Marubeni IR Day 2026

Value Enhancement Driven by the Value Creation Office

General Manager,
Value Creation Office
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Newly established to put continuous improvement into practice, responding swiftly to last fiscal year's management challenges

Value Creation Office

VCO

Supporting the continuous improvement of each business; contributing to maximizing business value across the Marubeni Group

Organic growth in existing businesses on all fronts

Hands-on support by specialists	Propagation of best practices (see P47–P49)
Strengthening competitiveness (see P50–P51)	Stronger management base to reduce risk

etc…

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Diverse skills/talent brought together (Center of Excellence); A dedicated organization with a clear mission

Digital (AI/IT)	PMI	Finance
Accounting	HR strategy	Management control
Legal	Logistics	etc…

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Collecting, standardizing, and propagating best practices from our core Strategic Platform Businesses

Core Strategic Platform Businesses

HELENA NOWLAKE smartestenergy etc…

- Driving the Group's growth
- Combining proprietary operations with DX to upgrade services and raise productivity

Growth

- Future Strategic Platform Businesses
- Other Group companies

Accumulate

Propagate

Value Creation Office

VCO

- **Consolidating knowledge** spread across the Corporate Staff Group
- **Accumulating experience** by supporting Group companies
- Organizing the above for **Group-wide deployment**

Hub for best practices across the Marubeni Group

Standardize

Marubeni Value Creation Levers

Accumulating examples of improvement found in practice

Growth Revenue Growth & Value Creation	Lean Cost Reduction & Productivity Improvement	Governance Strengthening of Management Control & Governance
Pricing Optimization	Inventory Optimization	Executive Governance
Business Knowledge Accumulation/ Utilization	Receivables/Payables Optimization	Internal Control Enhancement
Customer Data Management Enhancement	Logistics Cost Reduction	HR/Organizational Enhancement
Sales Channel Expansion/Cross-selling	IT Cost Reduction	
⋮	⋮	⋮

Systemize into approx. 30 Value Creation Levers

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Pricing Optimization

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Improving margins through well-timed pricing optimization

Pricing optimization in practice

Company A — over 10,000 products; high number of business deals



Amid rising procurement costs

- Delays in passing on cost increases
- Quotes below the appropriate price

Improving price-setting governance

Introduction of a pricing process built on an in-house quotation support tool

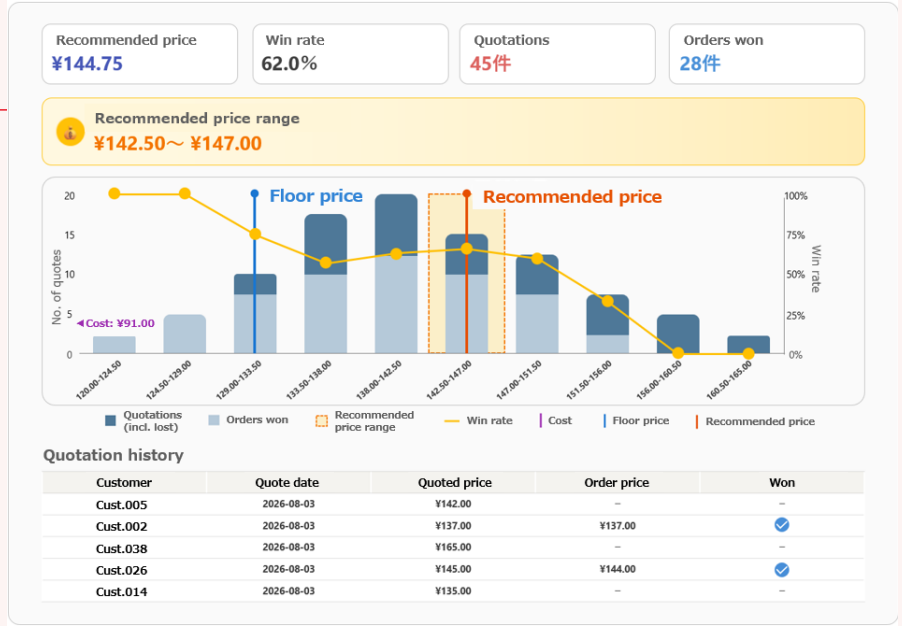
AI shows recommended and floor prices

Preventing loss-making deals and maximizing earnings

Easy-to-use screens and automated quote generation

Reduction in processing time

➡ 10,000+ hours a year



Deploying now to:

- Creekstone and other consumer-related businesses with frequent price changes
- Industrial solutions businesses with many products

etc.

- Application of pricing optimization and other Value Creation Levers to companies where they are effective

Group-wide by 2030

Tens of bn of yen

profit improvement targeted

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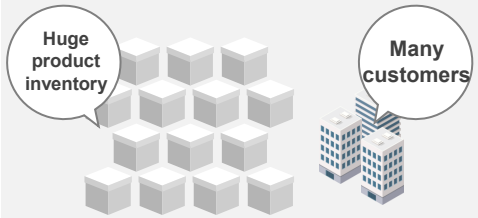
Inventory & Receivables/Payables Optimization

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Improving capital efficiency to reduce Group companies' invested capital

Inventory optimization in practice

Company B: Distribution business

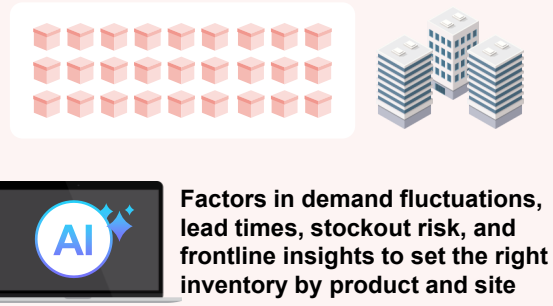


Person-dependent management



Cases where no optimal answer can be reached

Tool built to propose optimal inventory levels



Factors in demand fluctuations, lead times, stockout risk, and frontline insights to set the right inventory by product and site

Does not rely on person-dependent judgment, **lower inventory, fewer stockouts**

Receivables/payables optimization in practice

Company C: Wholesale business

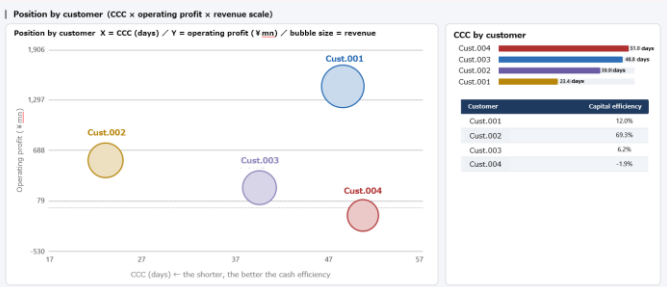


Item-by-item analysis

Takes enormous amount of time; hard to turn into concrete actions

In-house tool visualizes and analyzes receivables and payables

Example: cash conversion cycle by counterparty



Line-item analysis by customer and deal **accelerates working capital improvement**

Deploying now to:

Inventory - Mainly to distribution businesses such as MDS, and consumer-related businesses
Receivables/payables - Rolling out at several mid- to large-scale companies

Expected cut of several hundred million to several billion yen in invested capital per company

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By 2030, at about 300 major Group companies

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Recognizing how technology, particularly AI, shapes competitive advantage, we are steadily turning this tech into value

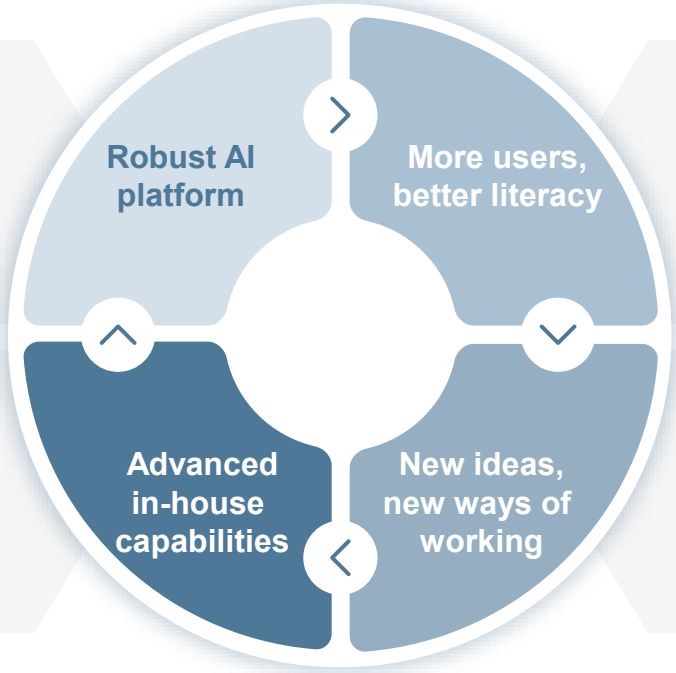
Building the platform

- Nearly 100 solutions offered: general-purpose AI tools, high-accuracy agents that autonomously execute complex tasks, and tools optimized for specific work

➡ **A foundation that supports any kind of work**

- In 2017, during the early days of AI adoption, Marubeni decided to develop in-house AI capabilities, and we began building our team
- 100% AI-driven development delivers prototypes in days

➡ **10 years of accumulated expertise and rapid development**



Employees adapting to change

- Group users: 25,000+
- Time saved: equivalent of 900+ FTE / 1.8 million+ hours a year
- Training sessions year-round and insight sharing

➡ **AI use is now a fundamental part of work**

- Citizen-developed agents: 4,000+
- Investment screening, financial modeling, DD support, and many other ideas realized

➡ **A shift to people doing what AI cannot**

Sustaining a long-running cycle of advancing AI use

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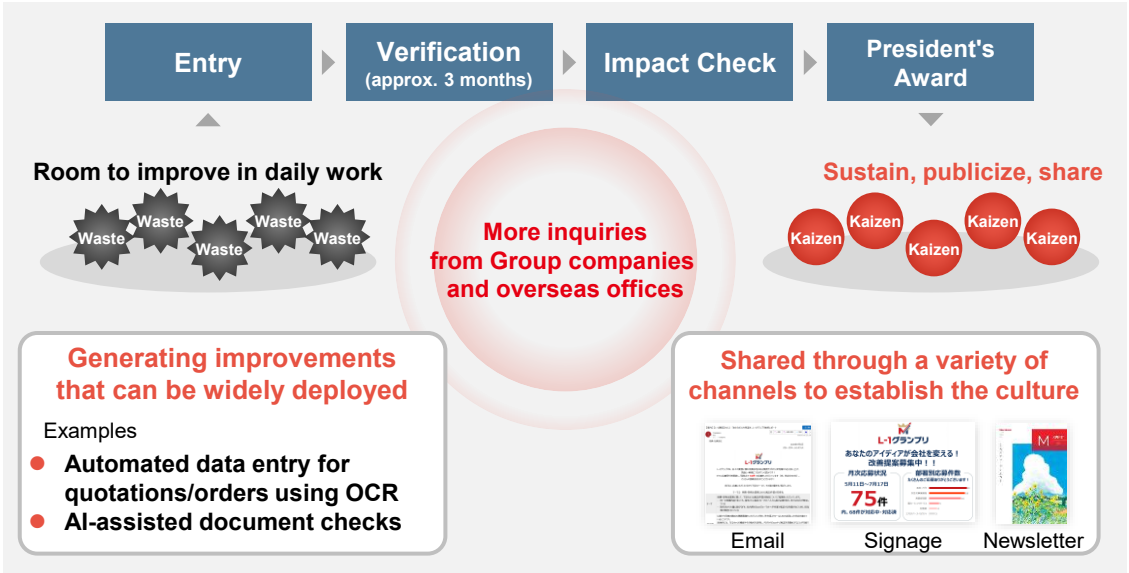
VCO Role 02 | Strengthening Competitiveness: Fostering a Culture of Improvement

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Daily productivity gains and habits that anticipate and avert failure strengthen the fundamentals of continuous improvement

Fostering a culture of improvement

L-1 Grand Prix:
a company-wide campaign to review waste in daily work



Learning from losing strategies



Company-wide sharing sessions
(a forum for learning from losing strategies)

The VCO's own example

The VCO's biggest losing strategy = misalignment with Group companies
➡ Using cutting-edge technology, we diligently earn the trust of and engagement with each management team, understand their challenges, and build partnerships that work with frontline teams

Aiming to instill mindsets such as "always cut out waste" and "work backwards from our losing strategies"

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Contribute to achieving the +33.0 billion yen from improvement of existing businesses in the FY2026 full-year forecast

Continuous improvement that Group companies would struggle to achieve alone,
delivered through VCO hands-on support

01	Rolling out Value Creation Levers that raise profit, such as pricing optimization, to Group companies in phases
02	Deploying Value Creation Levers that reduce invested capital, such as inventory and receivables/payables optimization, across all major Group companies
03	Continuing measures to strengthen competitiveness at Group companies, such as always cutting out waste, working backwards from our losing strategies, and using technology to change our skills and how we work



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