading companies—not the sogo shosha sector (in progress since FYE 3/2023). Build new strategic platforms toward FYE 3/2031.

Metal Resource Investments

- Execution of Winning Strategies and Transformation into Strategic Platform Businesses -

While executing our winning strategies in copper business—where supply–demand is expected to tighten going forward—we will expand the value chain and pursue strategic platformization. In parallel, we will work to reduce volatility in our resources.

DX Strategy

- Transformation into Strategic Platform Businesses -

Systemize DX as a core driver of strategic platform value creation, propagate it across the Marubeni Group, and pursue value enhancement. Leverage generative AI to upgrade headquarters functionality by improving operational efficiency and investment quality.

Risk Management

- Execution of Corporate Value Enhancement Initiatives -

As corporate value enhancement measures, reinforce our traditionally practiced failure-scenario thinking (“always invert”), optimize the Group’s diversification effect of integrated risk management, and pursue a lower WACC.

Corporate Governance

- Process for Enforcing Capital Allocation Discipline -

Maintain a board and governance framework that enables disciplined, healthy discussions of corporate value enhancement, and ensure a rigorous, disciplined execution of the GC2027 capital allocation policy.