Marubeni IR Day 2026

Initiatives for the Next Generation:
Consumer Sector

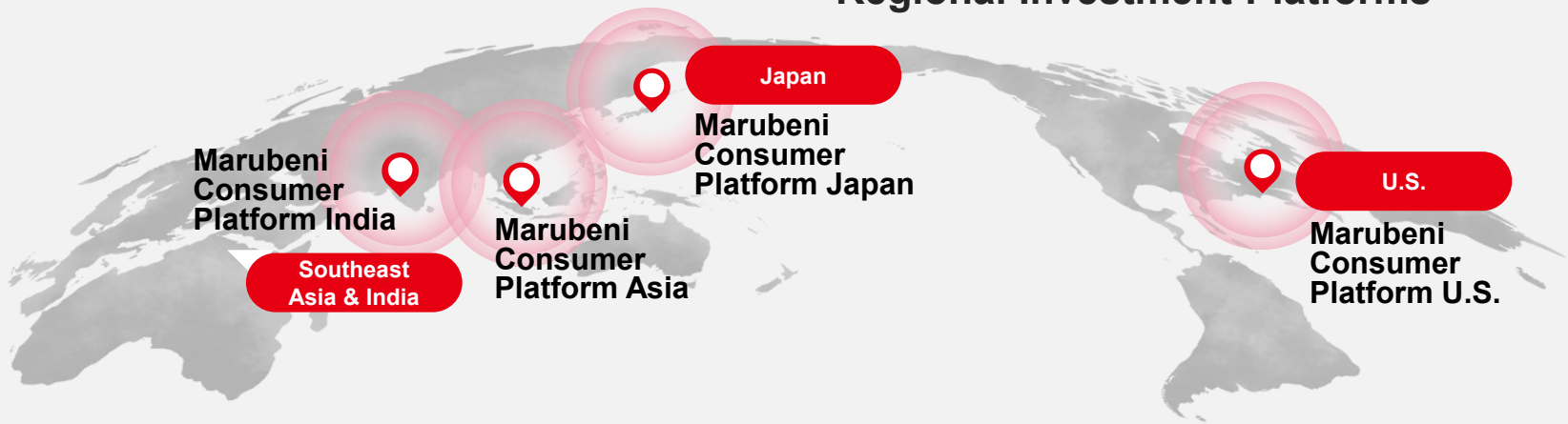
Executive Officer
COO, Next Generation Corporate Development Div.
Toshihiro Fukumura

Marubeni

Building New Strategic Platform Businesses by Implementing Best Practices that Go Beyond the Boundaries of a *Sogo Shosha*

Corporate development activities targeting the consumer sector to capture high-growth opportunities through sizable investments

Regional Investment Platforms



Cumulative allocated investment budget for GC2027: 250 billion yen. Half the members of each of the division's Investment Committees are external experts. Investment professionals execute the full process, from initial investment to value creation, by leveraging PE industry best practices.

Investment Themes

Southeast Asia & India

Capture basic needs of the expanding middle-income demographic driven by economic and population growth

Japan

Capture demand for outstanding products and services as well as specific consumer needs

U.S.

Build a sizable business platform in the U.S. consumer sector

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Building Investment Track Records in the Consumer Sector and Expanding Strategic Platforms

To expand business platforms, we leverage regional investment platforms to drive investments and roll-ups in high-potential companies that address consumer needs

Investment Track Records and Progress Since Last Year

Southeast Asia & India

Coffee and Baked Goods Restaurant Chain

Tim Hortons

Leading Food Ingredients Supplier

ASIA INGREDIENTS GROUP

Largest Domestic Medical Consumables Manufacturer

oneject
one injection, one syringe

Established our fourth regional investment platform in Mumbai, India.
We have commenced the full-scale launch of strategic investments in consumer businesses.

Marubeni Consumer Platform

Japan

Skincare & Cosmetics Brand

ETVOS

Acquired ETVOS, a well-established skincare and cosmetics brand designed to be gentle on the sensitive skin. Starting with this acquisition, we aim to build a business platform in the Beauty & Health sector.



U.S.

Lifestyle Brand Management Company

RGBARRY BRANDS

Roll-up Investment

Slipper Licensing Rights

Clarks
Timberland

Footwear Brand

Gola

Completed two roll-up investments anchored by R.G. Barry, thus expanding the business platform. We will continue to make sizable investments targeting mass-market consumer businesses.



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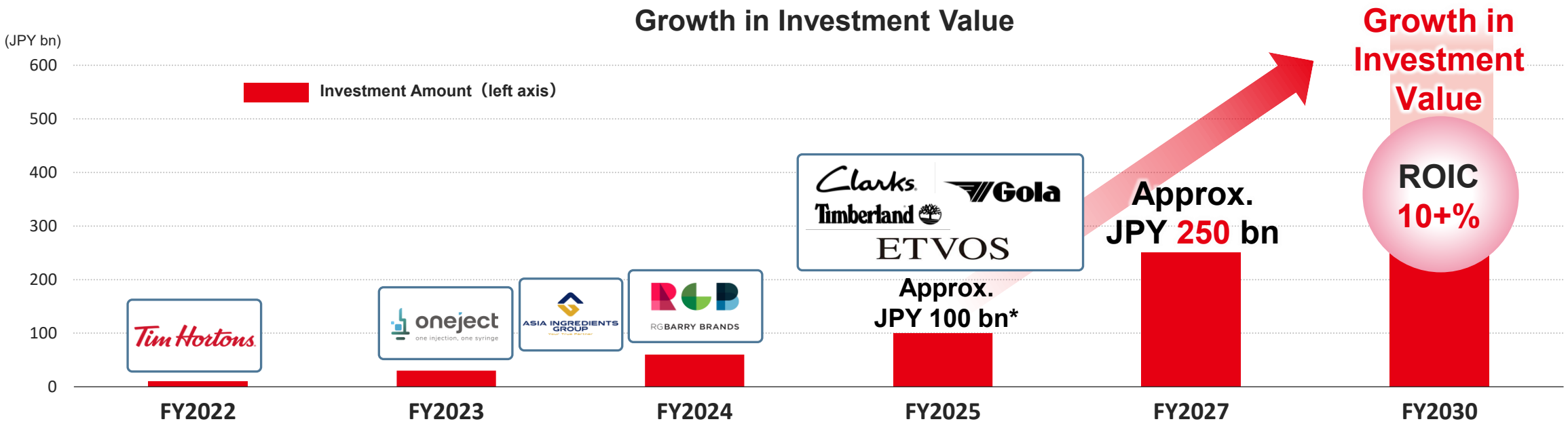
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From Accumulating Investments to Growing Investment Value

Create multiple Strategic Platform Businesses through value creation and roll-ups of portfolio companies

By FY2027 Accumulate growth investments to approximately JPY 250 billion

By FY2030 Create multiple Strategic Platform Businesses of sufficient scale to generate ROIC above 10%



*Includes investments made through June 2026.

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