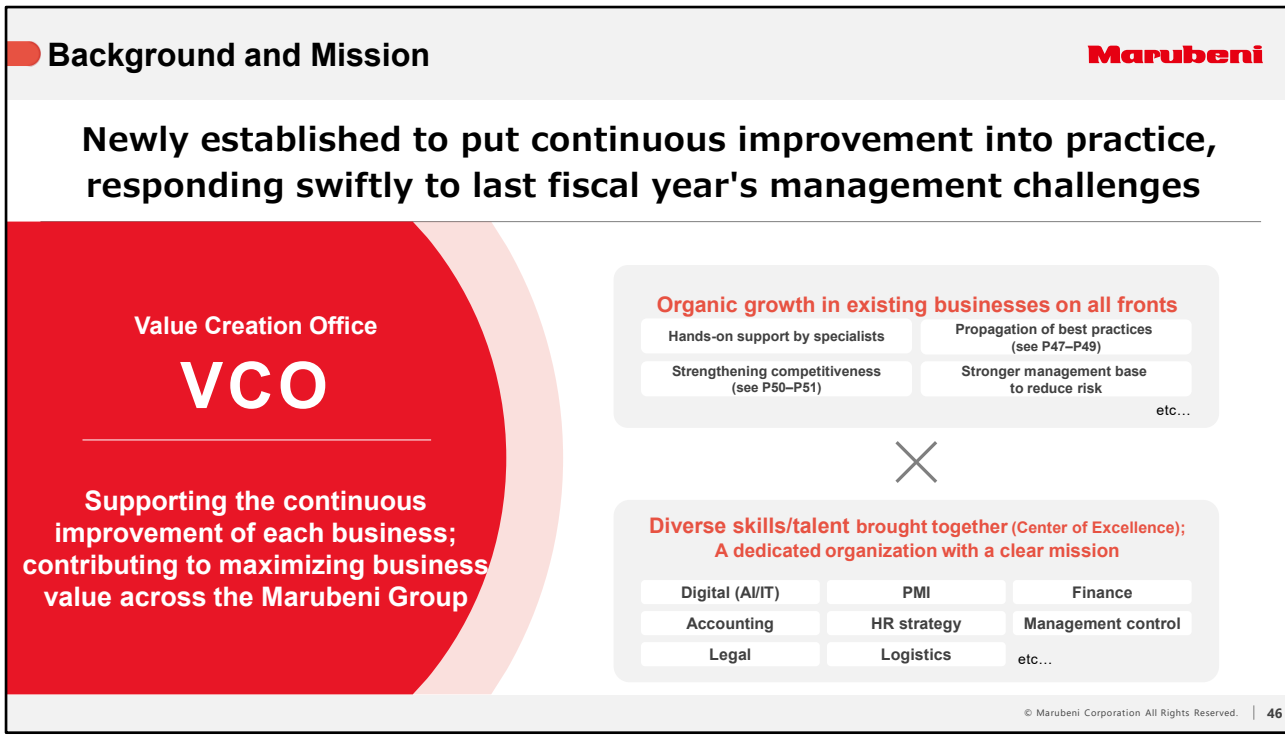
Marubeni IR Day 2026

Value Enhancement Driven by the Value Creation Office

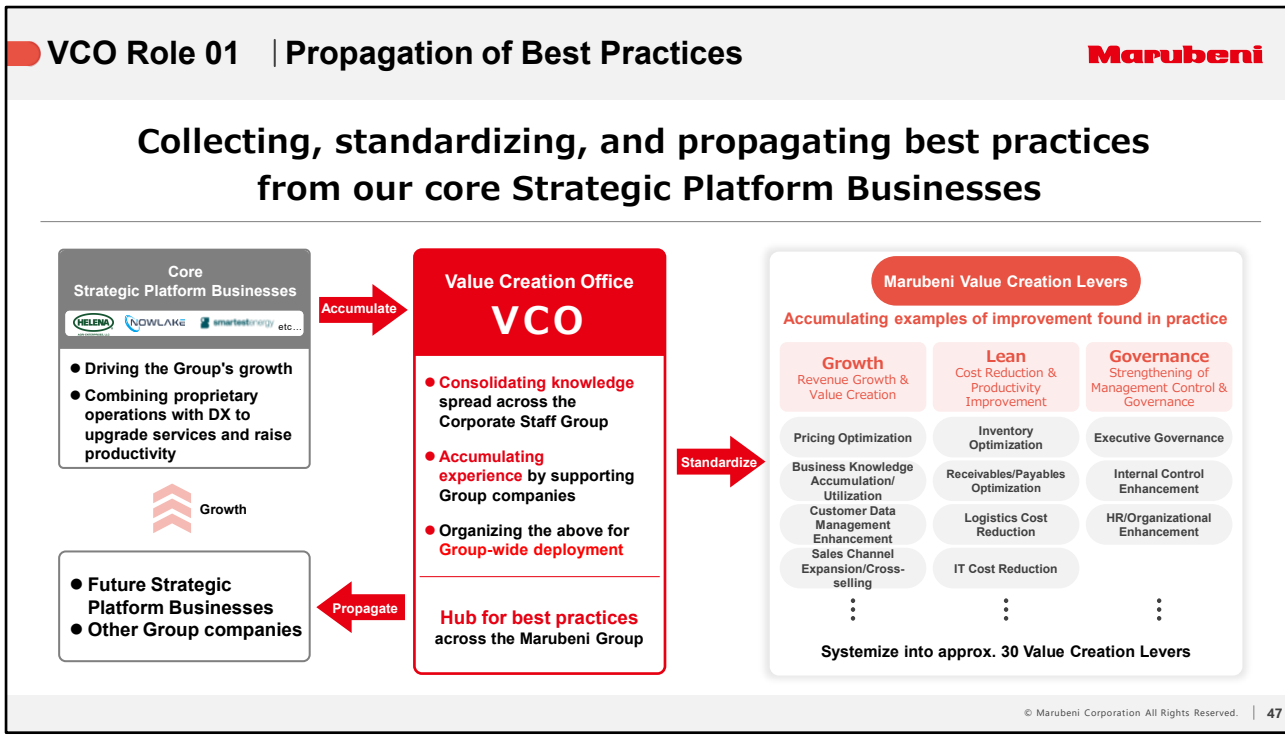
General Manager,
Value Creation Office
Konosuke Okura

Marubeni

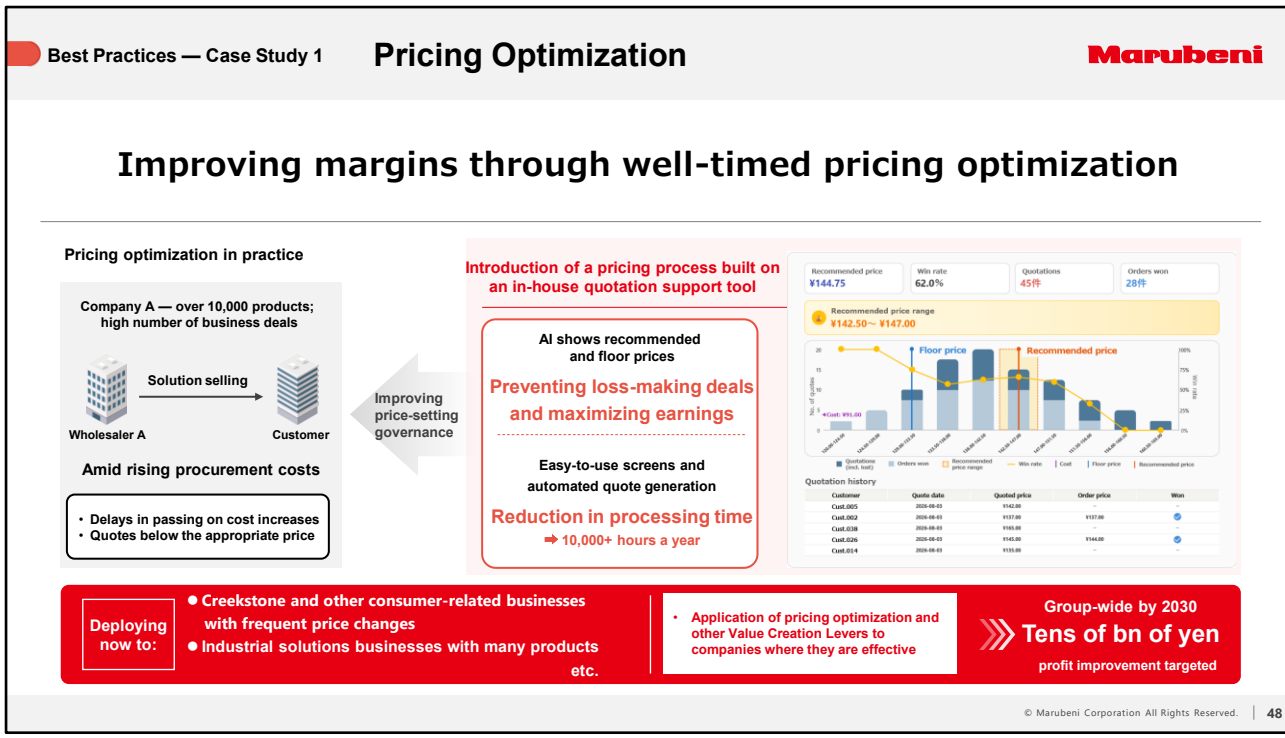
- I am Konosuke Okura, General Manager of the Value Creation Office. Today, I will discuss how the Value Creation Office is putting the continuous improvement of existing businesses into practice.



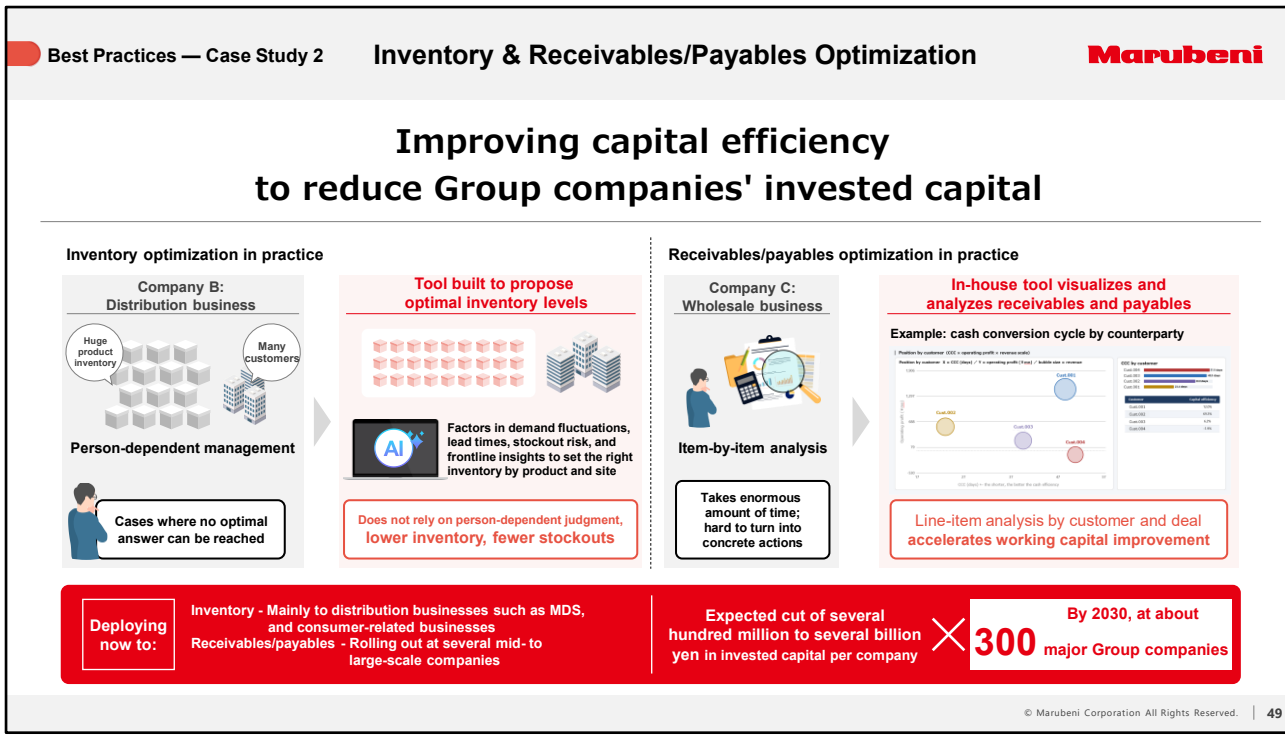
- Let me begin with the background to the establishment of the Value Creation Office, or VCO, and its mission.
- The VCO was established in April this year to drive the continuous improvement of existing businesses, which was identified as a management priority last fiscal year.
- As shown at the upper right, we provide hands-on support that goes beyond simply offering advice, while also advancing initiatives on all fronts to drive organic growth in existing businesses.
- Today, I will focus on two of the areas being advanced by the VCO: the propagation of best practices and the strengthening of competitiveness.
- To advance these initiatives, we brought together approximately 60 of our own professionals with the skills to support investee companies, as shown at the lower right.
- Among these, digital and AI skills are essential to executing our initiatives, and as I will describe later, we have built a deep pool of talent in these areas.



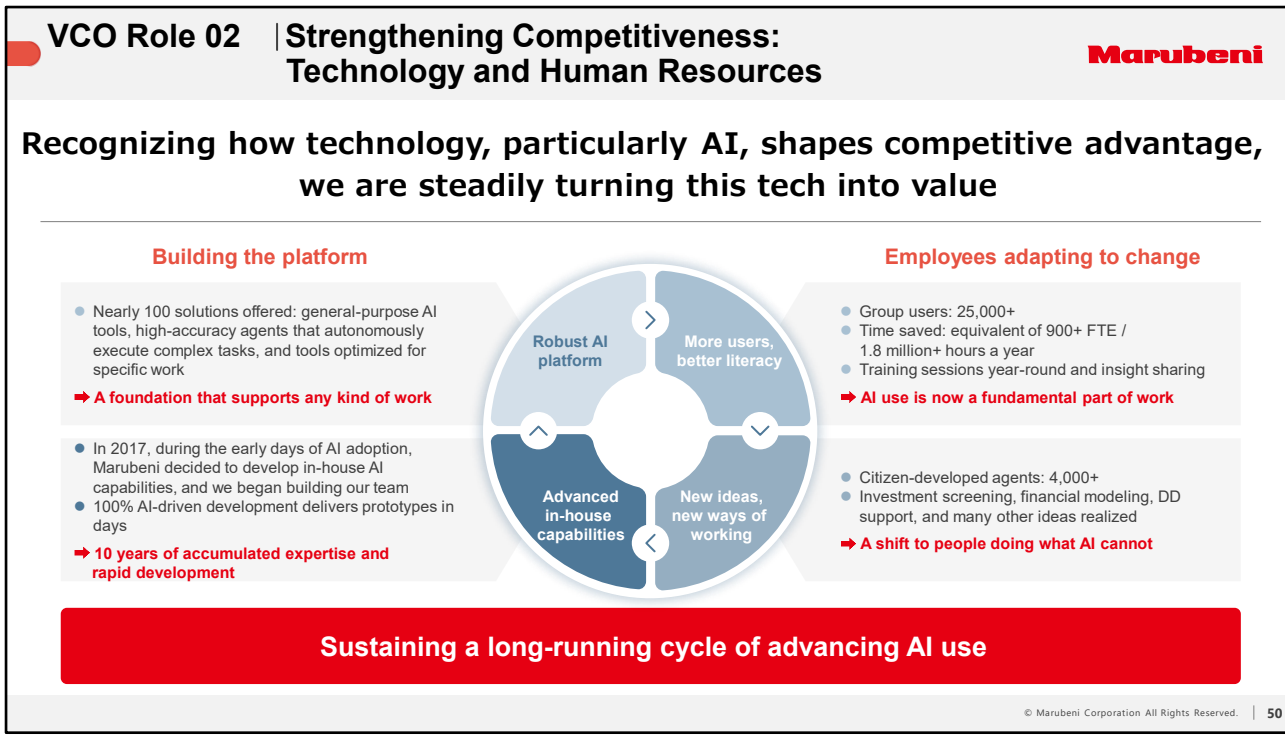
- First, let me explain the propagation of best practices.
- Marubeni's Strategic Platform Businesses are driving the Group's growth. Many of these businesses continuously refine how they improve their existing businesses by independently designing and executing growth initiatives, learning from the results, and implementing further improvements.
- The VCO collects these success stories, combines them with knowledge accumulated across the Group, deepens its understanding of what makes them work, and standardizes them so they can be applied even to businesses with different operating models.
- The result is the Marubeni Value Creation Levers shown on the right. Rather than picking up generic value-enhancement initiatives, we have identified from actual practices within the Group those that can be broadly applied across the Marubeni Group and standardized them into approximately 30 levers.
- We then propagate this accumulated knowledge to other businesses across the Marubeni Group. The VCO provides hands-on implementation support, enabling each company to introduce them in a manner suited to its business model. And because we continue to carry the success or failure of the business as our own, we bring a sense of ownership that takes each initiative all the way through to execution.
- The Group companies receiving this support, for their part, can now take on these initiatives with a sense of conviction—"If that company could do it, so can we"—that comes from learning about a familiar example within the Group.
- Group companies that learn from these examples and put them into practice will grow into future Strategic Platform Businesses. The lessons gained through implementation are then collected by the VCO and used to strengthen the Value Creation Levers, laying the foundation for further growth. In this way, the cycle continues.



- Next, I will explain examples of improvements achieved through the actual use of these Value Creation Levers, as well as our goals going forward.
- The first example is pricing optimization, an initiative that contributes to earnings growth.
- Company A handles a large number of products, making it difficult to optimize every quotation manually. Particularly in the recent environment of continuously rising procurement costs, delays in passing on cost increases and quotations below the appropriate price had become an issue.
- To address this, the company introduced a quotation support tool developed in-house by the VCO, incorporating the knowledge we have accumulated.
- Using AI, the tool recommends the price that maximizes expected profit and clearly indicates the floor price needed to secure a minimum profit margin. It also visualizes the history of won and lost orders. Together, these functions prevent loss-making deals before they occur and enable optimized quotations. The tool has also reduced processing time through features such as automated quotation generation.
- Beyond Company A, we are deploying pricing optimization at businesses seeking improvement, such as Creekstone Farms Premium Beef and businesses with large product portfolios, to improve and further grow their earnings. We are similarly expanding Value Creation Levers beyond pricing and are targeting Group-wide improvements measured in tens of billions of yen by 2030.



- As further examples of successful use of the Value Creation Levers, I will introduce inventory optimization and the optimization of receivables and payables management, both of which contribute to reducing invested capital.
- As shown on the left, Company B operates a distribution business. Its manual inventory management could not keep up, resulting in excess inventory and a higher stockout rate. We therefore built a tool that incorporates demand fluctuations, lead times, stockout risk, and frontline expertise to recommend appropriate inventory levels by product and location. This has enabled inventory operations that do not depend on individual judgment. Similar initiatives are being deployed mainly at inventory-intensive distribution businesses, such as MDS in Turkey, which is seeking improvement, as well as at consumer-related businesses.
- Next, the example on the right. Company C, a wholesaler, needed enormous amounts of time to analyze its large volume of transaction records individually, and struggled to implement comprehensive measures.
- We therefore developed an AI-powered analytical tool that not only visualizes details by customer and transaction, but also generates specific improvement recommendations. We plan to roll this tool out to all major Group companies—approximately 300 companies in total.



- Next, as another example of the VCO's role, I will explain how we strengthen competitiveness.
- By competitiveness, I mean the underlying capabilities required for the continuous improvement of our businesses. Silver-bullet initiatives that can lift a single company's profit by hundreds of millions or billions of yen are rare. In reality, competitive advantage is built through steady daily efforts—for example, continuously streamlining frontline operations to keep the organization lean, while continuing to acquire the knowledge and skills needed to act quickly.
- As one example, I will discuss how we are responding to rapidly evolving technologies—particularly AI—and developing the human resources capable of using them.
- As shown at the lower left, Marubeni shifted to in-house development back in 2017, in the early days of AI adoption. We have been building up that capability ever since.
- The trial and error accumulated from that time—including our specialists' understanding of cutting-edge AI and its application to individual use cases—now enables us to carry out development entirely through AI-driven processes and provide prototypes within a matter of days.
- Supported by this in-house development capability, as shown at the upper left, we can offer approximately 100 AI agents and tools tailored to Marubeni's context, including those I introduced earlier. This provides a foundation capable of supporting every type of work.
- As shown at the upper right, employees are free to use these tools. The number of users across the Group has already exceeded 25,000, and the benefits continue to grow steadily, including workload reductions equivalent to approximately 900 full-time employees. Actual use improves AI literacy and, as shown at the lower right, leads to a shift in mindset—generating new ideas and encouraging people to try things themselves. This is why we emphasize practice over theory. Development by employees themselves—so-called citizen development—has also advanced significantly. Ideas that are difficult to implement are taken up by the in-house development team, and by repeating this cycle, we continue to build an even more robust AI foundation.

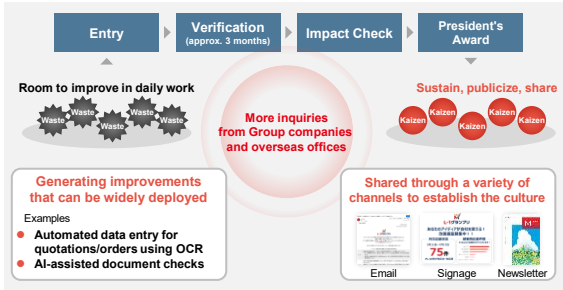
VCO Role 02 | Strengthening Competitiveness: Fostering a Culture of Improvement

Marubeni

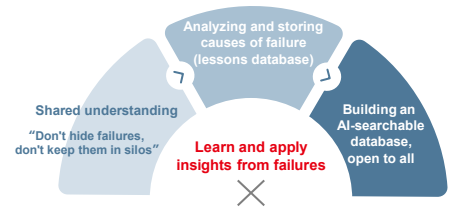
Daily productivity gains and habits that anticipate and avert failure strengthen the fundamentals of continuous improvement

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)

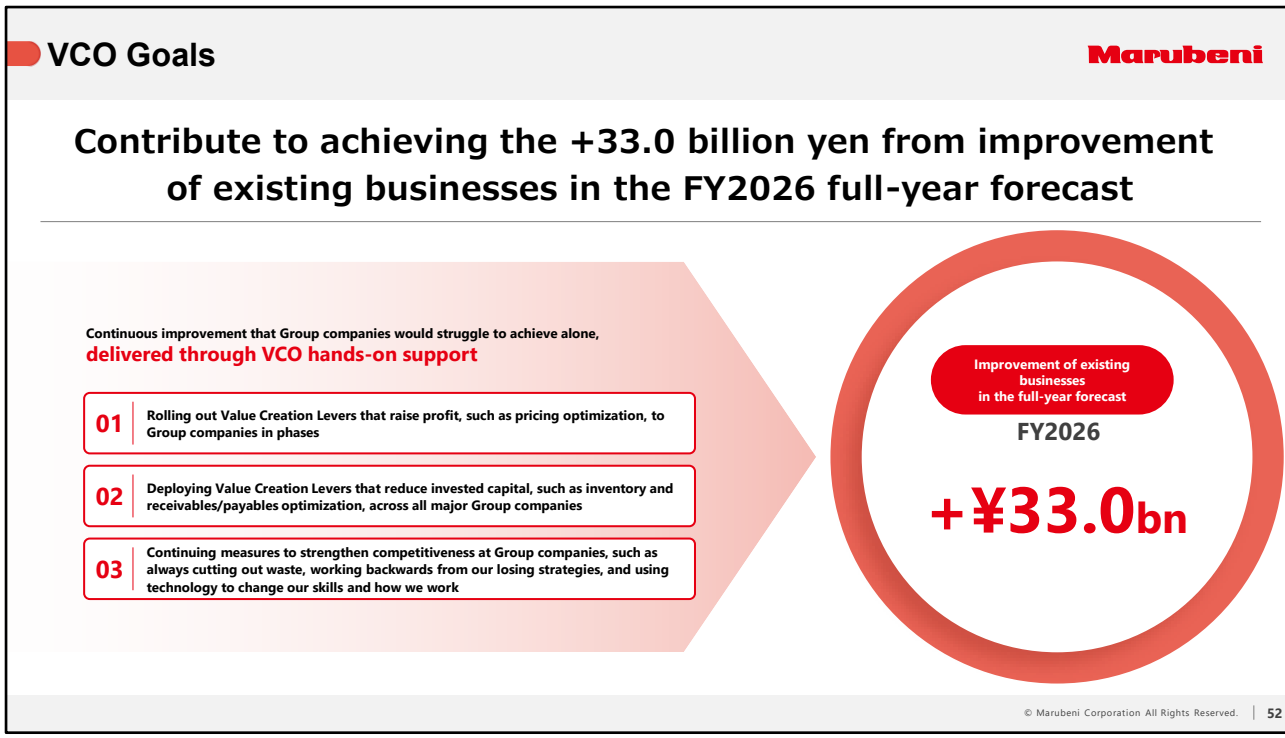
The VCO's own example

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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- Another important aspect of strengthening competitiveness is embedding a culture of continuous improvement. As shown on the left, we hold the “L-1 Grand Prix,” a company-wide campaign to identify and eliminate waste in day-to-day operations, with the aim of fostering and embedding such a culture.
- Our frontline employees know best where the waste is. Rather than simply distributing tools and stopping there, we encourage them to find the waste themselves. We then verify the impact of their improvements, recognize successful initiatives, and share them through a variety of channels. By continuing this process, improvement shifts from something people are told to do into something they find and pursue for themselves. The program has produced multiple improvement initiatives that can be expanded broadly across the Group.
- As shown on the right, we also place great importance on learning from failure. Marubeni once had a deeply rooted siloed culture in which failures were concealed and lessons remained within individual organizations. We are fostering a mindset of not repeating the same failures by compiling past failures and their root-cause analyses in a lessons-learned database, making that database searchable with AI and accessible to everyone, and holding various company-wide knowledge-sharing sessions.
- The VCO is no exception. We have defined misalignment with Group companies as the VCO’s own greatest losing strategy, and we are pursuing measures to avoid it—making use of the latest technologies, among other means—diligently and without cutting corners.



- Finally, let me explain the VCO's goals.
- By implementing the range of initiatives I have described, all of which contribute to the continuous improvement of our businesses, the VCO will play its part in enhancing Marubeni's corporate value. Of our FY2026 net profit forecast of ¥580.0 billion, ¥33.0 billion is expected to come from the continuous improvement of existing businesses. The VCO will provide hands-on support for that portion to ensure it is delivered.
- Above all, what matters is sustaining the cycle in which a winning strategy developed within the Marubeni Group is standardized and transferred to another business, and the experience gained there becomes the next standardized framework. An environment and culture in which frontline employees can think, improve, and continue learning for themselves will spread throughout the Group. The ability to keep this cycle turning will become a distinctive Marubeni strength—one that cannot be purchased externally. The VCO will continue to be the driving force behind this cycle.
- That concludes my presentation. Thank you very much for your attention.