

GLOBAL  
CROSSVALUE  
PLATFORM

**Marubeni**

# CORPORATE PROFILE

**Marubeni International (Europe) GmbH**  
27 May 2021

# Company Profile

● <b>Founded</b>	<b>May 1858</b>
● <b>Incorporated</b>	<b>December 1, 1949</b>
● <b>President and CEO</b>	<b>Masumi Kakinoki</b>
● <b>Paid-in Capital</b>	<b>262,686 million yen</b>
● <b>Head Office</b>	<b>Tokyo Nihombashi Tower, 7-1, Nihonbashi 2-chome, Chuo-ku, Tokyo, 103-6060, Japan</b>
● <b>Number of Branches and Offices (Including Tokyo Head Office)</b>	<b>136 branches and offices in 68 countries and regions, consisting of Head Office, 11 Japan branches and offices, 58 overseas branches and offices, and 29 overseas corporate subsidiaries containing 37 branches and offices.</b>
● <b>Number of Employees*</b> (non-consolidated)	<b>4,404</b> (Excluding 434 local employees of overseas branches and offices and 1,487 local employees of overseas corporate subsidiaries)
● <b>Number of Employees*</b> (consolidated)	<b>45,635</b>
● <b>Number of Consolidated Companies</b>	<b>453</b>



(As of April 1, 2020 , except \* as of March 31, 2020)

# ○ Marubeni Management Philosophy

## ● Company Creed



“Sei, Shin, Wa” which means “Fairness, Innovation and Harmony” has been our company creed since the company's foundation.

## ● Marubeni Spirit

“Marubeni Spirit,” stipulated in 2013, expresses the corporate culture and spirit promoted by the Marubeni Group in simplified terms reflecting the behavior of individuals.

大きな志で未来を築け  
Possess the willpower  
to shape the future

挑戦者たれ  
Relish a great challenge

自由闊達に議論を尽くせ  
Value a full, free and  
vigorous debate

困難を強かに突破せよ  
Fight through hardships

常に迷わず正義を貫け  
Maintain a formidable  
sense of fairness

## ○ Vision for the Marubeni of the Future

# Global crossvalue platform

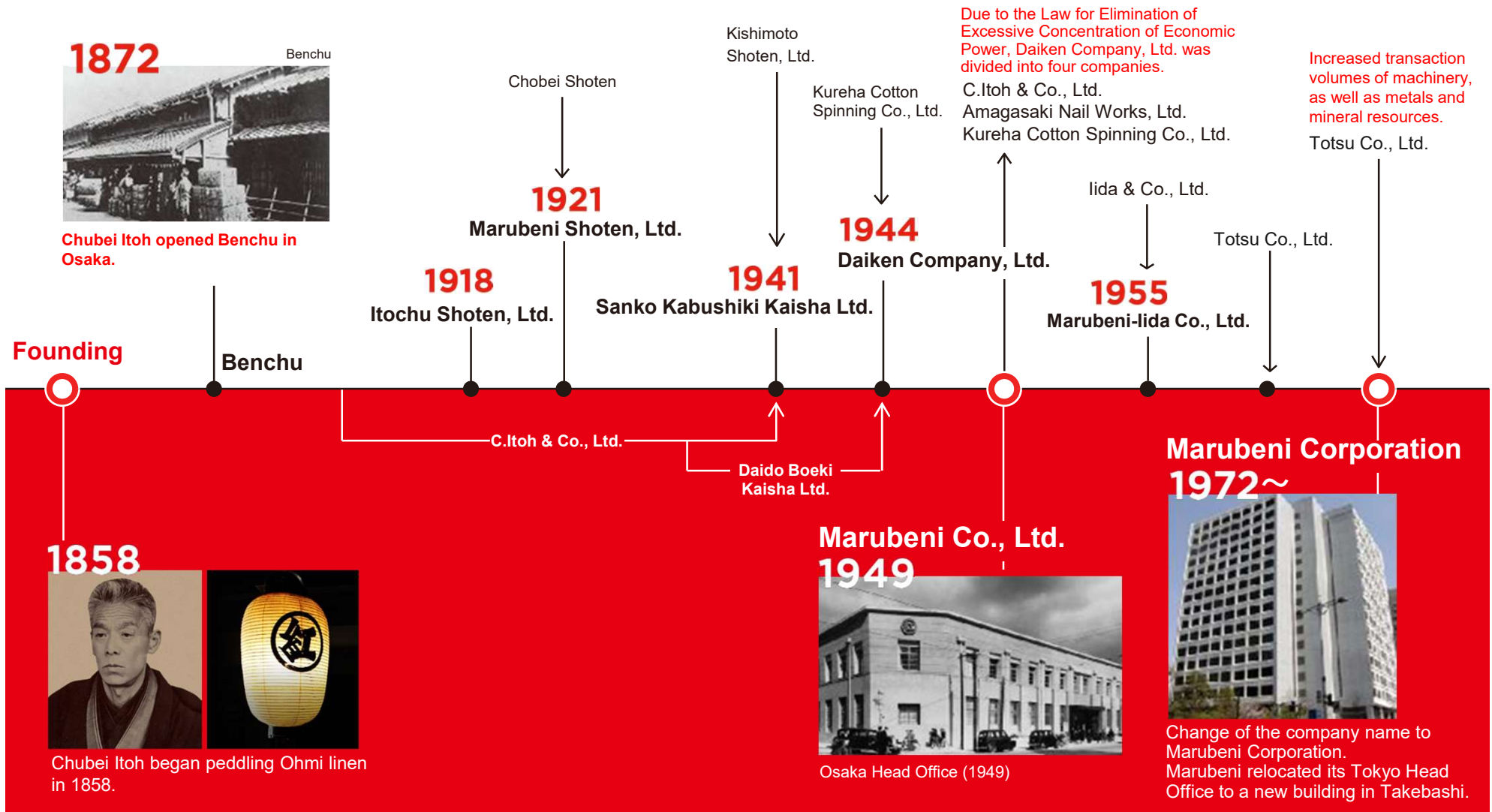
- We anticipate the issues and challenges facing society and create innovative solutions for our customers and for the world, breaking down barriers between sectors, between internal and external, crossing borders, building on our existing business models and expanding into new markets.
- We will generate new value by freely combining our Group's strengths, internal and external expertise, individual dreams and visions, taking the Marubeni Group as one single platform.



**Global crossvalue platform**  
**Marubeni**

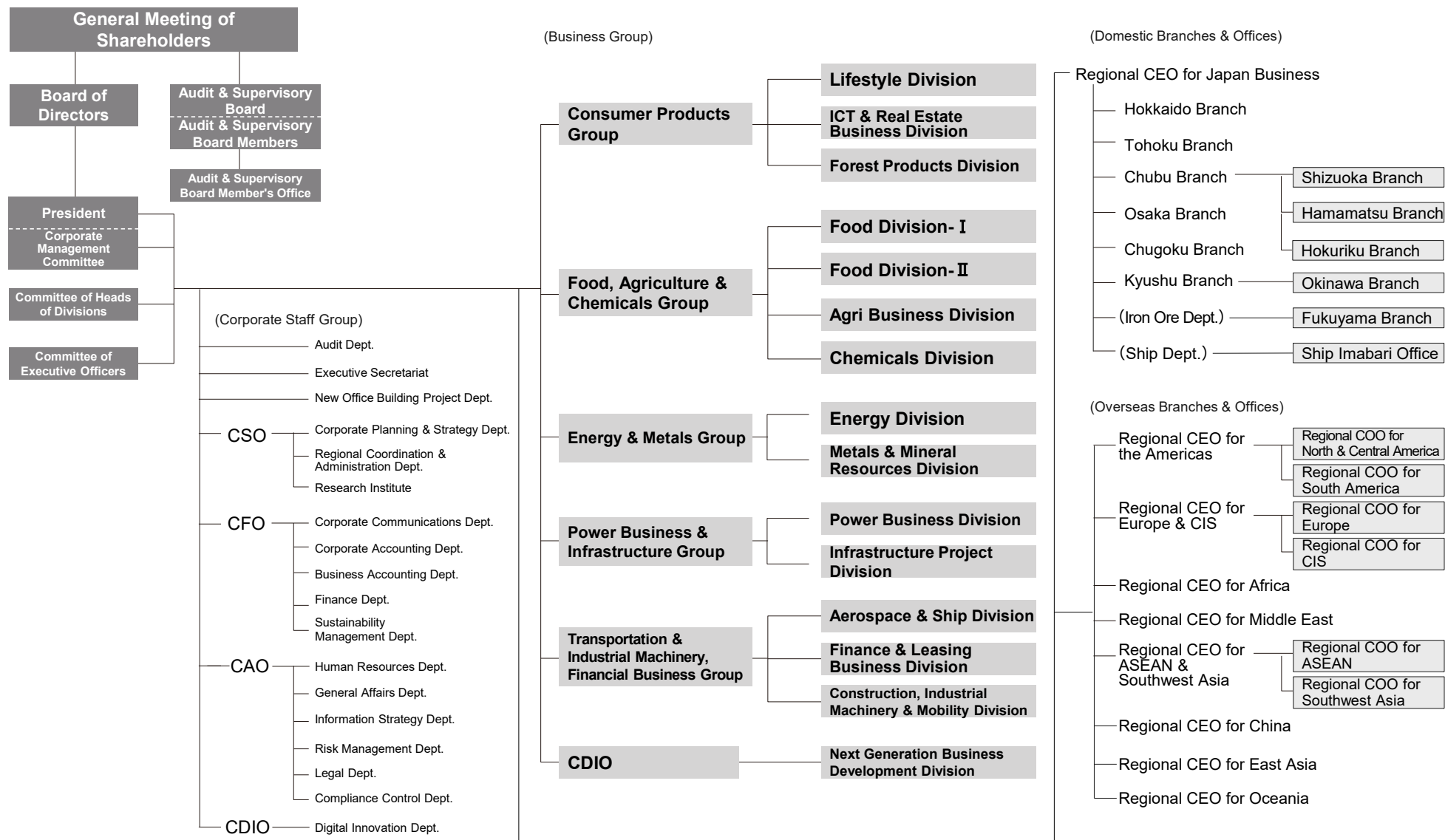
# ○ Our History

Having started its business peddling Ohmi linen in 1858, Marubeni has grown and made steady progress as a *sogo shosha* (general trading company) while expanding its businesses.





# Organization



(As of April 1, 2021)



## Major Products and Areas

- Apparel, Footwear
- Lifestyle Products
- Textile Materials, Industrial Materials

## Our Strengths

### 1. OEM<sup>\*1</sup> and ODM<sup>\*2</sup> Business

Marubeni has established a system whereby apparel, footwear, everyday consumer goods, and other lifestyle products are planned and produced within a short lead-time, and delivered to retailers at the proper volume and on a timely basis. This Division's advanced merchandise planning capabilities allow for the quick identification of trends and needs, which are then applied to designs; by leveraging supply chains vertically integrated from the sourcing of raw materials to end products, we are able to supply high-quality, cost-competitive products, and we have earned the trust of our many customers both domestic and abroad.



\*1 OEM: Original Equipment Manufacturer; manufacturing of products sold under the name or brand of the contractee.

\*2 ODM: Original Design Manufacturer; ODM is an abbreviation for Original Design Manufacturing/Manufacturer. An ODM does everything from the development and design to the production of a product that is eventually sold under another firm's name or brand.

### 2. Brand Marketing Business

Raising brand value and expanding sales, especially in apparel and footwear, in a variety of ways such as importing and distributing domestically and overseas well-known brands and Marubeni's own brand items; through planning, manufacturing and sales, and also via joint enterprises. Furthermore, through direct store management and operation, and by applying digital technologies, we are working to expand points of contact with consumers and improve our brand value.



## Major Products and Areas

- Systems solutions
- Mobile sales
- Network
- Domestic and overseas housing development
- J-REIT ・ Private Placement REIT ・ Private Real Estate Fund Management Business
- Property management
- Logistics
- Insurance

## Our Strengths

### 1. Comprehensive ICT services adopting advanced technologies

We have a business base for comprehensive ICT services adopting advanced technologies that can meet customer needs from various aspects, such as provision of information communication services like network lines, data centers, and cloud, and creation, proposal of solutions for network systems, and a DX assistance and promotion consulting service.



### 2. Offering a variety of mobile-related services

Marubeni has a mobile phone sales network that spans Japan and holds the industry's top position as a mobile service provider agent. For corporate customers, we provide services such as optimization of communication cost, mobile device installation and management, billing, and security management. We also offer a wide range of mobile solution services such as mobile device repair and maintenance services for manufacturers and various companies.



### 3. Utilizing Sogo Shosha Functions to Operate Domestic & Overseas Real Estate Development & Investment in the Sogo Real Estate Industry

Over 50 years, Marubeni has accrued a track record of over 80,000 units in the domestic sale condominium development business. Marubeni is also expanding its overseas real estate development business in places like China, ASEAN countries and India. Marubeni also manages J-REITs like United Urban Investment Corporation, and Private Placement REITs like Marubeni Private REIT. Furthermore, Marubeni is planning the expansion of outstanding assets under management via the formation and management of private real estate funds, and also its stable business foundation which includes the property management business.



### 4. Providing optimized logistics solutions

Today, many enterprise leaders face a significant challenge to reduce logistics costs and optimize the supply chain on a global scale. Marubeni provides total solutions to such logistics challenges from planning to operation. We support our customers to develop logistics strategy and improve operation efficiency based on our years of expertise, logistics data, and field surveys.



### 5. Providing Comprehensive Insurance Solutions

Where it be insurance agencies that provide the various services of a multitude of life and non-life insurance companies, insurance brokerage that provides risk management services in line with consumer needs, or competitive reinsurance procurement, we cater to the demands of our diverse consumers, both domestic and abroad, throughout the value chain – including procurement, sales, and maintenance.





## Major Products and Areas

- Wood chips and biomass fuel
- Paper, paperboard and sanitary products
- Pulp and waste paper
- Building & construction materials and wood products

## Our Strengths

### 1. Developing a Diverse Portfolio of Forest Product Related Businesses

Marubeni is conducting various businesses ranging from forest plantation, manufacturing of pulp, and manufacturing and trading of paper products. Also, in the biomass fuel business which is expected to have increasing demand, Marubeni will strengthen its efforts in the sales of Vietnamese pellets.

### 2. Forest plantation business in two countries

Marubeni has been conducting its forest plantation business since the 1990s. At present, we are operating two projects in two countries, with a total of approximately 130,000 hectares of tree plantable land (the total work area is approximately 300,000 hectares). Cut and processed chips from these sites are used as paper-manufacturing materials. Marubeni will continue to focus on securing renewable wood resources which will continue to be re-valued in the future.



### 3. Domestic Containerboard Manufacturing Business & Overseas Expansion

As demand continues to grow in Asia, Marubeni considers the packaging business to be an area of top importance.

Domestically, we manage and operate Koa Kogyo Co., Ltd. (located in Fuji City) and Fukuyama Paper Co., Ltd. (located in Osaka City); our strength is our unique combination of manufacturing and distribution into one discipline. Marubeni utilizes this strength in expanding our business domain in the growing markets of many Asian countries, extending all the way to our starting point in the Vietnamese packaging market.



### 4. Global Expansion of Hygiene Products Business

By providing high-quality products and services, and contributing to a hygienic environment, peace of mind, and a comfortable lifestyle, Marubeni aims to develop its hygiene product business globally, focused around developing countries like Brazil and China.



## Major Products and Areas

- Consumer-use food products, commercial-use food materials, dairy products and agricultural resources
- Raw ingredients for food (flour, sugar, oils and fats, etc.)
- Raw materials for beverages (coffee, tea, fruit juice, etc.)
- Agricultural resources, Marine products, and processed seafood

## Our Strengths

### 1. Strong domestic distribution network and expansion to growing overseas markets

In addition to collaborating with various food distribution companies on primarily supermarket and food wholesaling businesses, we are also making progress on constructing food businesses overseas, using the knowledge and experience we have gained in domestic food distribution.

Also, through the reliable, safe and stable value chain that we have created for processed food makers both domestic and abroad, we conduct sales for all kinds of food materials and also invest in processed food-related businesses around the globe, all the while responding meticulously to the individual needs of each company.

Overseas, we are pursuing demand in growth markets through initiatives such as management of Acecook Vietnam.



### 2. With 1/3 of the import and sales share in the industry, Marubeni runs an optimized supply chain for the coffee trade

Marubeni has about a 30% import share of the entire coffee bean industry. For instant coffee, Marubeni has established a sales system not only for Japan but also global markets including Europe, the U.S. and Asia, with Marubeni's subsidiary Iguacu de Café Solúvel (Brazil), one of the largest manufacturer/dealers of instant coffee materials in the world, as the production base.

Furthermore, in May of 2019, we established Iguacu Vietnam Co. (Marubeni wholly owned subsidiary in Vietnam) which is scheduled to commence production and sales in 2022. We plan to utilize Iguacu's production technology, knowledge and experience, as well as its sales network, and with Marubeni taking the lead on business management, we will expand this business in the growing instant coffee market, with a focus on the ASEAN region and China.

With both companies slated to produce 40,000 tons of instant coffee annually, Marubeni is moving to be the largest manufacturer and seller of instant coffee in the global market.



### 3. Marubeni's marine products business leverages its procurement capability in marine products and marine processed goods to meet the needs of consumers in the diverse Japanese and U.S. markets

Marubeni procures marine products and marine processed goods from production and processing sites around the world according to the diverse needs of consumers, and sells the products in Japan and the U.S. the two major consumer markets through the industry's top-class sales companies. Marubeni has a strong presence in the industry, with a 11% handling share of

wild red salmon globally and a U.S. sales company having approximately 6% share of the shrimp wholesale market in the U.S., the third largest in the country. Furthermore, we are also proactively promoting businesses in line with the Sustainability Development Goals (SDGs). In April of 2020, Marubeni, together with Nippon Suisan Kaisha ("Nissui"), took a 66.7% stake in Danish Salmon A/S in Denmark, entering the sustainable, closed circulation aquaculture salmon business in Europe. Through this investment, Marubeni will be able to respond not just to the growing global demand for marine products, but will also be able to contribute to solving problems by providing a stable, environmentally-conscious supply of salmon to consumers.



## Major Products and Areas

- Fresh and processed meat
- Feed ingredients (soybean meal, rapeseed meal, fish meal, etc.)
- Grains in general (corn, soybeans, wheat, rapeseed, etc.)
- Compound feed

## Our Strengths

### 1. Globally Developing an Exceptional Livestock Production & Sales Business

Overseas, we operate both Rangers Valley (a cattle raising business) in Australia, and Creekstone Farms Premium Beef (a beef processing company) in the United States. By using Australia and the United States as a sort of base of operations, we are

strengthening our global strategies in order to respond to the growing demand for premium beef, especially black angus beef, around the world. Also, in China, Marubeni is developing a joint venture for integrated production broilers by employing experience and knowledge cultivated in Japan, and expanding production of poultry and processed poultry products.

In Japan, Marubeni owns companies like Nippon Chunky (broiler breeder) and Wellfam Foods Corporation (broiler & pork production and sales), and sells reliable and safe meat products, founded in strictly regulated management practices, to bulk retailers, restaurants, and meat processing makers.



### 2. Grain trade and sales worldwide

Marubeni has the largest trading volume of grain among all of Japan's sogo shosha, or general trading companies. With a worldwide grain procurement system mainly in North and South America, and a worldwide sales network, Marubeni provides a reliable supply of grain at competitive price to the global market where grain demand is increasing as well as to Japan.



### 3. Operating export facilities of grain in Brazil

Marubeni owns Terlogs Terminal Marítimo Ltda. ("Terlogs") as a subsidiary, which operates grain storage and shipping facilities at the port of Sao Francisco do Sul, Santa Catarina, in Brazil, which is the second largest producing and exporting country of grain next to the U.S. Terlogs connects the increasing demands of emerging nations such as China and Southeast Asian countries, with the expanding production of Brazil, thereby realizing steady and timely grain exports.



### 4. Nationwide placement of grain silos for a stable, large-volume supply

The Marubeni Group has seven grain import silos across Japan including Pacific Grain Terminal Co., Ltd. ("Pacific Grain Terminal"). These import silos enable efficient supply to the neighboring feed plants. Marubeni also invests in the leading oil crushing company, The Nisshin Oillio Group, and provides them with raw materials.



## Major Products and Areas

- Sales of agri-inputs (fertilizers, crop protection products, seeds, Helena-brand products)
- Subcontracting services for fertilization and crop protection products dispersion
- Provision of precision agriculture and other technical services
- Contract crop protection products formulation
- Trade of fertilizer raw materials
- Grain & Oilseed (corn, wheat, barley, soy, vegetables, edible beans etc.) Handling and Export Business in the U.S.

## Our Strengths

### 1. Global expansion of the agri-input business

Helena Agri-Enterprises, LLC (“Helena”) is a comprehensive agronomic solutions provider whose corporate policy is “People... Products... Knowledge...”. It has established a firm position as one of the top United States-based agri-input retailers in the industry through a direct sales network with farmers across the U.S., and aims to further evolve by adapting to the ever-changing market environment. In addition to Helena, Marubeni owns major agri-input retailers in the U.K. and the Netherlands, as well as fertilizer/crop protection products manufacturers and retailers in Japan, Malaysia, Myanmar, and Brazil and is globally expanding the agri-input business.



### 2. Grain Handling and Export Business in the U.S.

Marubeni owns Gavilon Agriculture Investment, Inc. (“Gavilon”), Columbia Grain International, LLC (“Columbia Grain”), and Pacifcor, LLC (“Pacifcor”) in the U.S., which is the largest grain producing and exporting country in the world. The grain is handled by Gavilon and Columbia Grain, and exported to Japan and other countries around the world through Pacifcor’s shipping facilities. These Marubeni Group companies work closely together to achieve a stable supply of grain.





## Major Products and Areas

- Basic Petrochemical Products and plastic derivatives
- Life science-related products such as functional ingredients for foods, functional feed additives, oleochemicals and personal care ingredients
- Electronic materials, Inorganic Mineral Resources, Fertilizer Materials and Inorganic Chemicals
- Salt and Chlor-alkali products

## Our Strengths

### 1. The top of the industry trade volume for olefins, aromatics, intermediates of synthetic fiber, polyolefins and fertilizer materials

For olefin trading, Marubeni owns or has a standing charter for olefin tankers to maintain its industry-leading position in Asia and the Middle East. For aromatics, intermediates of synthetic fiber, polyolefins, and PVC, Marubeni is expanding its sales networks through cooperation with major suppliers.



### 2. Comprehensive expansion of business

Upstream in the supply chain, Marubeni secures a stable supply of inorganic mineral resources, including salt and boric acid, by financing and investing in the world's major supply sources. Downstream in the supply chain, Marubeni is pursuing profitable opportunities in many fields. One such field is the electronic materials industry where we are involved in displays, solar power generation, semiconductors and battery materials. We are also involved in the specialty chemicals industry, including fatty alcohols, and in the life science industry mainly in feed additives.





## Major Products and Areas

- Natural Gas Business (Production, Liquefaction, Trade, and Infrastructure)
- Exploration, development, and production of oil and gas
- New Energy Related Business (Hydrogen, Ammonia, Municipal Solid Waste, Thermal Energy Storage)
- Petroleum & LPG trade, distribution and marketing business
- Nuclear Energy Business (Development of Uranium Mine, Nuclear Fuel Cycle, Related Equipment Sales & Services)

## Our Strengths

### 1. Stronger LNG & Natural Gas Business Built by Global Value Chain and Proactive Approach to New Business Fields

Marubeni participates in global LNG projects in Qatar, Equatorial Guinea, Peru, and Papua New Guinea. Marubeni will continue to work on the smooth operation of existing LNG projects, while also focusing on the pursuit of investment opportunities, expanding trading operations, and participating in the Gas to Power business, which provides a full spectrum of services from the supply of natural gas to power generation equipment installation, to respond to the increasing global demand for LNG, and strengthening our comprehensive approach from sourcing to delivery.



### 2. Upstream business including exploration, development and production of oil and gas

Marubeni is involved in oil and gas exploration, development, and production activities in countries like the U.S., U.K., and India. Furthermore, as a member of the international consortium, we invest in the Sakhalin-1 Project in Russia, and we contribute to the stable project management. We will focus on maximizing the value of our assets through appropriate cost management and the streamlining of business.



## Our Strengths

### 3. New Energy Businesses for a Low-Carbon & Carbon Free Society

In anticipation of a future low carbon & carbon free society, Marubeni is promoting new energy businesses, as well as environmental solutions businesses including hydrogen, ammonia and other CO<sub>2</sub>-free fuel supply chains, and biofuel. One such project that utilizes hydrogen is the construction of a supply chain that encompasses the liquification and transport of hydrogen manufactured from brown coal in Australia. Marubeni is also strengthening efforts to create supply chains that utilize ammonia. Furthermore, through our investment in Fulcrum BioEnergy, Inc. (U.S.), we are also involved in a waste-to-fuel business that creates bio jet fuel from waste material.



### 4. Trading, Logistics and Marketing Projects to meet Domestic and Foreign Energy Demand through the Handling of Crude Oil, Petroleum Products, LNG and LPG

Marubeni conducts importation and third country trade in crude oil, petroleum products, LNG, and LPG and our leading affiliate companies such as MIECO (U.S.) and MIPCO (in Singapore and other places) are expanding their business as well. In our marketing operations, we sell and store petroleum products and LPG by utilizing our distribution network through Marubeni Energy Corporation, Marubeni Ennex, ENEOS GLOBE Corporation and other domestic and overseas subsidiaries. Marubeni will continue to provide high-value added services, and expand its business.



### 5. Uranium Mine Development, Nuclear Fuel Cycle and Nuclear Power Related Equipment and Services

In the nuclear industry, Marubeni is strengthening its efforts throughout the entire supply chain, providing comprehensive solutions. Additionally, Marubeni also offers related equipment, radioisotopes, and related services, thus contributing to improving power plant safety. Furthermore, Marubeni participates in the development of upstream uranium businesses, including the Kharassan Uranium Mine in Kazakhstan, which is currently operational.





## Major Products and Areas

- Development of iron ore, coal, and copper mines
- Trading of iron ore, coal, ferroalloy, ferrous raw materials, and cement-related materials
- Trading of non-ferrous metals, ingots, and related products
- Steel product trading and business investment
- Smelting and refining of aluminum and magnesium
- Leasing of temporary steel construction materials

## Our Strengths

### 1. Roy Hill Iron Ore Project in Australia

The Roy Hill Iron Ore Project, in which Marubeni holds a 15% stake, is a large-scale project featuring the largest annual production capacity as a single iron mine in the Western Australia's Pilbara region. With integrated infrastructure including mine, railway and port facilities, and having a capacity of producing 55 million tons per year, the Roy Hill iron ore mine achieves high cost competitiveness. The majority of the high-quality iron ores production volume, are sold to steelmakers in Japan and throughout Asia through long-term sales contracts. Marubeni will contribute to steel industries in Asia by ensuring stable supply of high-quality iron ores.



### 2. Coal projects in Australia

Marubeni invests in coking coal mines in Australia. The Jellinbah East coal mine and the Lake Vermont coal mine have high cost competitiveness, and shape the core of our coal business. As the largest stakeholder of both mines, we will continue to improve the cost competitiveness of our coal project and realize sustainable profit.



### 3. Copper mining projects in Chile

Marubeni holds a 30% stake in the Centinela, and the Antucoya copper mine, and 9.21% in Los Pelambres copper mine in Chile. Marubeni operates the mines with one of the world's leading copper producers, Antofagasta PLC. The equity volume of copper ingot from Marubeni's interest is 150 thousand tons a year (payable copper equivalent), which is a leading amount worth among Japanese companies. Marubeni aims to further improve the asset values by expanding the capacity of the Los Pelambres copper mine, and developing copper deposits surrounding the Centinela copper mine.



### 4. Aluminum smelting project in Canada

Marubeni holds a 13.3% stake of the Alouette Aluminum Smelter in Canada, which has the largest production capacity in North America. The aluminum smelter runs on hydro power and operates with minimal environmental impact, and also succeeds in achieving high cost competitiveness. Plans are under way to expand the annual production capacity and produce high-value-added products. Marubeni will contribute to the aluminum industry, which is essential for global economic growth.



**Our Strengths**

**5. Worldwide trading**

Marubeni stations employees around the world, which creates a global network that enables trading in various regions. By leveraging our network and sales and marketing abilities, which boast world class handling volume, we are stepping up efforts in environmental and circular businesses. We will also reinforce initiatives in markets with good prospects for demand growth to capitalize on changes in society such as wider uptake of EVs.



**6. Promoting steel products business by utilizing Marubeni Group's comprehensive strength**

Through our investment in Marubeni-Itochu Steel Inc. and Marubeni Construction Material Lease Co., Ltd., Marubeni promotes steel products businesses related to every industry. By collaborating with each of Marubeni's divisions (including their domestic / overseas group companies), and utilizing Marubeni Group's comprehensive strength, we have been expanding our steel products business.





## Major Products and Areas

- **Power Generation Business**
- **Renewable Energy Generation**
- **Power Service and Retail Business**
  - EPC Business\* & Offshore Wind Turbine Installation
  - Wholesale and Retail Power Sales
  - De-centralized Power Sources
  - Community-based Multi Utilities Service
  - AI and IoT solution Business

※EPC: Engineering, Procurement and Construction

## Our Strengths

### 1. Top Class Global IPP Portfolio with Rich Sales & Marketing Knowledge and Worldwide Strongholds for Project Development & Asset Management

In the power generation business, Marubeni delivers safe & stable supply of power by taking a leading role throughout the entirety of the projects in which it participates. From development to construction, and finally to operation & maintenance, Marubeni leverages its industry expertise, fostered by a wealth of knowledge and experience in EPC and project finance, fully supported by a worldwide network of strongholds for project development & asset management. Marubeni has built an optimum IPP/IWPP asset portfolio in a diverse range of regions of the world. Most of the projects are guaranteed under long-term power purchase agreements which provide a stable profit foundation. In Japan and overseas, our total net generation capacity is 12,609MW (as of the end of March 2020) which is comparable to leading international IPP players.



### 2. Proactively Promoting and Increasing Renewable Energy Projects to Contribute to a Low-Carbon Society

Marubeni recognizes that climate change is a global issue that affects both environmental and social sustainability. In accordance with the Marubeni Group's sustainability management policies, and recognizing the importance of counteracting the effects of climate change, Marubeni will reduce the greenhouse gas emissions from its power generation portfolio by both cutting coal-fired power generation capacity in half<sup>※1</sup> and no longer entering into any new coal-fired power generation business as a general principle. Furthermore, Marubeni will expand its renewable energy generation business<sup>※2</sup> in addition to deploying innovative technologies to increase the efficiency of its portfolio assets, proactively promoting the reduction of its environmental impact.



※1 We will cut our net generation capacity of coal-fired power generation (approximately 3GW at the end of FY2018) in half by 2030.

※2 We will increase the ratio of power generated by renewable energy sources in its own net power supply to approximately 20% by 2023.





## Our Strengths

### 3. A Robust Track Record of Overseas Power EPC Projects and Unique EPC Contract Knowledge and Experience

Since Marubeni began supply and construction of overseas power projects in the 1960s, we have proactively engaged with Japanese and multi-national major equipment manufacturers, and compiled a robust track record of power generation, T&D and S/S EPC projects all over the world. Such expertise as an EPC contractor creates a synergy-effect with IPP/IWPP development. Furthermore, in the offshore wind turbine installation business, we have expanded into the Asian market in addition to our existing bases of operation in Europe.



### 4. Extensive Experience in Power Aggregation and Retail

Through SmartestEnergy Ltd., a company established in the U.K. in 2001, we are conducting aggregation/whole-procurement and retail sale of primarily renewably generated power to the U.K. power market. We have launched this business in the United States and Australia as well.



Domestically, in 2000 when the Japanese power retail market became deregulated, Marubeni established Marubeni Power Retail Corporation as a PPS (Power Producer and Supplier) and entered the market. This allowed Marubeni to, among other things, internally balance the supply and demand of power retail sales through power sourced from Marubeni-owned plants. Marubeni has thus accumulated ample skill in supply-and-demand management and has an impressive track record of power projects.

### 5. Promoting Community-Based Power Services to Support the Resolution of Regional Social Subjects

Marubeni promotes de-centralized power sources in regions of Africa that do not have access to electricity through WASSHA Inc, a company which rents solar panels and chargeable lanterns to supply portable power to various regions of Tanzania, and through Azuri Technologies, a company that provides solar home systems<sup>\*3</sup> in various African countries. Furthermore, we have become aware of growing interest in energy autonomy with renewable energy and de-centralized power sources, and as such we have established Marubeni Ina Mirai Denki Corporation in Ina City, Nagano, Japan. Moving forward, we will expand community-based multi utilities services that will assist development in regional societies.



<sup>\*3</sup> A set of solar panels, batteries, LED lights, a radio, and a television set with satellite broadcast subscription.

## Major Products and Areas

- Transportation infrastructure including railways, roads, ports, and airports
- Water business including water supply, wastewater treatment and desalination
- Energy infrastructure including gas distribution & retail, oil & gas production, processing, storage and transportation
- Decarbonization & circular economy including waste-to-energy power plants, fuel conversion and CO2 capture
- EPC<sup>※1</sup>, operation & maintenance for railway systems, water, industrial plants and waste-to-energy power plants
- Management of an infrastructure fund

※1 EPC: Engineering, Procurement and Construction

## Our Strengths

### 1. Investments in transportation infrastructure projects

Marubeni has been globally expanding its footprint in PPP transportation such as railway and road projects since participating as one of the largest shareholders in Australia's Gold Coast Light Rail PPP<sup>※2</sup> project. Through strategic collaboration with international partners, we are developing and improving our transportation infrastructure portfolio in a wide range of fields including railways, roads, ports and airports in Australia, the Americas, Europe, and Asia. We will continue to accumulate quality assets and enhance the value of our existing businesses.



※2 PPP: Public-Private Partnership

### 2. Top-level Japanese player in the water business

Marubeni has a diversified business portfolio in the water business sector spanning from water supply & wastewater treatment, to BOT<sup>※3</sup>, EPC, and the operation & maintenance of water treatment plants in Asia, the Americas, Europe, and the Middle East. Marubeni is a top-level Japanese player in the water business both in terms of track record and the population served by its held assets. In anticipation of the growing demand for water infrastructure and diversification of water issues due to the increase in the world's population and ongoing urbanization, we will continue to strengthen our competitiveness and further develop our businesses with the goal of contributing to the achievement of sustainable society.



※3 BOT: Build, Operate, and Transfer; projects in which plants are built and operated temporarily before the assets are turned over to government agencies.

## Our Strengths

### 3. Investments in energy infrastructure projects

Through collaboration with strategic partners all over the world, Marubeni is expanding its investments in a wide range of energy infrastructure assets, including gas distribution and retail, and marine energy projects such as FPSO\*<sup>4</sup> and offshore platforms in the Americas, Europe, Australia, Asia, and Africa. Marubeni will continue to strive for optimization of regional energy supply, aiming to evolve into a comprehensive utility service provider centered on gas distribution business.

※4 FPSO: Floating Production, Storage, and Offloading system



### 4. Building circular economies through waste recycling business

Marubeni endeavors to resolve social issues related to decarbonization and building circular economies. By viewing waste as a resource, we are expanding our business domain into new areas such as waste-to-energy power plants, fuel conversion, and utilization & recycling of CO<sub>2</sub> from the flue gas emitted by industrial plants and coal/gas fired power plants. We will continue our efforts to contribute to the realization of a sustainable society by promoting the creation of circular economies.



### 5. A top-class track record among general trading companies in EPC projects & trade in railway industry and industrial plants

Marubeni has a top-class track record in EPC projects and trade in the field of railway systems and various types of industrial plants, such as oil, gas, chemical, sugar, pulp & paper, and textile in many regions throughout the world. At the same scale, we also provide comprehensive functionality to our customers by combining our expertise in high-quality EPC & trading financing, and specialized organizational functions like raw material supply and product offtake arrangement. We will continue to promote EPC for railway systems and industrial plants and provide EPC services together with operation and maintenance as a package.



### 6. Initiatives in the Infrastructure Fund Business

MM Capital Partners, a subsidiary of Marubeni, is the General Partner of an equity fund set for the investments in transportation infrastructure and energy infrastructure assets particularly in OECD countries. The Company will provide long term stable investment alternatives to institutional investors such as financial entities and pension funds through its project sourcing and asset management functionality by utilizing Marubeni's market knowledge, global network that spans many industries and investment know-how that have been cultivated over decades.





## Major Products and Areas

- Aircraft & Engine Parts Trading Business, Asset Management, Development Investment
- Sales representatives for commercial aircraft and defense equipment, and space-related projects
- Business Jet Sales Agency & Business, Airport-Related Businesses
- Sale and purchase, chartering, and ownership of merchant ships
- Ownership and chartering of LNG carriers, and investments in offshore businesses
- New business areas related to the ship sector

## Our Strengths

### 1. Expanding the Value-up Functionality of Aircraft Assets in the Commercial Aircraft Sector

The division has expanded the “value up” function of aircraft assets through business development in all stages of the aircraft lifecycle such as aircraft and engine parts trading business and maintenance services, asset management business, engine development investment, airport ground handling business, and autonomous airport vehicles.

In the business jet sector, Marubeni, as a leading company in the industry, is providing the solutions to expand the business jet market in Japan, leveraging its long experience as the exclusive representative for Gulfstream Aircraft and the exclusive dealer for HondaJet in Japan. Marubeni is also commencing a joint venture with Japan Airlines for charter and ground handling services.



### 2. Seeking Out New Business in the Defense, National Security and Space Sectors

Marubeni has gained ground through distribution agent operations for aircrafts, helicopters, various types of defense equipment, engines, composite materials, and satellite sensors. Marubeni is also making new entries into the national security sector, such as support for the Philippines to introduce multipurpose vessels and maritime surveillance systems, and the space field, conducting a capital and business partnership with such companies as Interstellar Technologies, a Japanese company that develops, manufactures and offers a launching service for small rockets, as well as Phase Four, a U.S.-based company that develops and manufactures thrusters for small satellites, and D-Orbit, an Italian company that provides launch arrangement and deployment services for small satellites.





## Our Strengths

### 3. Comprehensive Service Provider – Offering Diverse Functionality in the Ship Sector from Merchant Ships to LNG Carriers

Marubeni is engaged in fleet ownership and operation of merchant ships and LNG carriers, in addition to trading and financing businesses such as the trading of newly built and second-hand ships, ship asset management, charter brokerage and the handling of marine equipment. By providing hands-on, wide ranging functions, from ownership structuring to ship management and securing operating income, we are aiming to evolve as a comprehensive ship service provider.



### 4. Proactively Taking on Challenges in New Ship Related Businesses by Taking on Environmental Change as an Opportunity

We are taking the environmental changes surrounding the shipping and shipbuilding industries as an opportunity to create new business. This Division is proactively developing and creating in new business areas that provide solutions to problems. One example of this is a Panamax-type bulk carrier shipping pool jointly established with Norwegian shipping company, Torvald Klaveness. Additionally, we are also taking on the challenge of new businesses in the industry that utilize new technologies. For example, we have started a Proof of Concept project to test autonomous ship operation of passenger boats in Sarushima, Yokosuka City.





## Major Products and Areas

- Auto Finance Business
- Aircraft and Aircraft Engine Leasing Business
- Leasing of freight railcars
- PE Investment and Asset Management Business
- Commercial vehicle rental and leasing business
- Refrigerated trailer leasing/rental services
- General Leasing & Non-Bank Business
- Next Generation Finance Business

## Our Strengths

### 1. Automotive Rental, Lease, and Finance Business

Our automotive rental, lease, and finance business offers industry leading products, services, and technology solutions for B2B and B2C clients throughout the United States, Canada, Chile, Australia and Indonesia. Our business continuously achieves year-over-year growth, driven by cutting edge data analysis technology and accumulated knowledge cultivated over many years in the automotive industry.



### 3. Refrigerated Trailer Lease & Rental, and Rental Car Business

This Division develops refrigerated trailer leasing and rental car businesses that respond to the strong demand for land transport in the United States. Also, as the cold chain market is expected to rapidly expand globally, in 2019 we effectively applied our knowledge of U.S. markets and our partners' IoT technical capabilities to enter into the refrigerated trailer leasing and rental market in China.



### 2. Aircraft and Aircraft Engine Leasing Business

Based on our recognition of rising air traffic demand led by growth in emerging economy countries, Marubeni entered the aircraft leasing business in 2010 and the engine leasing business in 2011. In 2013, Marubeni took a stake in Aircastle Ltd., one of the world's major aircraft leasing companies, and in 2020, Marubeni completed full acquisition of the company by acquiring all of its shares together with Mizuho Leasing. Those decisions were based on a wide range of accumulated knowledge and experience regarding aviation industries, from sales and marketing to aftermarket solutions.



### 4. General Leasing & Non-bank Business

We provide the best solutions to meet our clients' financial needs with our extensive product lineup. At the end of March 2019, we entered into a strategic alliance with Mizuho Leasing Company and completed a capital restructuring of Mizuho Marubeni Leasing (formerly MG Leasing Corporation) to make it a joint business with Mizuho Leasing Company. Moving forward, in a collaboration with Mizuho Leasing Company, we will further promote Mizuho Marubeni Leasing presence as a Marubeni Group captive leasing company and expand its business domain in overseas markets.



# Transportation & Industrial Machinery, Financial Business Group : Finance & Leasing Business Division-2

Transportation & Industrial  
Machinery, Financial  
Business Group

## Our Strengths

### 5. Corporate Investment and Fund Management Business

As an early pioneer of Japanese domestic private equity funds, this Division's strength lies in its ability to use investment knowledge and experience gained over more than 20 years, as well as the combined power of the Marubeni Group, in order to provide business assistance to investees, and thus develop corporate investment funds. Additionally, the Division is also proactively involved in the management of infrastructure funds and other new types of funds both in Japan and abroad. Also, the Division is proactively involved in the operation of new funds, including the listed Japan Infrastructure Fund Investment Corporation.



### 6. Next Generation Finance Business

As global demand for digital finance consumer services is expected to grow in the future, in 2020 Marubeni invested in AND Global, a Mongolia-based company with a fintech development base of operations also located in Mongolia.

Leveraging the Marubeni Group's knowledge and experience in running overseas businesses, as well as its ample network both in Japan and abroad, Marubeni will support the overseas development of AND Global's fintech solutions, and promote the expansion of their business.





Transportation & Industrial Machinery, Financial Business Group :

# Construction, Industrial Machinery & Mobility Division

Transportation & Industrial  
Machinery, Financial  
Business Group

## Major Products and Areas

- Sales, Services, and Financing of Construction and Mining Equipment
- Sale of Conveyor Belts and Other Rubber Materials & Raw Materials
- EV Infrastructure and Distributed Energy Development Business
- Sales and Peripheral Businesses Related to Automotive Production and Machine Tools
- Sales of Industrial Machinery and Investment in Related Businesses
- Retail Sale of Tires & Automobile After Market Service Business
- Dealership Businesses and Aftermarket Parts Sales
- Mobility Services & Related Businesses

## Our Strengths

### 1. Construction & Mining Equipment Sales and Product Service Business

The Division's trading business has a particularly long history with regard to its distributorship operations, which have been conducted for decades in the U.K., and Australia. Recently, the Division has also begun expanding its distributorship and product support operations in Asia and Latin America as an attempt to capture infrastructure demand in resource-producing nations and emerging countries.



### 2. Creating a Broad Rubber Value Chain from Raw Materials to Final Products

This division creates an expansive value chain that covers everything from the sale of raw rubber materials upstream in the value chain, to the mid-stream and downstream import, export and third country trading of a broad range of rubber products like tires and conveyor belts, as well as overseas retailing.



### 3. From Automotive and Aftermarket Parts Sales to EV Infrastructure, Distributed Energy Development, and Other Next Generation Mobility and Energy Management Businesses

This Division develops its business throughout the world, from automotive trading, wholesaling and retailing to aftermarket businesses. While using new, digital technologies to improve upon our existing business models, we are creating mobility and energy management services that combine electric vehicle (EV) initiatives, the development and sale of rapid chargers for EVs, and distributed energy resources.



### 4. Contributing to Worldwide Creation in a Diversity of Industries, from Clothing, Food and Housing, to Automobiles and Aircrafts

We sell production machinery and parts to a wide variety of industries all over the world. However, we are not just involved in trade; we also offer aftermarket services like engineering and machinery installation, providing our customers with meticulous support. In the United States, we have a history of developing a machine tool wholesale business with Citizen Machinery Co. Ltd. that spans more than 35 years.



# CDIO : Next Generation Business Development Division -1



## Major Products and Areas



### Chinese Children Education Businesses

"Quality education" is an education philosophy that has gained much attention in present-day China. Our plan is to work with Japanese education institutions and aim for new market expansion in the ever-growing Chinese education market.



### Next Generation Retail Businesses

We will bring valuable Japanese craftsmanship, culture, and talent to the world as a luxury brand called the "Japan Mastery Collection" via Haneda Airport and cross-border e-commerce. We will also explore and pursue new ways of doing retail business in China and Southeast Asia in the post-COVID-19 era. Eventually, we will also aim to re-import these new modes of retail to Japan. Through sustainability-certified businesses, we will forge connections to a sustainable society.



### Smart City & Infrastructure Businesses

In these businesses, we will strive to use smart technologies to solve energy, environmental, safety, administrative and other such societal issues that urban centers in Asia face. In doing so, we will contribute to the development of more livable communities in Asia. Furthermore, we will develop high-quality industrial parks in Asia that are safe and environmentally friendly, and that contribute to the sharing of technology, human resource development, and the creation of industries and jobs. These businesses will support corporate supply chain management strategies and new overseas expansion.



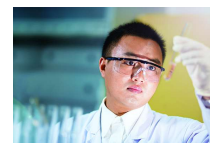
### New Decarbonization Technology

These businesses will facilitate the creation of next generation battery businesses and contribute to achieving low-carbon and recycle-based societies.



### DX Offshore

We will promote our DX service business abroad, looking towards the realization of values expected by society and corporations.



### Pharmaceuticals & Medical Devices

This Division is leading growth in the medical market—a market with clear regional disparities. Beginning as a CSO (Contract Sales Organization), and developing into a CRO (Contract Research Organization), we will look to expand our expertise and network in the pharmaceutical and medical device fields, and pursue the creation of a product portfolio.



### Medical Infrastructure Services

We pursue solutions to medical infrastructure related issues. By supporting and constructing medical infrastructure such as general hospitals, specialized hospitals, and checkup centers, we will work to enhance medicine and healthcare. Through the adoption of an advanced digital outsourcing model, we will provide value by simultaneously pursuing economic rationality and high quality.



### e-sports & Media

We will participate in e-sports businesses, which are rapidly growing on a global level, and by forging connections to next generation (Millennial and Gen Z) consumers through media, we will expand this business model in Japan and Asia.



### Wellness & Beauty

We plan to incorporate the Clean Beauty brand (which has an awareness of wellness functionality and understands the industry's consumer tendency towards SDGs) into the Division, and develop it for next generation consumers in digital and physical stores in Japan and Asia.



### Launching Businesses in High-Growth Areas

Here we will aim to launch businesses in high-growth fields that account for mega trends such as retail finance, circular economy ventures, and education.

### Our Strengths

**1. Agility that comes from being a newly established division, implementation systems that emphasize speed, systems that enable specialization in growth domains**

As a division newly established in 2019, we will pursue growth themes in domains that are expected to see explosive growth in the future, emphasizing speed to engage in the creation of new business models.

**2. Development and construction of new business models focusing on solving social/ customer issues regardless of the product verticals of existing businesses**

By anticipating the future need for social infrastructure and technological foundations (e.g. blockchain and next generation batteries), we will be able to create new business models.

**3. Systems capable of drawing on the strengths of Marubeni**

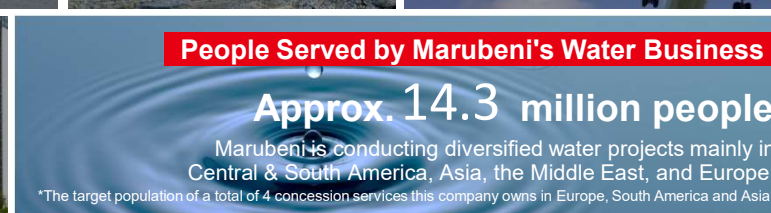
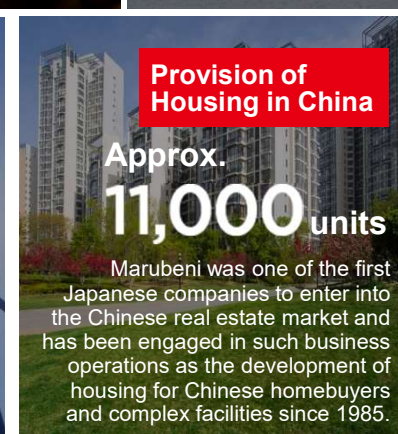
Through collaboration with the other business divisions, we will promote businesses that fully utilize all of Marubeni's resources. By promoting horizontal expansion (entering new domains and linking them with existing ones), we will engage in the creation of new platform functions.

**4. Access and incorporation of the world's most cutting-edge technologies and innovations**

We will use startup ecosystems and innovation centers to cultivate knowledge and experience related to the world's most cutting-edge technologies and innovations, and develop revolutionary business models that have been proven in Europe and the U.S. as new businesses in Asia.

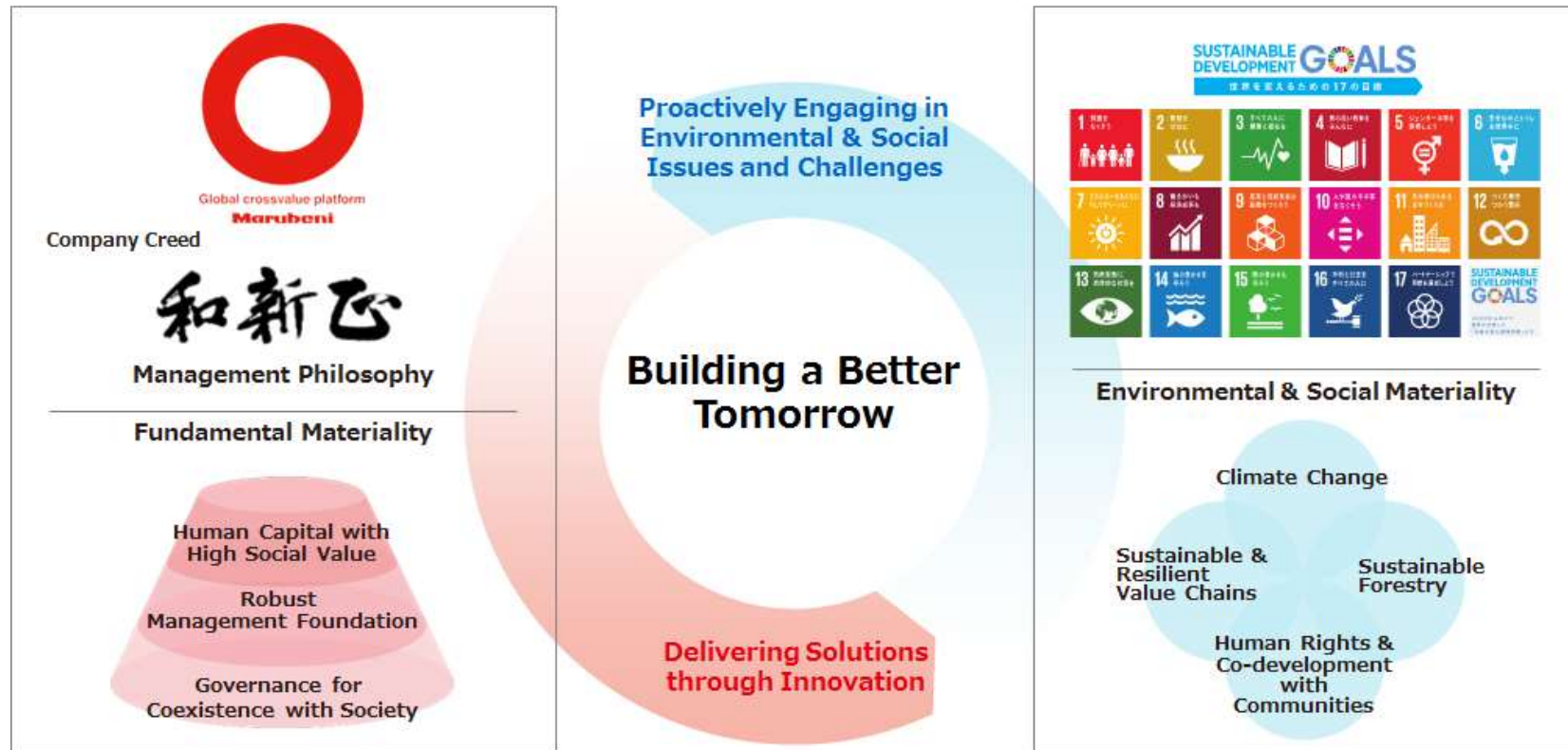


# ○ The Marubeni Group by Numbers



# ○ Identification and review process of material issues for sustainability

In accordance with the spirit of the Company Creed of “Fairness , Innovation , and Harmony ,” the Marubeni Group is proudly committed to social and economic development and safeguarding the global environment by conducting fair and upright corporate activities. Our Management Philosophy clearly expresses our views on sustainability. To us, sustainability means proactively engaging in environmental and social issues and challenges, delivering solutions through innovation, and living by the Management Philosophy. Corporate value is composed of financial and non-financial value; non-financial value in particular is steadily growing in importance. With regard to sustainability, such issues as climate change, the depletion of forestry resources and human rights issues pose grave threats to social and environmental sustainability. Adopting and implementing clear medium- and long-term corporate policies regarding these issues is directly related to increasing non-financial value and corporate value. Until now, to increase corporate value, each of our businesses has generally created its own innovative business model in anticipation of the challenges facing society.



# ○ Global Network



## ● Locations

### North & Central America

Guatemala City  
Houston  
Los Angeles  
Mexico City  
New York  
Omaha  
Queretaro  
Silicon Valley  
Toronto  
Washington, D.C.

### South America

Belo Horizonte  
Bogota  
Buenos Aires  
Caracas  
Habana  
Lima  
Rio de Janeiro  
Salvador  
Santiago  
São Paulo

### Europe & CIS

Almaty  
Athens  
Bucharest  
Budapest  
Düsseldorf  
Hamburg  
Helsinki  
Khabarovsk  
Kyiv  
London  
Lisbon  
Milan  
Moscow  
Nur-Sultan  
Paris  
Prague  
Risley  
Tallinn  
Tashkent  
Vladivostok  
Warsaw  
Yuzhno-Sakhalinsk

### Middle East & Africa

Abidjan  
Abu Dhabi  
Accra  
Addis Ababa  
Algiers  
Amman  
Ankara  
Baghdad  
Cairo  
Casablanca  
Doha  
Dubai  
Istanbul  
Johannesburg  
Kuwait City  
Lagos  
Luanda  
Maputo  
Muscat  
Nairobi  
Riyadh  
Tehran

### Southwest Asia

Bengaluru  
Chattogram  
Dhaka  
Goa  
Islamabad  
Karachi  
Kolkata  
Lahore  
Mumbai  
New Delhi

### ASEAN

Bangkok  
Hanoi  
Ho Chi Minh City  
Jakarta  
Kuala Lumpur  
Kuching  
Manila  
Nay Pyi Taw  
Phnom Penh  
Singapore  
Vientiane  
Yangon

### China / East Asia

Beijing  
Changchun  
Chengdu  
Dalian  
Guangzhou  
Hefei  
Hong Kong  
Kunming  
Nanjing  
Qingdao  
Seoul  
Shanghai  
Shenzhen  
Taipei  
Tianjin  
Ulan Bator  
Wuhan  
Xiamen

### Oceania

Auckland  
Melbourne  
Perth  
Sydney  
Port Moresby

### Japan

Sapporo  
Sendai  
Tokyo  
Shizuoka  
Hamamatsu  
Toyama  
Nagoya  
Osaka  
Fukuyama  
Hiroshima  
Imabari  
Fukuoka  
Okinawa