

Marubeni Global IR Week 2026

Under our long-term goal of ranking among the global top 100 by market cap, Marubeni is working to transform itself into a corporate group that creates value beyond the boundaries of a Sogo Shosha.

From June 1 to June 5, we held a global IR event for institutional investors, “Marubeni Global IR Week 2026,” in Hong Kong, Singapore, the United Kingdom, the United States, and Canada.

At this event, we explained Marubeni’s growth track record and the factors behind it, including the achievement of double-digit growth in core operating cash flow at an annual rate of 10% since FY2020, as well as our growth strategies and value creation initiatives aimed at achieving the long-term goal above. Specifically, we provided explanations on:

- sustainable enhancement of corporate value through our philosophy of disciplined capital allocation and our commitment to execution;
- value creation achievements and growth opportunities in Strategic Platform Businesses, natural resources investments, and forward-looking investment themes for future growth;
- medium- to long-term growth strategies and specific measures to achieve our long-term goal of ranking among the global top 100 by market cap.

Through these discussions, the event served as an opportunity for investors to deepen their understanding of Marubeni’s path toward enhancing corporate value.

In addition, these meetings provided valuable opportunities to receive insightful feedback from institutional investors in various regions regarding the enhancement of our corporate value. We will sincerely consider the feedback received and utilize it in future initiatives and management decisions aimed at increasing corporate value.

The presentation materials used at the event have been posted on our website, and we hope that investors who were unable to attend will find them useful.

IR presentation materials for investors:

https://www.marubeni.com/en/ir/reports/appendix/pdf/presentation_materials2026.pdf

IR presentation materials for investors (with script):

https://www.marubeni.com/jp/ir/reports/appendix/pdf/presentation_materials_script_2026.pdf

In addition, for investors in Japan, we plan to hold “Marubeni IR Day 2026” in Tokyo on September 9, where we will present our strategies and growth initiatives for each business. Further details will be announced in due course.