## Shareholder's Guide "Marubeni" No. 122 , Winter 2020 Message from CEO

## Pursuing long-term corporate value enhancement toward 2030

First, I would like to express my sincere gratitude to our valued shareholders for their unwavering support.
On November 4, we released the financial results for the six-month period ended September 30, 2020. Net profit for this period was 101.7 billion yen, meaning that we have achieved our FYE 3/2021 full-year net profit forecast of 100.0 billion yen, which was set at the beginning of the fiscal year, ahead of schedule. In response to this result, we revised our full-year net profit forecast upward to 150.0 billion yen, and increased the annual dividend to 22 yen per share, up from 15 yen per share as announced at the beginning of the fiscal year.
Despite an uncertain business environment due to the spread of COVID-19, change is occurring at an accelerated pace across many fields, including the rapid progress of digitalization in all fields. Since I was appointed president last year, I have repeatedly emphasized three key concepts to our employees: "challenge," "speed," and "hands-on approach". These concepts, which are linked to our strengths as a company, are becoming more and more important in these unprecedented times. First and foremost, our top priority is ensuring the health and safety of our Group employees, customers, and business partners worldwide. As we proceed, we are carefully analyzing the circumstances surrounding our business, without overlooking any minute changes; at the same time, we are trying to move faster, even if only by a small margin, and continuing to take on new challenges.
The world is currently in a period of crisis, but this too will eventually end. Looking ahead to a post-COVID future and aiming to achieve long-term corporate value enhancement toward 2030, we will work hard and do our utmost to deliver results and meet the expectations of our shareholders.
Thank you for your continued support.


Masumi Kakinoki
President and CEO


