

Presentation Materials

June 2026

The Marubeni logo is a large red circle with a white center, positioned on the right side of the slide. The word "Marubeni" is written in red, bold, sans-serif font inside the white center of the circle.

Marubeni

Disclaimer Regarding Forward Looking Statements and Original Language

This material contains forward-looking statements about the future performance, events or management plans of Marubeni Corporation and its Group companies (the Company) based on the available information, certain assumptions and expectations at the point of disclosure, of which many are beyond the Company's control. These are subject to a number of risks, uncertainties and factors, including, but not limited to, economic and financial conditions, factors that may affect the level of demand and financial performance of the major industries and customers we serve, interest rates and currency fluctuations, availability and cost of funding, fluctuations in commodity and materials prices, political turmoil in certain countries and regions, litigation claims, changes in laws, regulations and tax rules, and other factors. Actual results, performances and achievements may differ materially from those described explicitly or implicitly in the relevant forward-looking statements. The Company has no responsibility for any possible damages arising from the use of information on this material, nor does the Company have any obligation to update these statements, information, future events or otherwise.

Thank you all for joining us today.

President & CEO Masayuki Omoto



1992 Marubeni Corporation

- Gained hands-on Gemba (frontline) experiences at global power businesses at three different continents whilst building capabilities and adaptabilities to operate anywhere in the world

2004 Harvard Business School Graduate (MBA with Distinction)

2006 McKinsey & Company

- Cultivated the ambition and perspectives to strive for global excellence

2007 Marubeni Corporation

- Led initiatives across the energy value chain from LNG, generation and trading/retail services
- Played a key role in formulating Marubeni group-wide strategies for long-term value creation
- Built and scaled profitably growth business while cultivating next-generation talents

2025 President & CEO of Marubeni Corporation

CFO Chijo Tajima



1990 Marubeni Corporation

- Worked as Investor Relationship Manager from 2007 to 2009.
- Became General Manager of Finance Dept., and General Manager of Executive Secretariat
- Has developed a wealth of experience and extensive expertise in finance and engagement with capital markets throughout his career, particularly

2026 CFO of Marubeni Corporation

Please allow me to begin with a brief introduction of myself and our CFO.

I joined Marubeni in 1992 and spent much of my early career on the front lines of global power business. After earning an MBA with Distinction from Harvard Business School, I joined McKinsey & Company, where I developed the perspective and aspiration to strive for global excellence. That experience reinforced my belief in Marubeni's untapped potential and ultimately inspired me to return to the company in 2007. After gaining further experience across the energy value chain, I led the development of GC2021, a group-wide strategy aimed at transforming Marubeni and increasing its market capitalization from approximately ¥1 trillion to ¥10 trillion over the following decade. I subsequently headed the Next Generation Business Development Division, where I focused on creating new growth platform. Since April last year, I have had the privilege of serving as President and CEO of Marubeni.

Turning to our CFO, Mr. Tajima joined Marubeni in 1990 and has built a distinguished career with a strong focus on finance and capital markets. He also served as Head of Investor Relations, where he played a key role in strengthening engagement with the investment community. Following his tenure as General Manager of the Finance Department, he officially assumed the role of Chief Financial Officer this year.

Together, we look forward to sharing Marubeni's progress and our vision for long-term value creation.

Our History & Company Creed

Marubeni

For 168 years, Marubeni has upheld universal values while adapting to a changing world

Our History



Company Creed



"Sei, Shin, Wa", meaning "Fairness, Innovation and Harmony", has been our company creed since our founding

© Marubeni Corporation All Rights Reserved. | 2

Since its founding in 1858, Marubeni has evolved its business model while adapting to a changing world, overcoming numerous economic crises and paradigm shifts over our 168-year history.

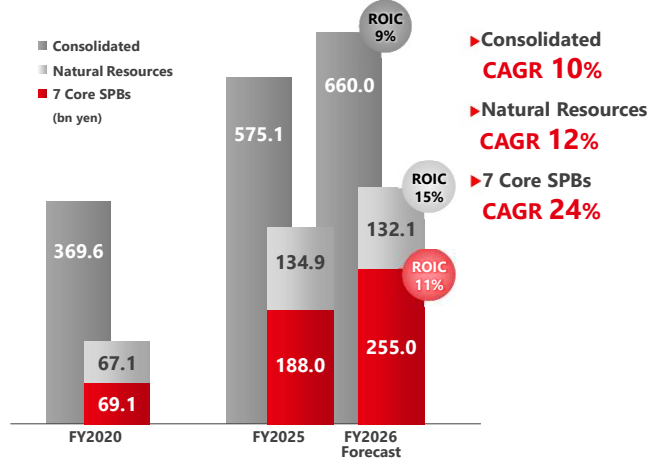
Our company creed is "Sei, Shin, Wa," meaning "Fairness, Innovation, and Harmony." These are not merely historical slogans; they form the core of our management principles.

Our Growth Records/Forecasts

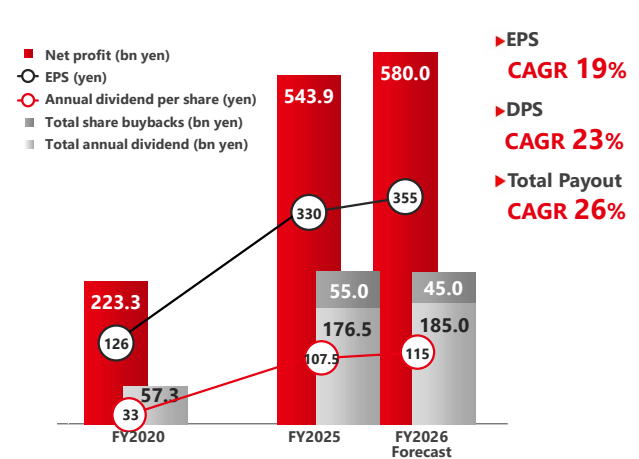
Marubeni

Growth in core operating cash flow was driven by the SPBs and Natural Resources, delivering greater shareholder returns

Core operating cash flow



Shareholder returns



* SPBs refers to Strategic Platform Businesses defined in Page6
* ROIC is calculated using adjusted net profit

© Marubeni Corporation All Rights Reserved. | 3

This slide highlights the growth in our core operating cash flow and shareholder returns from FY2020 through FY2026, including our FY2026 outlook.

Our consolidated core operating cash flow has grown at a CAGR of approximately 10% over this period. Within that, cash flow from Natural Resources has grown at 12% CAGR, while our seven Core Strategic Platform Businesses have delivered an even stronger CAGR of 24%, demonstrating the increasing contribution of our growth platforms.

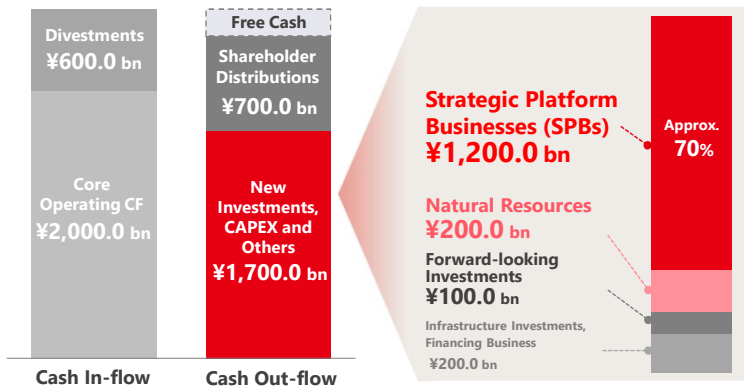
On the right-hand side, you can see how this growth has translated into shareholder returns. Net profit and EPS have both increased at approximately 19% CAGR, enabling us to consistently enhance shareholder returns through a combination of progressive dividends and share buybacks.

As a result, both DPS and total shareholder returns have grown at more than 20% CAGR.

While individual years inevitably reflect market cycles and business fluctuations, what is important is that Marubeni has delivered sustained double-digit growth across cash flow, earnings, and shareholder returns over the past seven years.

Our conviction is that capital allocation is the most powerful lever for creating long-term value for stakeholders

Capital allocation policy as set out in GC2027



Focuses on generating sustainable cash flows and leveraging the power of compounding to create long-term value

- ▶ Grow sustainable core operating cash flow
- ▶ Recycle capital from low-ROIC businesses at attractive valuations
- ▶ Invest in winning businesses, particularly SPBs with high ROIC and strong scalability
- ▶ Enhance shareholder returns through progressive dividends and share repurchases, with a focus on improving ROE
- ▶ Deploy balance sheet capacity dynamically to capture value-accretive opportunities

We believe capital allocation is the most powerful lever for creating long-term value for stakeholders. Under GC2027, we expect to generate approximately ¥2 trillion of core operating cash flow and an additional ¥600 billion through business divestments over the three-year period.

Our capital allocation philosophy is centered on sustainable cash flow generation, relative return and long-term value creation through the power of compounding. We will continue to grow our core operating cash flow, recycle capital from low-ROIC businesses at attractive valuations, and reallocate that capital to winning businesses—particularly Strategic Platform Businesses which offer high ROIC and strong scalability.

Of the ¥1.7 trillion of planned investments, approximately ¥1.2 trillion, or about 70%, will be directed to SPBs, with the remainder allocated to Natural Resources, Forward-Looking Investments and Infrastructure & Financing.

At the same time, we remain committed to enhancing shareholder returns through progressive dividends and share repurchases, while maintaining the flexibility to deploy balance sheet capacity when value-accretive opportunities arise.

Through this disciplined approach to capital allocation, we aim to create a virtuous cycle of cash flow generation, capital recycling, reinvestment, and shareholder returns that compounds long-term value over time.

Capital Allocation to Focus on Winning Strategy

Marubeni

Since FY2025, Marubeni has pursued a disciplined capital allocation strategy, directing capital toward SPBs and other winning businesses while divesting low-ROIC businesses

We have been focusing our investments in SPBs and other winning businesses ...

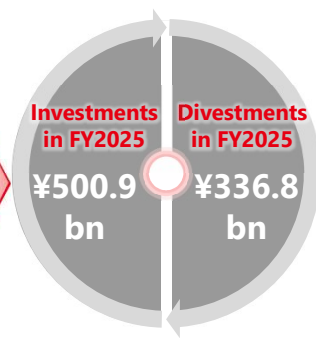
... while divesting low ROIC businesses even though they have been with us for many years

Roll-up/Bolt-on Investments of core SPBs

- Agri-inputs Retail Business (Helena, USA)
- Aviation Aftermarket and Asset Trading Business (Full ownership of DASI, USA)
- Wholesale and Retail Power Trading (Factor Energia, Spain)
- Ice cream manufacturing business (Bubbies, USA)
- Automobile extended warranty business (LGM, Canada)

Establishment of new core SPB

- Pharmaceutical Sales Business (succession of Sumitomo Pharma's business in Asia, Phillips Healthcare in Africa) applying the Winning Strategy of Helena



Include executed and internally approved

Infrastructure Investments and Financing Businesses

- North American railcar leasing business (Midwest Railcar, USA)
- Australian gas distribution business (Allgas, Australia)

Others

- Australian beef cattle producer (Rangers Valley, Australia)

© Marubeni Corporation All Rights Reserved. | 5

In FY2025, we executed and internally approved approximately ¥501 billion of investments and ¥337 billion of divestments.

Consistent with our capital allocation philosophy, the vast majority of these investments were directed toward Strategic Platform Businesses. This included a series of roll-up and bolt-on acquisitions to strengthen our existing SPBs, as well as the establishment of a new core SPB in Pharmaceutical Sales Business by applying the winning strategy developed through Helena.

At the same time, we actively recycled capital from lower-ROIC businesses, including several long-held assets. While some of these businesses had contributed meaningfully to earnings in the past, we determined that their future value creation potential was limited.

This reflects an important shift in how we allocate capital. Rather than managing businesses based on history or legacy, we allocate capital based on relative return and long-term value creation.

Our objective is not simply to grow the portfolio, but to continuously upgrade its quality by concentrating capital behind winning businesses with superior returns and scalability

Strategic Platform Business is a “winning” business model capturing growth domains, offering high-value-added products and services, and executing scalable initiatives

SPB

The three essential elements for profitable growth derived from our insights out of our 168 years of business

Winning Strategy ▶

Growth Domains



High Added Value



Scalability

Our 7 Core SPBs



Agri-inputs Retail Business



Mobility Business in North America



Wholesale and Retail Power Trading Business



Aviation Aftermarket and Asset Trading Business



Food Marketing and Manufacturing Business



IT/Digital Solutions Business



Pharmaceutical Sales Business

Newly added to core SPBs

Let me now turn to our Strategic Platform Businesses, or SPBs.

SPBs are business models with a "Winning Strategy" that we have derived from our 168 years history. This strategy focuses on growth domains where demand is expanding, providing high added value based on a deep understanding of customers and markets, and building platforms with strong scalability across regions, functions, and size.

We currently have seven core SPBs, including our newly established Pharmaceutical Sales Business.

SPBs as “Highly Resilient” & “Hard to Replicate” Growth Businesses **Marubeni**

SPBs target growth in “Highly Resilient” essential needs and high added values to the customers through “Hard to Replicate” value adding initiatives

Our Core SPBs	HELENA	NOWLAKE	smartestenergy	DASI	MAGELLAN	gemsa	MARUBENI DIGIO	DOLBIX	Marubeni Global Pharmacy
	Agri-inputs Retail Business	Mobility Business in North America	Wholesale and Retail Power Trading Business	Aviation Aftermarket and Asset Trading Business	Food Marketing and Manufacturing Business	IT/Digital Solutions Business	Pharmaceutical Sales Business		
Essential Needs	Agri-inputs	Used car loans	Electricity	Aviation aftermarket parts	Food	IT services	Pharmaceuticals		
Value-adding Initiatives	AGRIntelligence/ Helena Products Group	Fast & accurate credit decisions	Trading & environmental certificates	Optimal solutions	Unique formulation	Physical touchpoint Domain expertise	Global product sourcing for local needs		
Customer Delights	Yield improvement	Time savings & confidence	Flexibility & environmental value	Safe, cost-effective parts & convenience	Smiles of customers	Productivity gains & business resilience	Enhancement of patient health worldwide		

© Marubeni Corporation All Rights Reserved. | 7

Our Strategic Platform Businesses share three defining characteristics.

First, they operate in highly resilient markets that address essential customer needs.

Second, they differentiate themselves through hard-to-replicate capabilities that create meaningful value for customers, rather than simply selling products or services.

Third, by combining resilient demand with differentiated capabilities, they create what we call “customer delights,” generating durable margins, high customer retention, and scalable growth.

Let me illustrate this through Helena, our Agri-input Retail Business in North America. Agricultural inputs are essential to food production, making the business highly resilient. However, Helena is much more than a traditional fertilizer retailer. Through proprietary platforms such as AGRIntelligence and Helena Products, the company helps farmers improve yields and profitability. These capabilities are difficult to replicate and create tangible value for customers, resulting in strong customer loyalty and continued growth.

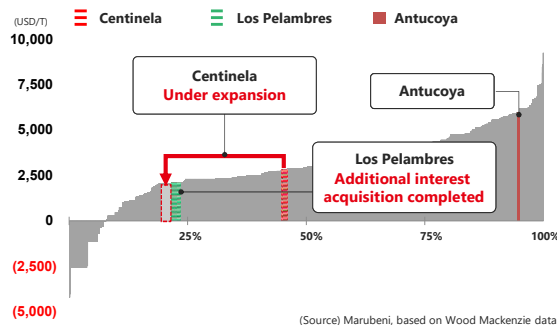
Helena is just one example of the SPB model in action. Across our portfolio, we continue to build businesses that combine resilient demand with differentiated capabilities, creating attractive long-term growth platforms.

We have been and will continue to be executing Winning Strategy for natural resources businesses, with growth in copper production capacity from 2027

Winning Strategy for Metals & Mineral Resources

- Essential demand**
Base metals that support core industries
- Cost competitiveness**
World-class cost competitiveness
- Low-country-risk**
Interests in Australia, Chile, etc.
- Reliable partners**
Antofagasta, Jellinbah Group, Hancock Prospecting, etc.

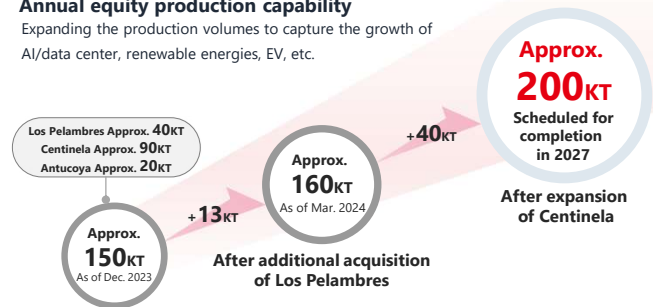
Cost curve of Centinela copper mine



Expansion of Centinela copper mine

Annual equity production capability

Expanding the production volumes to capture the growth of AI/data center, renewable energies, EV, etc.



Next, I will explain our other growth driver, the natural resources business. Our basic strategy for Metals & Mineral Resources is built on four key pillars.

First, we focus on base metals which capture the essential demand. Second, cost competitiveness. We aim to secure assets with world-class cost competitiveness, which makes us resilient against the market downturns. Third, low country risk. We prioritize interests in politically and economically stable countries. Finally, reliable partners. These 4 pillars are critical for long-term value creation, hence our winning strategy in natural resources.

We place particular importance on copper. We are currently pushing forward with the expansion of the Centinela copper mine in Chile. Following its scheduled completion in 2027 and full operation in 2028, our annual equity copper production capability will expand from the current 160,000 tons to approximately 200,000 tons. It will accelerate our growth with best-in-class cost competitiveness.

Forward-looking Investments

Marubeni

Our forward-looking investments have been and will continue to be domain agnostic, be opportunity driven, and target themes that preempt changes in times for future growth

Themes	Short-term opportunities	Long-term opportunities
AI Driven	<p>Value-ups with Marubeni's AI engines Automating processes to hone lean operation</p> <p>Enhancing quality of investment decisions through the AI power of relentlessly pointing learnings experienced</p> <p>Data traffic A provider of fiber-optic related services</p> <p>Energy & Battery Renewables/ Natural gas/ new form of energy /Next-gen batteries</p> <p>Semiconductors Circuit design / Sales / Materials / Equipment</p>	<p>Critical minerals Exploration of critical minerals</p> <p>Quantum Quantum technology</p> <p>Nuclear fusion Kyoto Fusioneering</p>
Space Driven	<p>Sales of satellite data</p> <p>Sales of satellite bus components</p>	<p>Satellite launch services</p> <p>In-orbit services</p>

© Marubeni Corporation All Rights Reserved. | 9

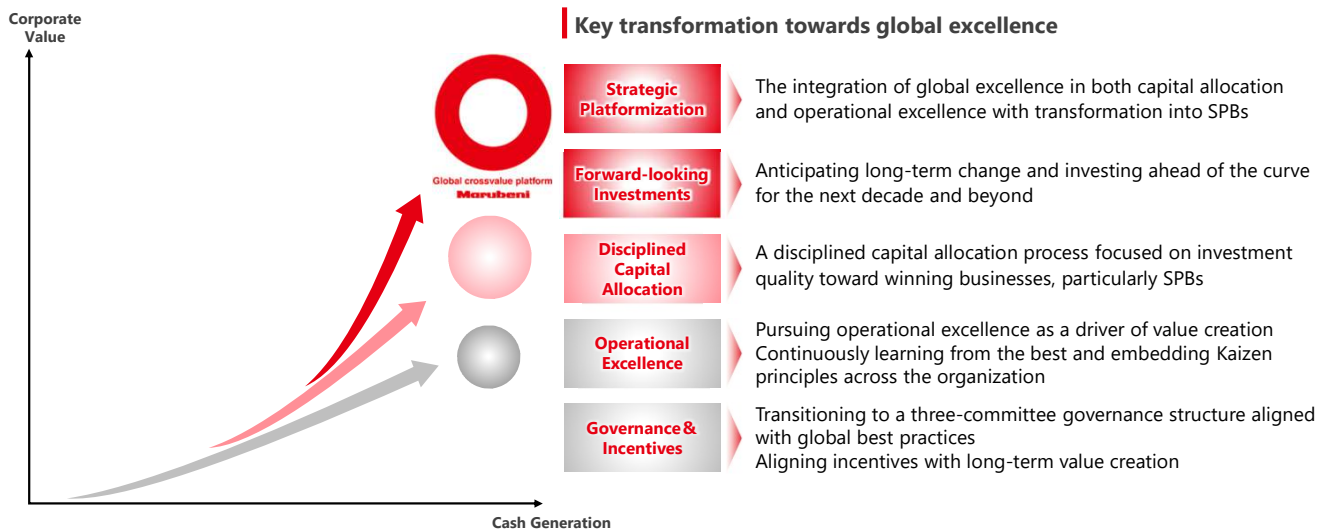
While we remain disciplined with our strict investment criteria, we also allocate capital to “seeds” for the coming decades.

Our forward-looking investments target themes that preempt changes in times for future growth, while being domain-agnostic and opportunity-driven.

In AI driven themes, we use our own AI engines to automate processes, sharpen lean operations, and enhance the quality of investment decisions by systematically learning from past deals. We also invest in data-traffic businesses, energy and next-generation batteries, and semiconductor-related opportunities. In space driven themes, we have long taken steps such as the sales of satellite data and bus components. We are also selectively exploring the longer-term opportunities.

We have allocated ¥100 billion as a long-term “forward-looking” investment bucket. The aim is to capture investments to cultivate candidates for the next generation of SPBs and to sustain our long term perpetual growth rate.

What defines Marubeni is our relentless pursuit of global excellence



Let me conclude by sharing what truly defines Marubeni is our relentless pursuit of global excellence. We believe this journey is built on five mutually reinforcing pillars.

The foundation is Governance and Incentives. We are transitioning to a three-committee governance structure and aligning incentives with long-term value creation.

Building on that foundation is Operational Excellence. We continuously learn from global best practices—including companies such as Danaher, Hitachi, and Toyota—and embed Kaizen and Lean principles throughout the organization. To accelerate this effort, we established the Value Creation Office, or VCO, which provides Growth, Lean, and PMI playbooks to our businesses.

The third pillar is Disciplined Capital Allocation where we continuously learn from our global best practices such as Berkshire Hathaway and KKR. We will allocate capital based on investment quality and long-term value creation, with a focus on expanding the ROIC-WACC spread over time.

The fourth pillar is Forward-looking Investments. We seek to anticipate long-term change and invest ahead of the curve in opportunities that will shape the next decade and beyond.

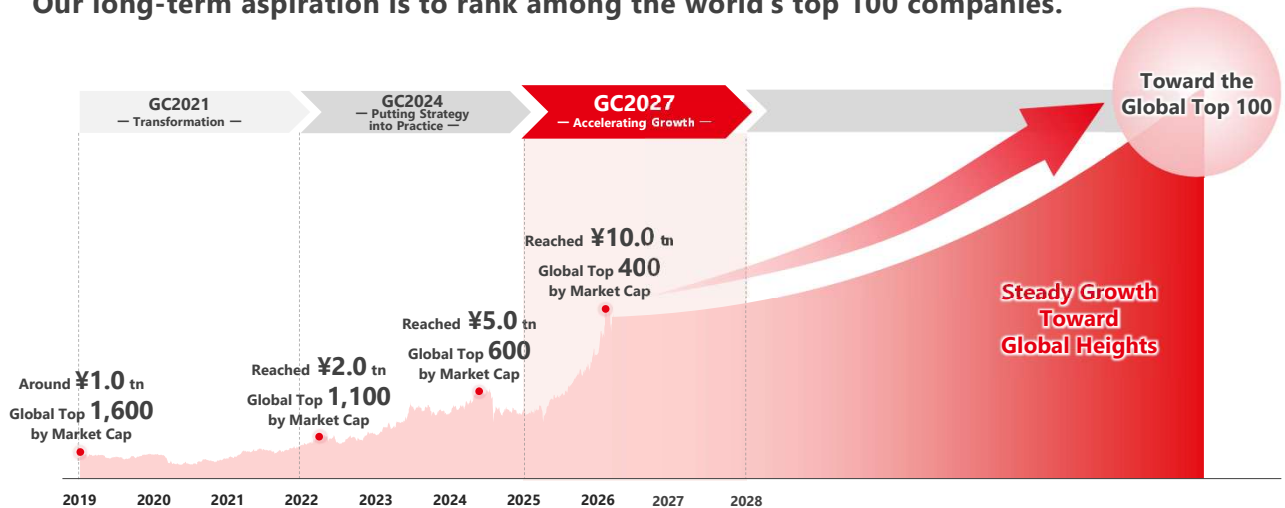
These capabilities come together in Strategic Platformization—the integration of global excellence in capital allocation and operational execution with the transformation of our portfolio into Strategic Platform Businesses.

By consistently compounding these capabilities over the next 10 to 20 years, we believe Marubeni can continue creating superior value for stakeholders and earn its place among the world's leading companies.

New Market Cap Targets

Marubeni

Achieving market capitalization of 10 trillion yen is merely one milestone.
Our long-term aspiration is to rank among the world's top 100 companies.



© Marubeni Corporation All Rights Reserved. | 11

Our GC2027 growth strategy has been reflected in a significant increase in our market capitalization, and in February 2026, we temporarily achieved our stated target of exceeding ¥10 trillion.

Since launching GC2021 in 2019, Marubeni's market capitalization has increased from approximately ¥1 trillion to over ¥10 trillion, while our position among the world's listed companies has steadily improved. However, we view this achievement not as a destination, but merely as one milestone.

Building on the foundation we have established, we will continue to pursue sustainable growth and long-term value creation, with the aspiration of becoming one of the world's top 100 companies by market capitalization.

We deeply appreciate your continued long-term support and look forward to sharing our ongoing progress toward reaching Global Heights.



Global crossvalue platform
Marubeni