Marubeni IR Day 2026 – Pathway to Value Creation –

Marubeni

Date and time: Wednesday, September 9, 2026; 13:30 - 16:15 (JST)

Time	Program	Speakers
13:30-13:40	**Towards a Value Creation Group beyond the Boundaries of *Sogo Shosha***	**Masayuki Omoto** Director, Member of the Board, Representative Executive Officer, President and CEO
13:40-13:50	**Financial Strategy and Cost of Capital Optimization**	**Chijo Tajima** Director, Member of the Board, Representative Executive Officer, CFO
13:50-14:10	**Progress from IR Day 2025** Agri-inputs Retail Business Mobility Business in North America Wholesale and Retail Power Trading Business Copper Mining Business	 **Hidefumi Oya**, Managing Executive Officer, COO, Food & Agri Business Div. **Takashi Tsunoda**, Executive Officer, COO, Finance, Leasing & Real Estate Business Div. **Naoki Ito**, Executive Officer, COO, Power & Infrastructure Services Div. **Seiji Taguchi**, Executive Officer, COO, Metals & Mineral Resources Div.
14:10-14:15	**Growth Strategies for Strategic Platform Businesses** Aviation Aftermarket and Asset Trading Business	 **Toru Okazaki**, Executive Officer, COO, Aerospace & Mobility Div.
14:15-14:25	**Value Enhancement Driven by the Value Creation Office**	**Konosuke Okura**, General Manager, Value Creation Office
14:25-14:35	**Initiatives for the Next Generation** Consumer Sector AI/Semiconductor Sector	 **Toshihiro Fukumura**, Executive Officer, COO, Next Generation Corporate Development Div. **Dai Sakakura**, Executive Officer, COO, Next Generation Business Development Div.
14:35-14:40	Break	
14:40-15:30	**Q&A Session**	**All**
15:30-15:35	Break	
15:35-16:15	**Panel Discussion with Independent Directors / Q&A Session**	**Shigeki Ishizuka**, Independent Director, Member of the Board **Keiji Kojima**, Independent Director, Member of the Board
16:15	**Closing**	**Masayuki Omoto** Director, Member of the Board, Representative Executive Officer, President and CEO

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