Marubeni IR Day 2026

Wholesale and Retail Power Trading Business

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Marubeni

Wholesale and Retail Power Trading Business: A Look Back at IR Day 2025

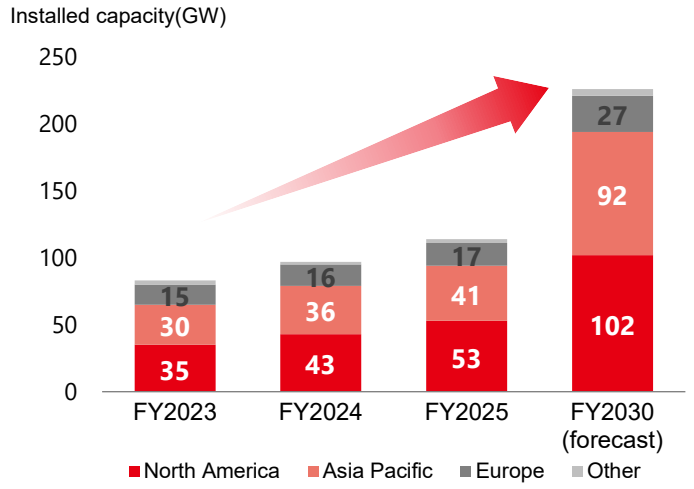
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The shift to renewable energy is accelerating due to increased demand, led by data centers.
The Marubeni Group's retail power business is also steadily expanding

Growth Domains

Global demand for renewable energy for data centers is growing rapidly. Amidst this, the Marubeni Group is also working to secure high-quality, large-scale renewable energy sources.

Data Centers' Installed Capacity by Region



Source: IEA

High Added Value

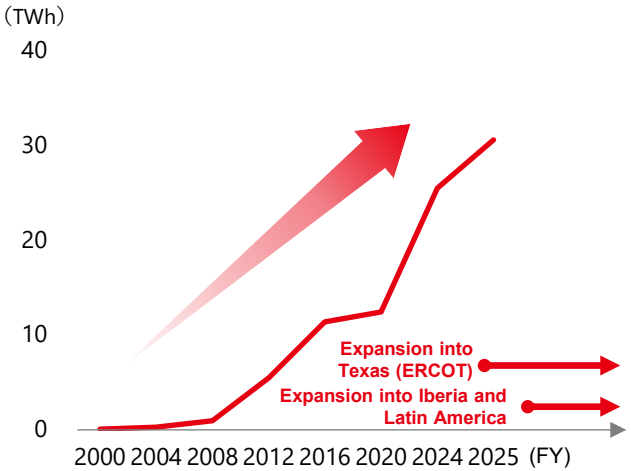
The Marubeni Group offers a wide range of products and services by leveraging diverse renewable energy sources. We are continuing to invest in IT to streamline operations and to enhance advanced risk management.

Pursuit of Added Value



- **SmartestEnergy**
  Expansion of trading desk operations
- **Marubeni Power Trading**
  Established in October 2025

Marubeni Group Retail Sales Volume



Scalability

The Marubeni Group has expanded into Iberia, where renewable energy accounts for a proportionally high share of power, and has plans for multiple AI data centers. We are also expanding into Mexico, Chile, and Brazil.

UK C&I* Supply Market Share
No.3
* Commercial & Industrial
Source: Cornwall Report

UK Market Share in Data Center Sector
Approximately20%
Source: Our analysis based on government-published data

US Customer Satisfaction
Top Rating
(Supplier of the Year 2025)
Source: The Energy Professionals Association

JP PPS Retail Sales Volume
No.5
Source: Agency for Natural Resources and Energy, "Electricity Survey Statistics"

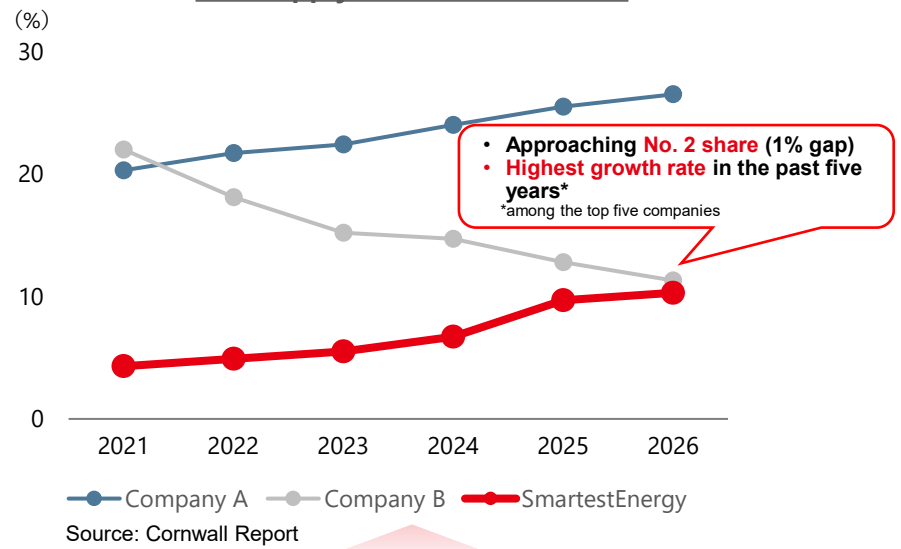
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Current Initiatives and Growth Drivers

Armed with a customer-first philosophy and our renewable energy brands,
we aim to secure the second largest market share in the UK and accelerate growth toward even greater heights

Enduring Strengths & Competitive Advantages

C&I Supply Market Share in UK



Source: Cornwall Report

Strong customer trust built on quality customer flow

- Attentive to customer needs
- Expertise in renewable energy

Current Initiatives /Drivers for Further Growth

Smartest Energy

UK

- Strengthening trading and risk management functions
- Further improving operational efficiency through greater IT investment and AI utilization
- Strengthening portfolio soundness

US

- Further enhancing risk management in anticipation of unforeseen events

AU

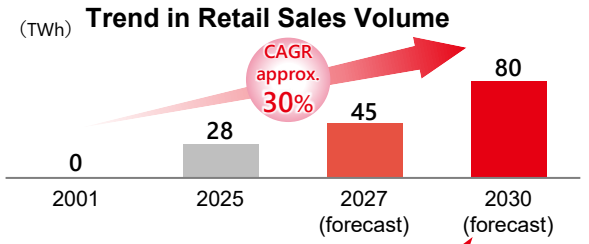
- Reviewing portfolio composition

Marubeni Power Retail

JP

- Securing high-quality, large-scale renewable energy, including with in the Marubeni Group

Toward Further Expansion

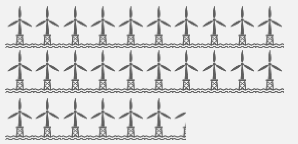


Comparable in scale to Japanese major power utilities

Cumulate 52TWh to 2030



Equivalent to 1,000MW-class nuclear
6.6 units
*Assumes 90% utilization



Equivalent to 500MW-class offshore wind
26.4 sites
*Assumes 45% utilization

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Enhancing Added-Value and Expanding Our Footprint

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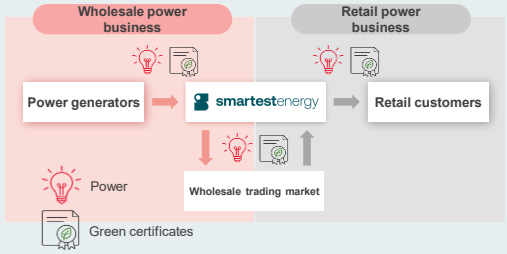
The Marubeni Group is pursuing greater added-value through M&As, while expanding our geographic footprint and evolving and strengthening our Strategic Platform Businesses

A chain reaction of improvement driven by combining value-added strengths:

smartestenergy

Trading platform for C&I

SmartestEnergy has a strong track record serving C&I and data centers.



Advanced trading and risk management capabilities

SmartestEnergy analyzes and optimizes massive volumes of customer and transaction data.



Complementary Customer Bases and Touchpoints

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Scaling Specialized Capabilities Across Markets

factorenergia

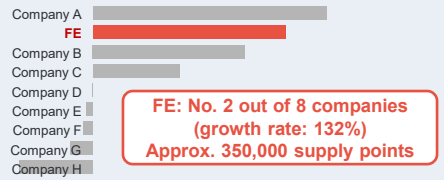
Broad customer touchpoints for residential customers and SMEs

Retail power and gas services, focused on residential customers and SMEs.

Factorenergia's combined power and gas supply points are growing at the second-fastest pace among independent retailers* in Spain.

(*Excluding one company with an extremely small base)

Supply Points Growth Rate(2022-2025)



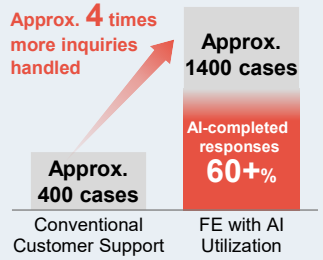
Source: CNMC “Informe de supervisión de los Cambios de comercializador – 3T”

AI-driven operational efficiency

AI has been implemented across the entire value chain, from sales to billing and collection.

Productivity improvements have enabled FE to handle approximately four times more customer inquiries than previously. Over 60% of voice inquiries are fully handled by AI.

Trend in Customer Interactions Handled



Source: Factorenergia (2026)

Expanding into regions with potential for further enhancement

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