

Mobility Activities Introduction

Marubeni Corporation

April 2022

Company Profile – Marubeni Head Office

| | |
|---|--|
| ● Founded | May 1858 |
| ● Incorporated | December 1, 1949 |
| ● President and CEO | Masumi Kakinoki |
| ● Paid-in Capital | 262,686 million yen |
| ● Head Office | Tokyo Nihombashi Tower, 7-1, Nihonbashi 2-chome, Chuo-ku, Tokyo, 103-6060, Japan |
| ● Number of Branches and Offices (Including Tokyo Head Office) | 136 branches and offices in 67 countries and regions, consisting of 12 domestic branches and offices, 57 overseas branches and offices and 29 overseas corporate subsidiaries with 67 offices |
| ● Number of Employees* (non-consolidated) | 4,418 (Excluding 432 local employees of overseas branches and offices and 1,468 local employees of overseas corporate subsidiaries) |
| ● Number of Employees* (consolidated) | 42,882 |
| ● Number of Consolidated Companies | 431 |



(As of April 1, 2019 , except * as of March 31, 2019)

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

● Marubeni Management Philosophy

In accordance with the spirit grounded in "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.

Global crossvalue platform

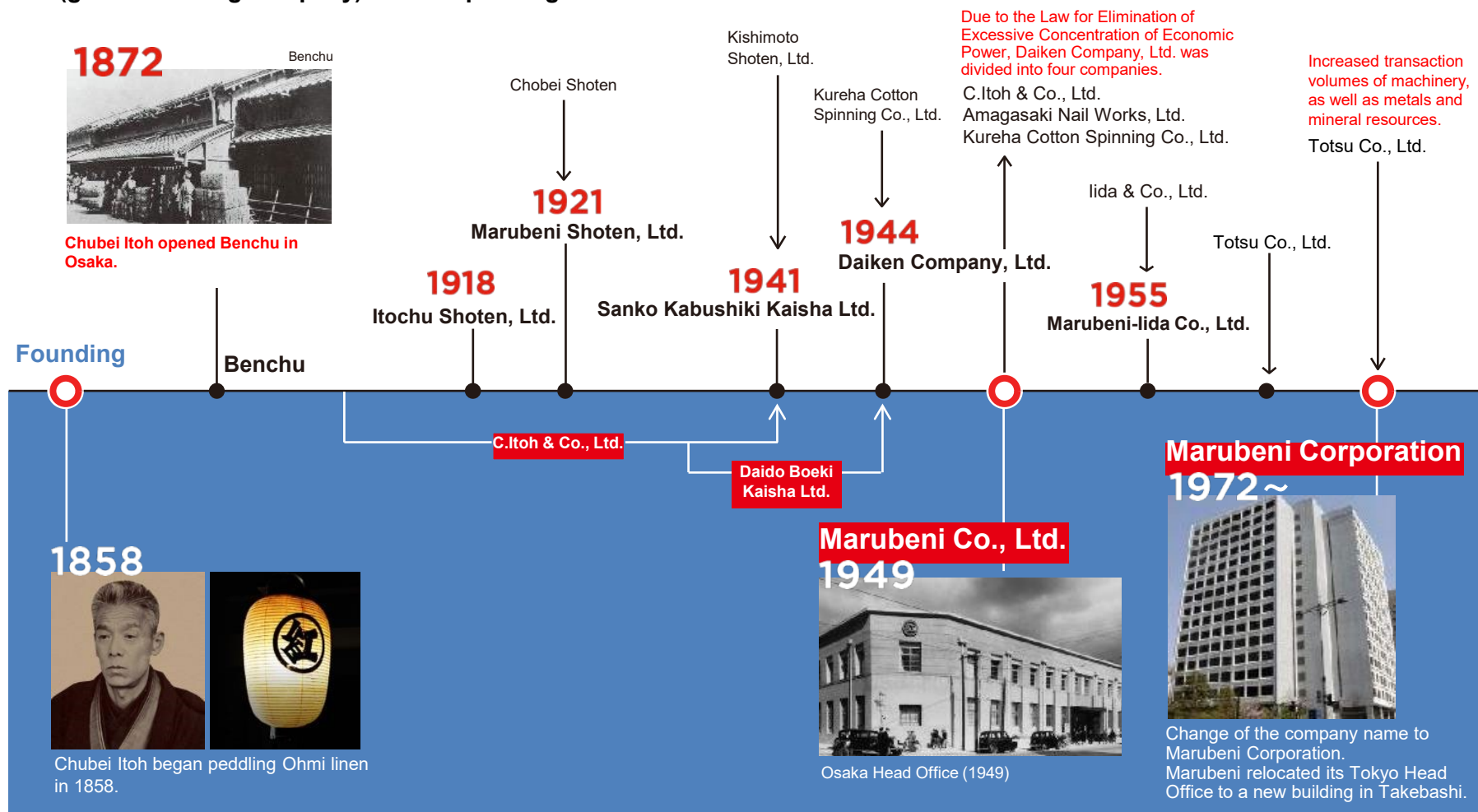
- We anticipate the issues and challenges facing society and create innovative solutions for our customers and for the world, breaking down barriers between sectors, between internal and external, crossing borders, building on our existing business models and expanding into new markets.
- We will generate 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.



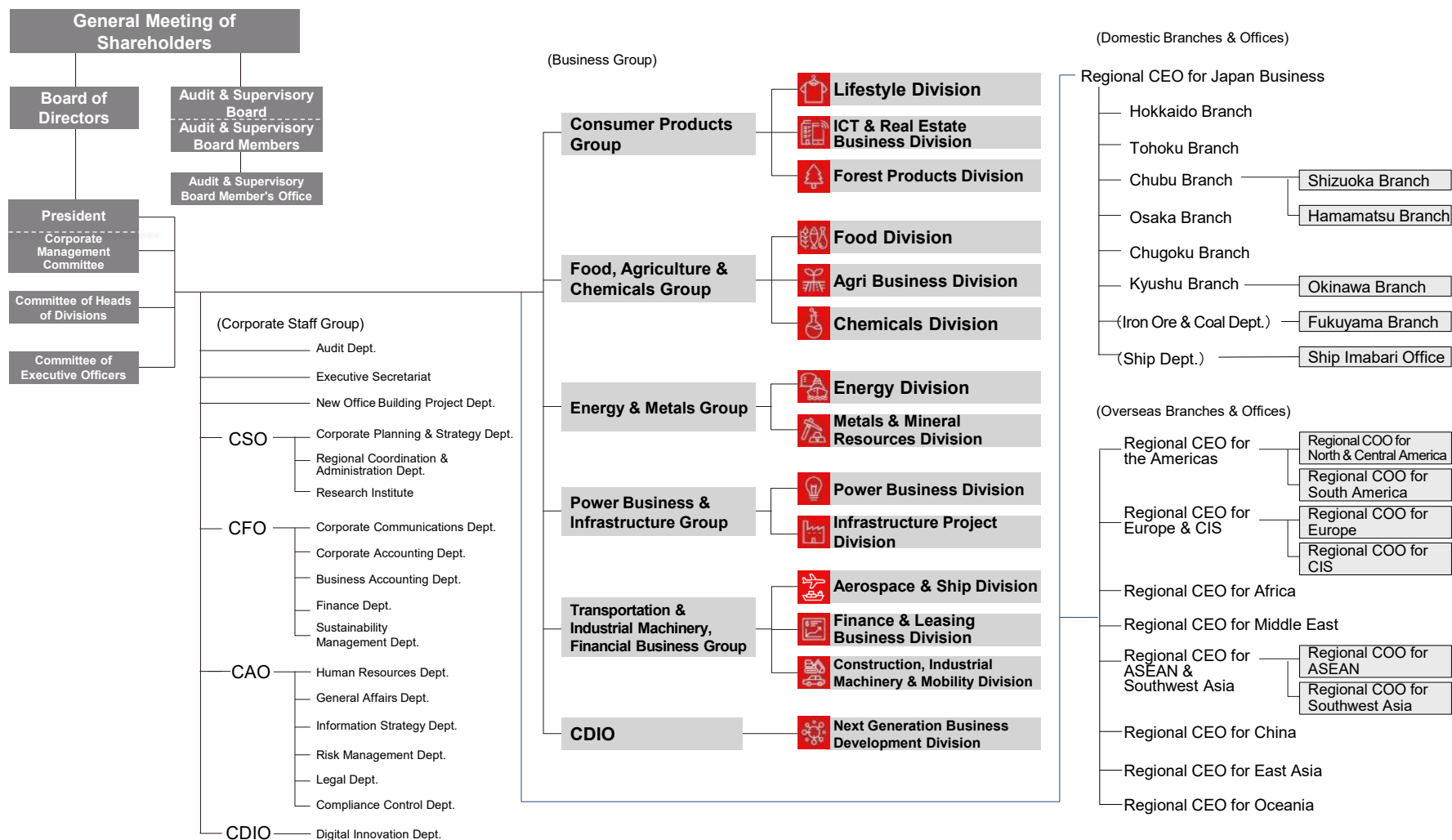
Global crossvalue platform
Marubeni

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 – Marubeni Head Office



(As of April 1, 2020)

The Marubeni Group by Numbers

Marubeni Group

Number of Bases
136 branches/offices in
67 countries/regions

*Including Japan, as of April 1, 2019

Number of Consolidated Companies

431



Number of Group Employees

42,882



Company Employees Positioned Overseas

894



Helena Agri-Enterprises, LLC

Nationwide Network in the United States.

Approx. **500** locations

Helena is the No.2 retailer of crop protection products, fertilizers, and seeds in the United States.

Volume of Coffee Beans Traded

30 % of Coffee Consumed in Japan

Approximately 470,000 tons of coffee are consumed in Japan each year. Marubeni handles approximately 30% of this volume.

* Achievements in 2018

Number of LNG Vessels Owned

16 LNG vessels

Marubeni is currently in possession of 16 out of all operational LNG vessels around the world. The total number of LNG vessels in existence globally is 512 (as of March 2019; this number excludes small model vessels and FSRU).

Copper Equity Volume

150,000 tons

Conducting copper mining business in Chile. Equity volume is one of the largest in Japan.

Number of Aircrafts Owned & Managed

274 aircrafts

Marubeni commenced investment in Aircastle Limited in 2013, and we are now leasing aircraft to 81 airlines in 44 countries worldwide through this company.

Global Olefin Trading Market

Approx. **30 %** share

Using specialized tankers, Marubeni has secured approximately 30% of the global olefin trading market.

Net Power Generation Capacity

12,003 MW

As a leading Independent Power Producer (IPP), Marubeni has world class net power generation capacity.

* The total sum of Japan and overseas

Provision of Housing in China

Approx. **11,000** units

Marubeni was one of the first Japanese companies to enter into the Chinese real estate market and has been engaged in such business operations as the development of housing for Chinese homebuyers and complex facilities since 1985.

People Served by Marubeni's Water Business

Approx. **13.5** million people

Marubeni is conducting diversified water projects mainly in Central & South America, Asia, the Middle East, and Europe.

*The target population of a total of 4 concession services this company owns in Europe, South America and Asia.

Afforestation Business Sites

190,000 hectares

2 projects managed in 2 countries with a total of 190,000 hectares (roughly the size of Tokyo).

*Leading site area among Japanese companies

Grain Trading

Industry No.1 Trading volume **70** million tons

Marubeni boasts the top grain trading volume among Japanese companies.

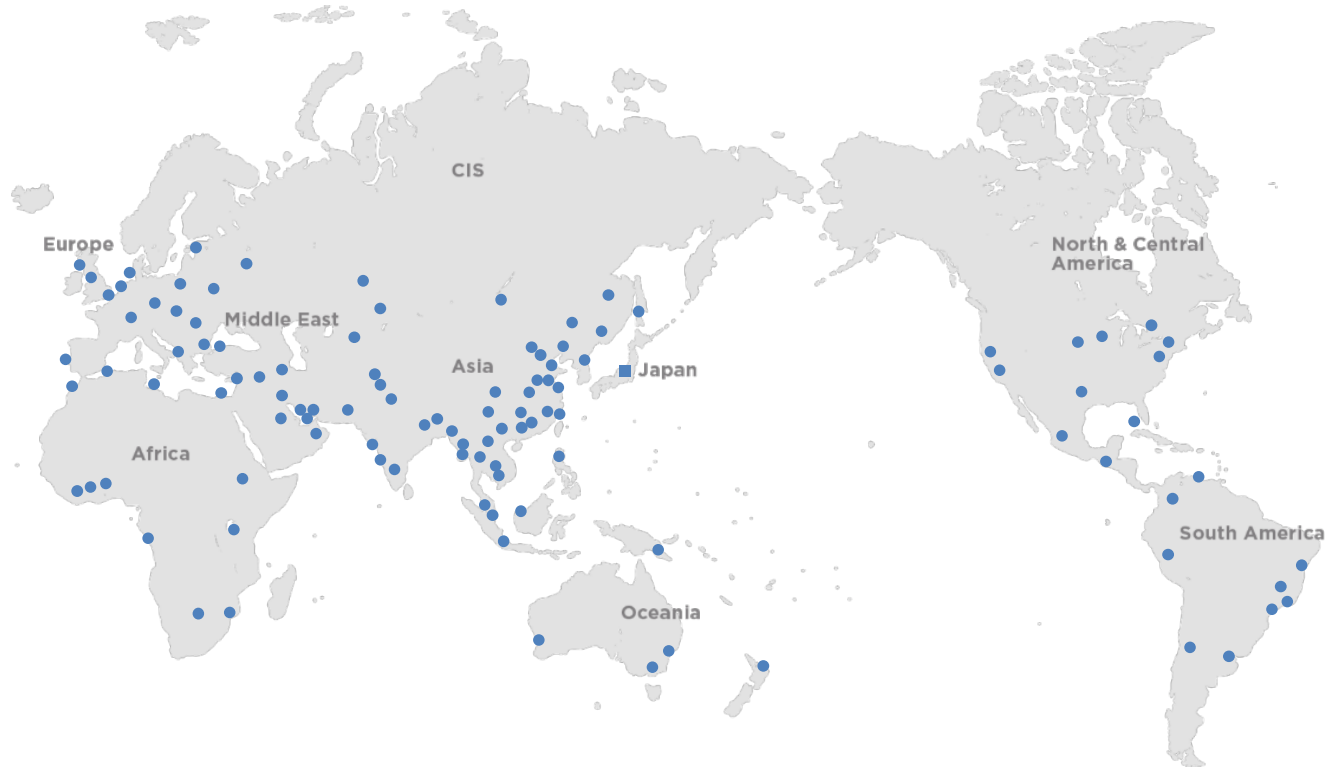
*Includes some double-counted trades
*As of March 2018

Please Note:

- All figures are accurate as of the end of March, 2019, unless otherwise specified.

- Some of these numbers are specific to Marubeni Corporation and do not necessarily reflect figures for the entire Marubeni Group.

Our 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
Khabarovsk
Kiev
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

Chennai
Chittagong
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
Nagoya
Osaka
Fukuyama
Hiroshima
Imabari
Fukuoka
Okinawa

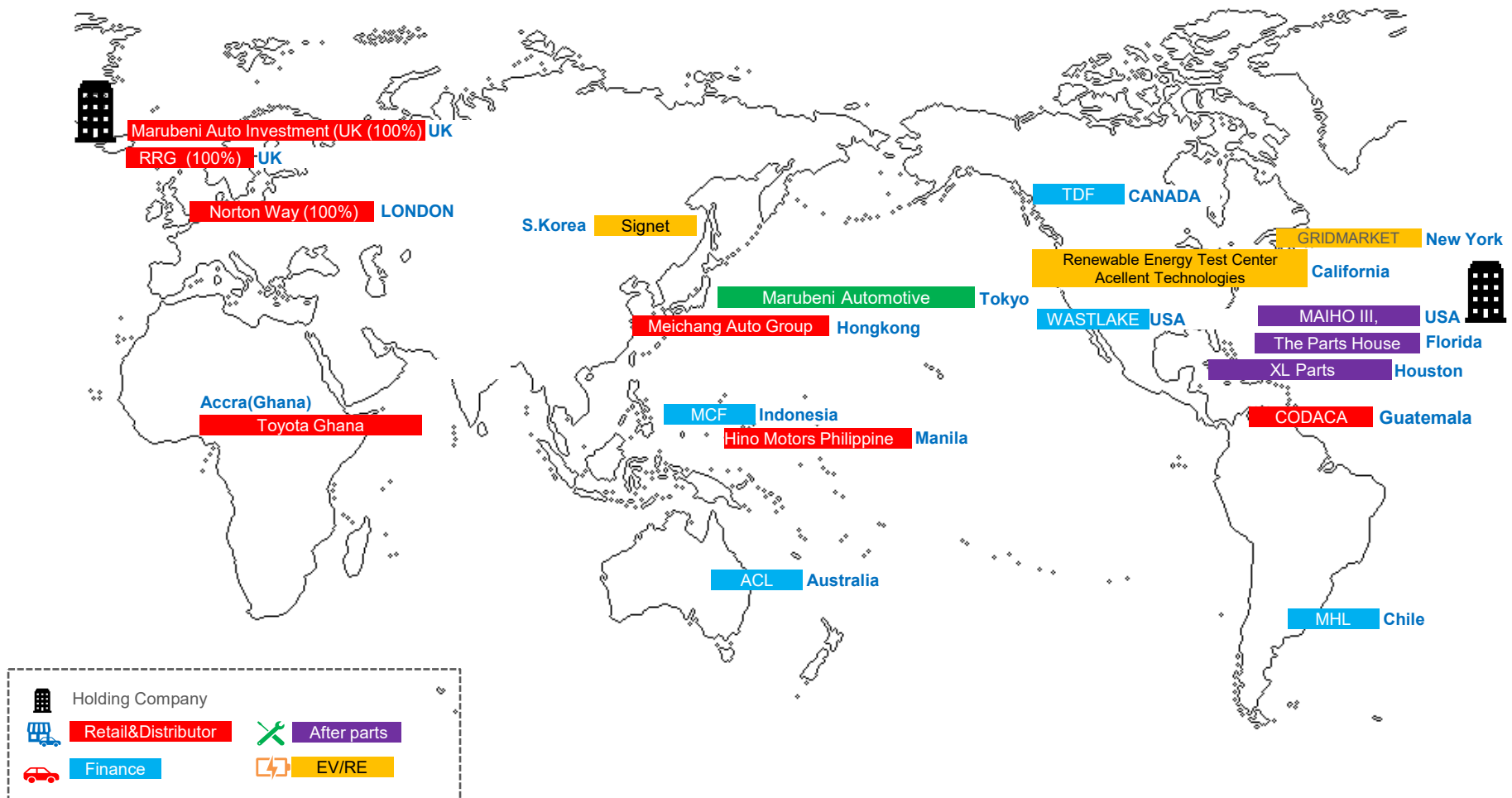
(As of April 1, 2020)

■ **PART.2**

MARUBENI MOBILITY BUSINESS

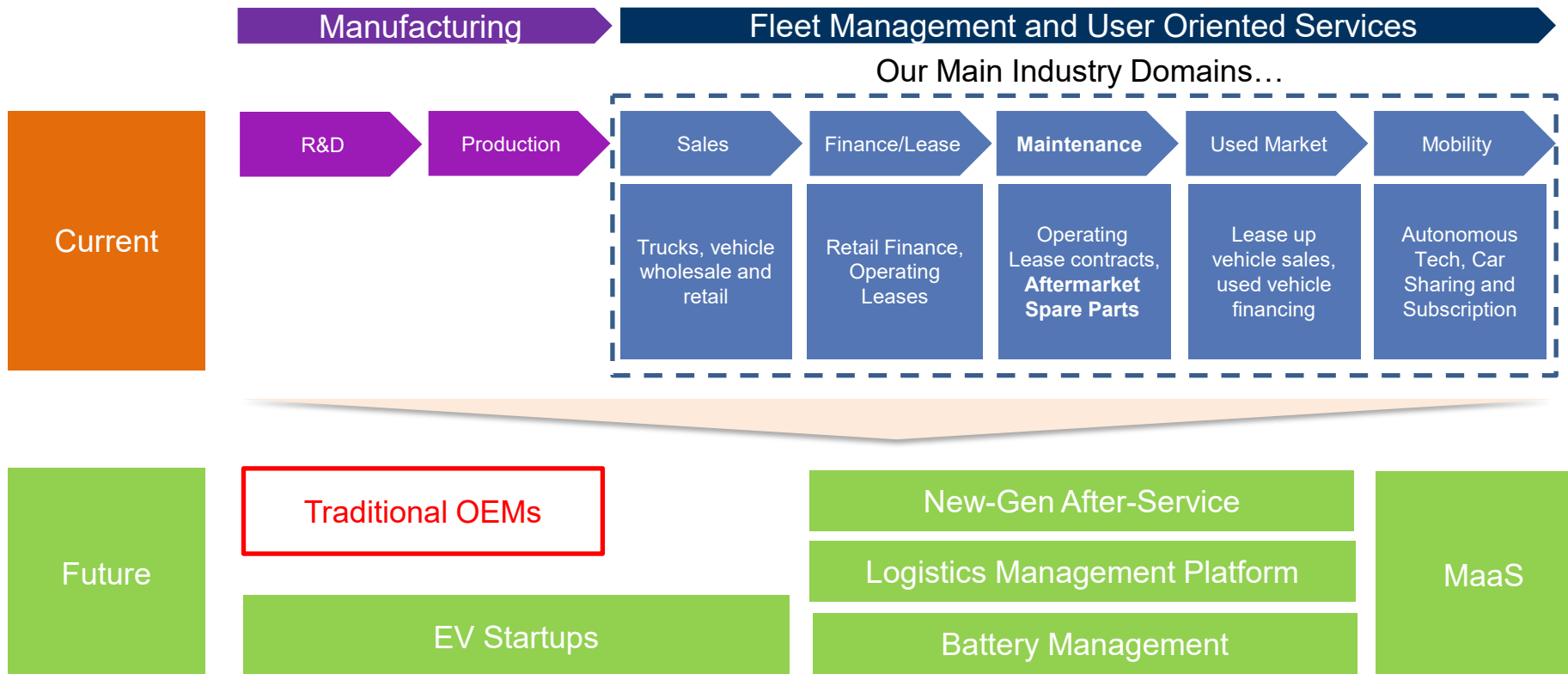
Industrial System & Mobility Business Department Worldwide

Our mobility business is located in 19 Companies.



Mobility Business: Current and Future

- ✓ From OEM Captive wholesales to aftermarket spare parts distribution, we have positioned ourselves diversely throughout the value chain over the past years, focusing on market driven services assessing customer needs.
- ✓ For the expansion of aftermarket Business, we executed some investments in high potential start-up companies.
- ✓ We seek to implement and develop new business opportunities, adopting the new trends.



■ PART.3-1

Traditional Mobility Business - HINO

Hino Motors Philippines Corporation (PHILIPPINES)

Company Info

Business

Authorized importer, assembler and distributor of Hino trucks and buses

HQ

Canlubang, Calamba City, Laguna Philippines

Ownership

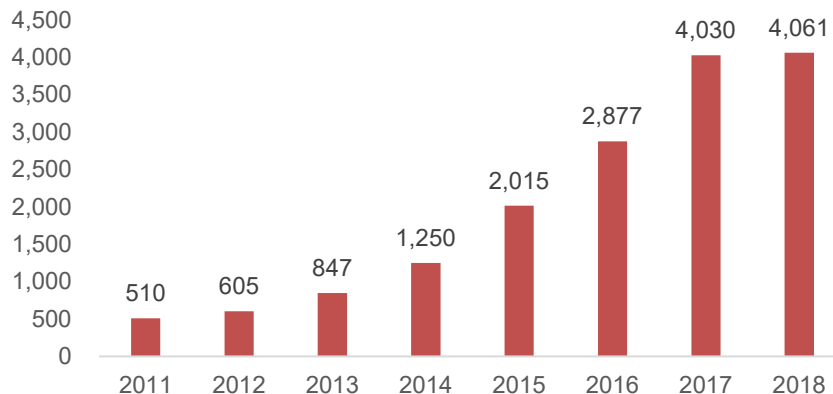
20% Marubeni(MAHPI)
70% Hino Motors, Ltd.
10% Professional Managers, Inc.

Founded

March 1975

Employees

Approx. 892 (as of December 2018)



Product

Bus



Aluminum Van



Dump Truck



Passenger Van



Vacuum Truck



Rescue Truck



CODACA Holding & Investment Co., Ltd. (GUATEMALA)

Company Info

Business

Distributor of HINO truck in Guatemala/Honduras/Belize.
No.1 market share of new truck sales in Guatemala since 1975.

HQ

Guatemala City, Guatemala

Ownership

51% Sika Enterprises Co., Ltd
49% Marubeni Corporation

Founded

1972

Structure

CODACA Holding & Investment Co. Ltd.
Motores Hino de Guatemala, S.A.
Motores Hino de Honduras, S.A.
HINO RENT
International de Guatemala, S.A.

GRUPO
CODACA

Sales and Market Share in Guatemala

| Year | Sales Amount | Market Share (Truck segment) |
|------|--------------|------------------------------|
| 2013 | 776 units | 48% |
| 2014 | 1049 units | 55% |
| 2015 | 1,217 units | 48% |
| 2016 | 1,227 units | 42% |
| 2017 | 935 units | 35% |
| 2018 | 790 units | 32% |

HINO Total Support



This is HINO Total Support
¿Why settle for less!

Real solutions to your transportation needs
Best reselling value to your truck
Over 220 Mechanics Certified by Japan
Over 15 Spare Part agencies throughout Guatemala
Over 26 Mobile Workshops at your service throughout the country
58 Specialized Technicians by factory in Japan
The largest and most complete Line Up in the market
Over 10 Service Workshops throughout the country
Spare parts delivery, accurately and quickly
71 service points throughout Guatemala
The best financing and financing for your HINO truck
Home delivery spare Parts without charge

RESPALDO TOTAL

The most sold truck in Guatemala from 1975 to date

GRUPO CODACA
CORP. DE INVERSIÓN DE INVERSIÓN S.A. (C.I.)

www.hino.com.gt

PBX: 2420-4466

¡El trabajador para ganar dinero!

■ PART.3-2

Traditional Mobility Business – DISTRIBUTION / RETAIL BUSINESS

RRG Group / Norton Way Motors (MAIUK)

Company Info

| | |
|-----------------------|--|
| Business | Dealership |
| HQ | Manchester City, UK |
| Ownership | 100% Marubeni Auto Investment (UK) Limited |
| Founded | January 1967 (RRG Group) August 1989 (Norton Way) |
| Employees | 1,274 (as of March 2019) |
| # of Locations | 23 (RRG Group) 9 (Norton Way) |



Dealership Locations (32 shops with 8 brands)



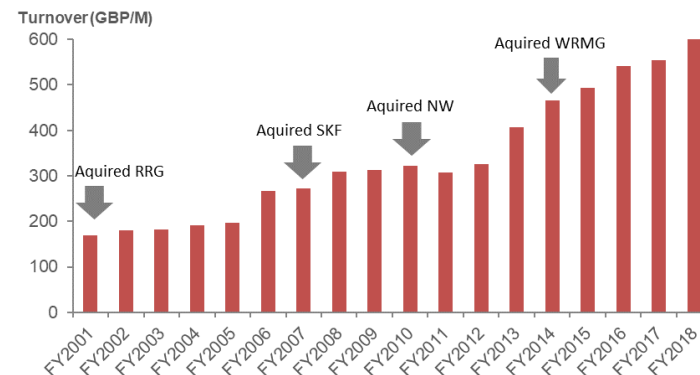
Norton Way

| | |
|--------------|-----------|
| Toyota | 11 |
| Lexus | 3 |
| Mazda | 1 |
| Peugeot | 2 |
| Kia | 1 |
| Nissan | 1 |
| Skoda | 2 |
| Others | 2 |
| Total | 23 |



| | |
|--------------|----------|
| Honda | 3 |
| Mazda | 1 |
| Peugeot | 1 |
| Nissan | 1 |
| Kia | 1 |
| Others | 2 |
| Total | 9 |

Growth through Acquisitions

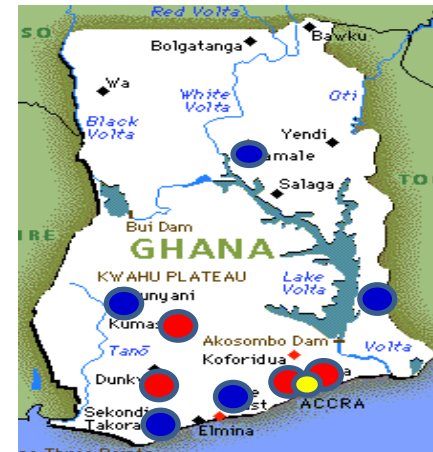


Toyota Ghana Company Limited (GHANA)

Company Info

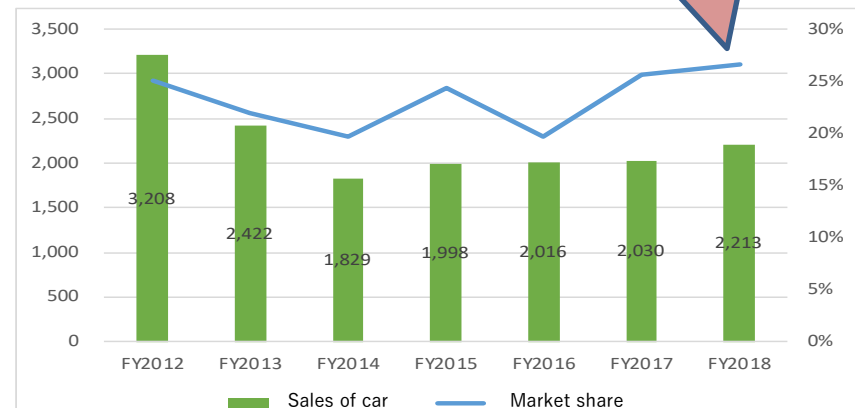
| | |
|------------------|--|
| Business | Distribution & Dealership |
| HQ | Accra, Ghana |
| Ownership | 100% Marubeni Corporation |
| Founded | 1998 |
| Employees | 562 (as of March 2019) |
| Branch | 4 branches (Accra/Kumasi/Tarkwa/Tema) 2 mining site service workshops (Ahafo/Newmont) 1 Body and Paint shop (Accra) 5 authorized service shop |
| Awards | Outstanding Customer Service Award (2012~2016) Diamond Award (2012, 2015, 2018) Gold Award (2012, 2015) Best Practice Award (2012) Best Brands Awards (2014) |

Dealership Locations



- Branch (Sale, Parts, Service)
- Body & Paint
- TGASS

Sales and Share



The top share for 2 years in a row

Meichang Auto Group (Asia)

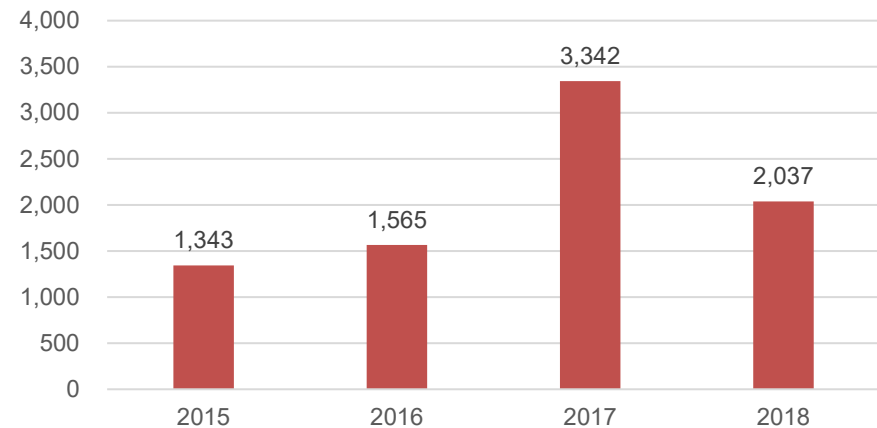
Company Info

| | |
|------------------|--|
| Business | Dealership |
| HQ | Shenzhen, China |
| Ownership | 51% DCH Auto Group (Asia) Ltd. 49% Marubeni Corporation |
| Founded | 2008 |

Dealership Locations



Sales and Share



■ PART.3-3

Traditional Mobility Business – AFTER PARTS BUSINESS

XL Parts LLC (USA)

Company Info

Business

Fastest growing Direct-to-the-Installer Automotive parts supplier in Houston, Dallas/Ft. Worth, Oklahoma City and Baton Rouge areas. Carrying 150,000 different parts numbers covering 175 product lines from dozens of manufacturers. Average 30 minutes delivery time to the installers.

HQ

Houston, TX USA

Ownership

100% MAIHO III, LLC

Founded

1984 (Founded as U.S. Parts)

of Locations

105

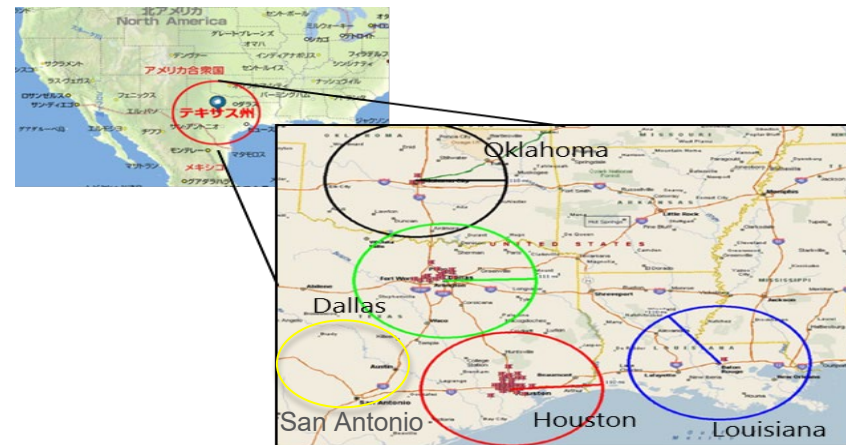
Warehouse Locations

Houston, TX / Dallas-Fortworth, TX
Oklahoma City, OK / Baton Rouge, LA

Product

175,000 automotive parts.

Store Locations



Distribution Warehouse



Houston : 250,000sq.ft.
Dallas : 200,000sq.ft.

The Parts House (USA)

Company Info

Business

One of the largest wholesale and warehouse distributors of automotive and heavy-duty truck parts and accessories in Southeastern United States and Caribbean

HQ

Jacksonville, FL USA

Ownership

100% MAIHO III, LLC

Founded

1970

of Locations

75

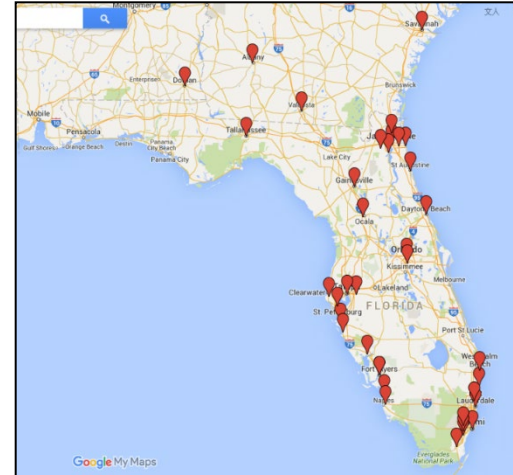
Warehouse Locations

Miami, Tampa, Jacksonville, Orlando, FL / GA / AL / Puerto Rico

Product

About 120,000 automotive parts

Store Locations



Distribution Warehouse



Marubeni Automotive Company (JAPAN)

Company Info

Business A distributor of Truck & after parts

HQ Tokyo, Japan

Ownership 100% Marubeni Corporation

Founded 1991

Employees 29(as of March 2019)

Business Partners

| | |
|------------------|----------------------------|
| Tachi-S Co, Ltd. | Alpha |
| Fuji Seiko | Hitachi Automotive Systems |
| Forcia | Armada Johnson Controls |
| LEAR | PT |
| Yorozu | Calsonic Kansei |
| Hanewell | Riken Seiko |
| Nikki | |

Dealership Locations

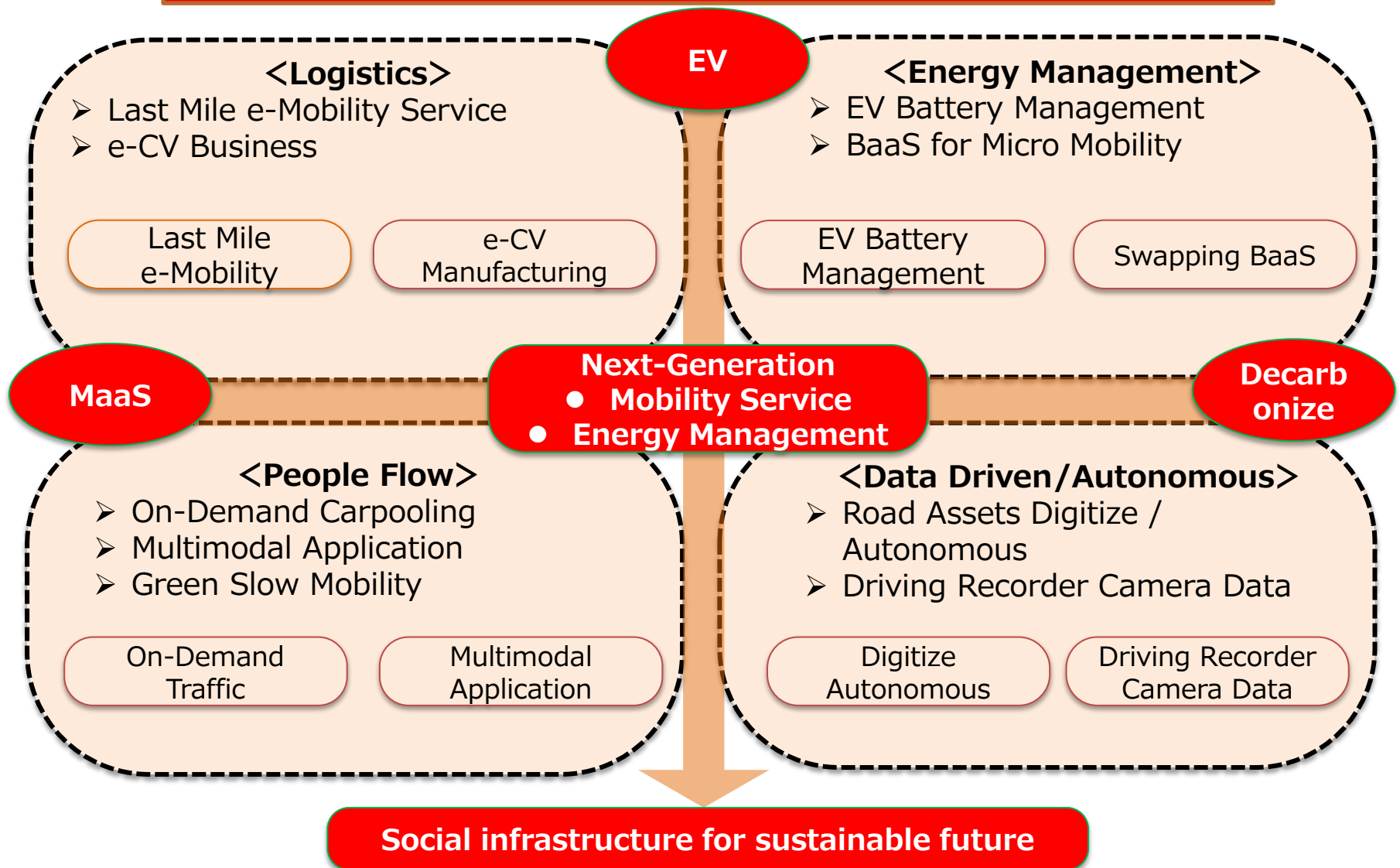


■ PART.4

New Mobility Business

Business Strategy Field

Providing Low-Carbon, Sustainable Next-Gen Social Infrastructure



SIGNET Fast Charger①



- ✓ Promote installation of EV quick charger as a global exclusive distributor of SIGNET, the world's 3rd largest EV quick charger manufacture.

Company Overview



Marubeni and Signet have a partnership since 2009

| | |
|------------|--|
| Company | SIGNET EV Inc. (S. Korea) |
| Est. | 1998 |
| Services | Manufacturing EV quick charger (2006~) |
| Turnover | JPY3,500MIL(FY2016) |
| Production | 300~500 units/month |
| Location | Gwangju, S. Korea |

Sales amount as of March 2019, Order based

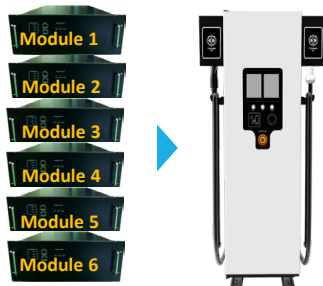
| Country · Area | Type | QTY |
|----------------|------------------------|---------------|
| North America | DC Charger (Level III) | 677 |
| | DC Fast Charger | 378 |
| Europe | AC Charger (Level II) | 3 |
| | DC Fast Charger | 4,174 |
| Korea | AC Charger | 5,466 |
| | DC Charger | 74 |
| Japan | AC Charger | 33 |
| | DC Charger | 1 |
| Asia | DC Charger | 1 |
| | AC Charger | 4 |
| Total | | 10,810 |
| (DC Charger) | | (5,304) |
| (AC Charger) | | (5,506) |



Characteristic of SIGNET EV quick charger

“Module type”※

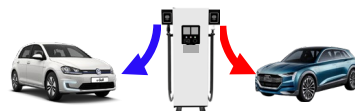
- Possible to replace each module.
- Easy to repair/adjust.



※Registered patent in Korea/Japan/USA

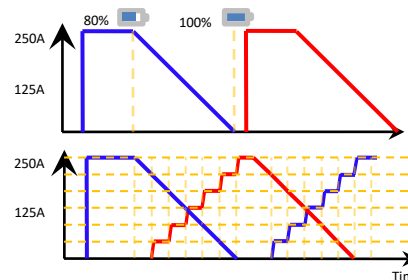
“Versatility”

- Accept almost all standard like CHAdeMO, CCS1, CCS 2, GB/T, Renault
- Multi Cable



“Power sharing”

- Multiple charging with controlling each power in case of using multi cable.



“Network function”

- Dealing with global standard “OCPP”
- Possible to manage each charger by online.



“Open Charge Point Protocol 1.6”

SIGNET Fast Charger②



About ELAM



- Subsidiary of Volkswagen Group of America, located in Reston, VA.
- Largest High-Power charge point operator across the U.S.
- Over a 10-year period ending in 2027, Electrify America will invest \$2 billion in ZEV infrastructure, access, and education programs.
- \$800 million in California, the other \$1.2 billion in the remainder of the U.S.

About Deal

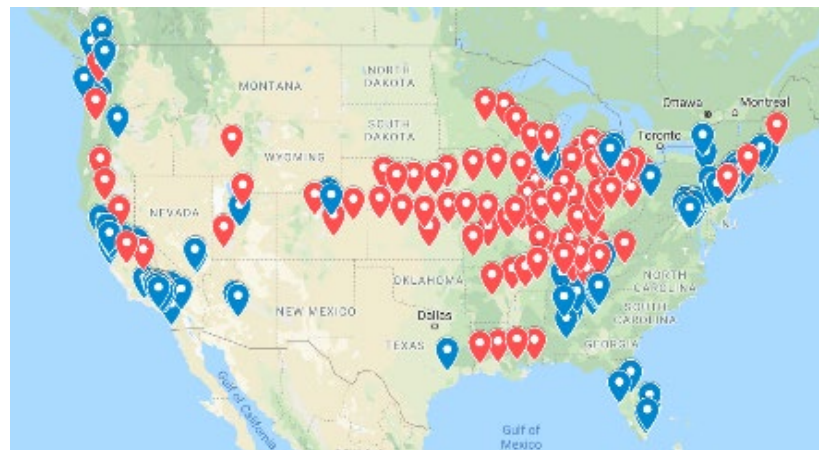
- 📍 **Cycle 1, January 2017 – June 2019**
- 📍 **Cycle 2, July 2019 – December 2021**
- 📍 **Cycle 3, January 2022 –**

<Signet Products>

- 150kW and 350kW High Power Charging System
- Power Cabinet and Dispenser type
- Cable : Dual CCS or CCS-CHAdEMO
- Network : OCPP1.6
- UL Certified



Signet Charger locator



| | 📍 Cycle 1 (Site is live) | 📍 Cycle 2 (Site is live) |
|-------------|-------------------------------------|-------------------------------------|
| Stations | 89 | 350 |
| Dual CCS | 337 | 1075 |
| CCS-CHAdEMO | 89 | 350 |
| TTL | 426 | 1425 |

SIGNET Fast Charger③



Signet product line-up covers full range of EV Chargers

| | AC Level 2 | DC Semi Fast | DC Fast | DC Ultra Fast |
|---------------|----------------------------------|--|---|------------------------------------|
| Output | 7kW-14kW | 25kW | 50kW-150kW | 150kW-350kW+ |
| Charging Time | 1 night | 4 hours | 30 min | 10 min |
| Use Case | - School Bus - Depot Charging | - Depot Charging - Fleet for 100miles / day | - Depot Charging - Fleet for 200mile / day | - Class 8 - On the way charging |

* Charging time is roughly estimated and it may changes depends on Battery size and state of Charge.



HB7K-
EV



SHFC25K



SHFC50K



HFC150K



DP350K

DC Fast charger integrated with Energy Storage



✓ Marubeni, Signet and 4RE Energy developed ESS integrated charger

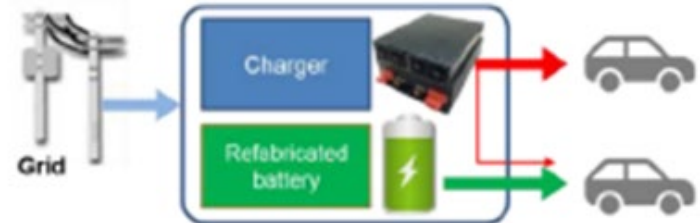
This charger was released in March 2019
@Namie-Machi, JAPAN



- 100kW charger integrated with 62kWh refurbished batteries from Nissan LEAF
- Input from grid is only 50kW, but Maximum output is 90kW by using energy from ESS
- Both initial cost of cubicle installation and running cost of the high voltage electricity contract are expected to be reduced
- Power Sharing with 2 cables

Reference : Images of fast charging

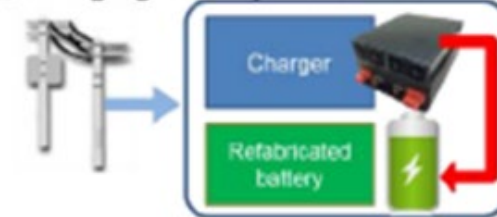
① Simultaneous fast charging mode



② Super fast charging mode



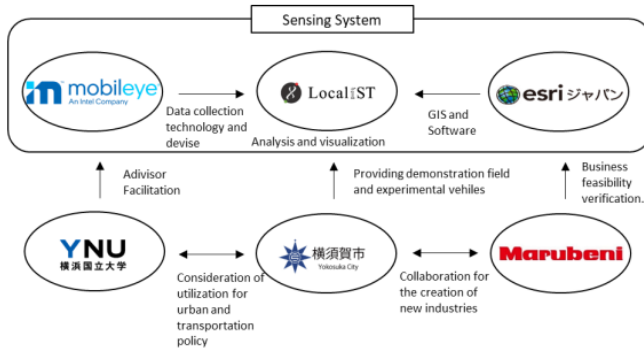
③ Charging battery mode





- ✓ Marubeni and other partners started joint development for sensing system equipped with Mobileye's automotive camera-based safety, mapping technology and edge AI since Jan 2021.
- ✓ We will contribute to the realization of a more human-centered, safe and secure walking and cycling environment by combining the data obtained from this initiative and other existing data.

Consortium Members



| Category | Collectable Data |
|----------------------|--|
| Road Assets | Edge, Railings, Singings, width, Sidewalk, Slope |
| Utility Assets | Lights, Post, Utility Hole, Gutter |
| Road Condition | Crack, Pit, Rutting |
| Vehicle Running Data | Sudden braking / cornering, Distance between cars, Speed |
| Others | Car, Cycle, Pedestrian, Parking on the road |



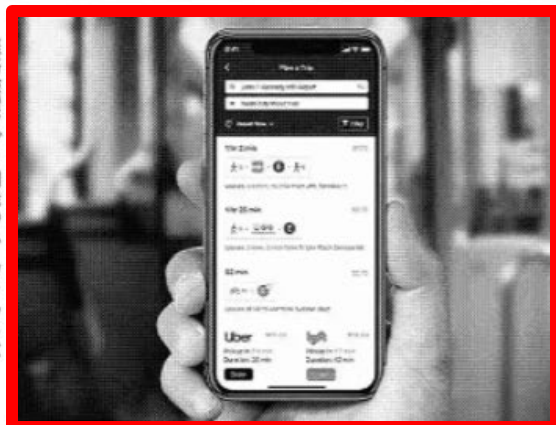


丸紅、脱炭素の交通サービス

インテル系2社と日本で



丸紅は新たなモビリティサービスの提供に向けて取り組みを進めてきた



経路検索アプリ開発のムーウィットなど連携した（ムーウィット社提供）

丸紅が移動手段の脱炭素に向けた市場開拓を進めている。このほど、米インテル子会社で自動運転や交通系IT（情報技術）などを手掛けるイスラエル企業2社と業務提携を結んだ。日本向けの次世代交通サービスを開発・展開する。電気自動車（EV）の普及で産業構造が大きく変化するなか、脱炭素社会に沿った新たな交通サービスの需要を取り込む。

丸紅が業務提携したのは、自動運転技術開発のムービルアイ・ウィジョン・テクノロジーズと、経路検索アプリ開発のムーウィット・アップ・グローバル。いずれもイスラエルのスタートアップ企業で、インテルが傘下に持つ。ムービルアイは、自動ブレーキなど安全運転を支援する先進運転支援システム（ADAS）の製造・販売で世界最大手で、年式が古い車など向けに後付けが可能なADAS製品も手掛けている。それらから得られる道路状況や歩行者量などのデータを連携して分析し、次世代交通サービス「Maas（マース）」に生かす。

ムーウィットはリアルタイムで経路検索できる交通ナビゲーションアプリを提供するほか、バスをタクシーのように呼んで相乗りできるオンデマンドシステムも手掛ける。両社が開発するモビリティサービスについて、丸紅が自治体や地域企業とのネットワークを生かして顧客開拓を行い、早期の日本市場への投入を目指す。

Maas関連では、丸紅はEVスタートアップのFOMM（フオム、川崎市）と連携して、EV用のバッテリーシェアリングに関する実証も始める。国内電子商取引（EC）業者の物流網における「ラストワンマイル（最終拠点から最終配達先までの配送区間）の配送車としてバッテリー交換式EVを導入し、配送中に決まった交換地点でバッテリーを交換する。

充電時間を持つ必要がなく効率的な配送につながるほか、バッテリーは再生可能エネルギーで作られた電源で充電されるため、繰り返し使用できる。

二酸化炭素（CO₂）の排出量の削減が求められる運輸部門の脱炭素を目的とした。関東で23年度末まで実証を行い、事業化を目指す。

丸紅は18年に傘下の特定目的会社を通じて、米自動運転技術開発や自動運転配送サービスを手掛ける米スタートアップのユデルヴに出資。物流分野におけるラストワンマイルの効率化や、商用車両のライフサイクル（調達・運用・処分）の最適管理など新たなモビリティサービスの提供に向けて取り組んでいる。

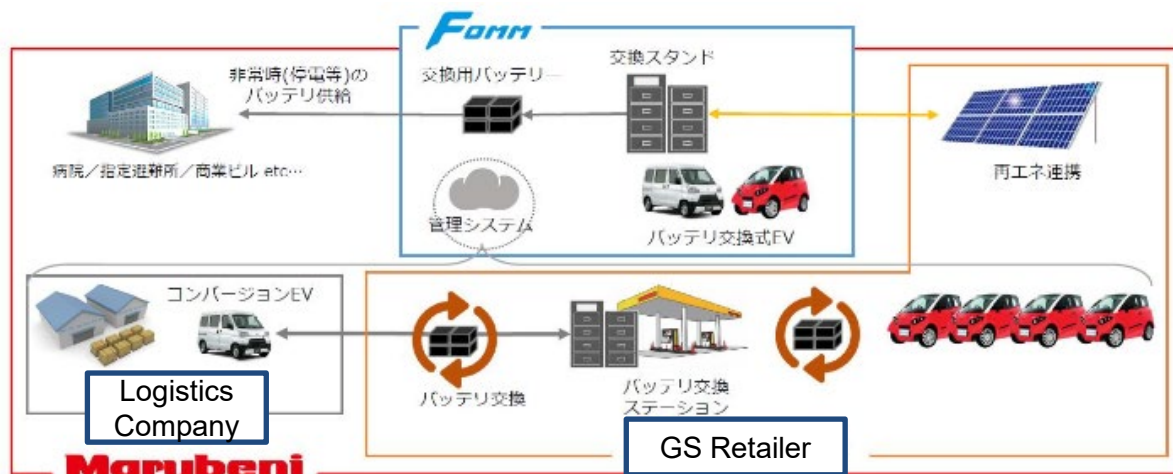
商社の強みを生かしてモビリティ分野での脱炭素市場の取り込みをめざしてアクセルを踏む。（長谷川雄大）

Swapping Battery for Commercial Vehicle/POC



- ✓ Marubeni will implement PoC regarding EV Battery sharing in the logistics industry as a commissioned project under the Japanese Ministry of the Environment with FOMM Corporation, develops battery swappable EVs.
- ✓ Marubeni and FOMM will deploy battery swappable EVs that can last for 1-mile deliveries, the last section of logistics that delivers products to customers, to be used by a domestic e-commerce company.

Consortium Members



About PoC

Period 1H, FY2022 – FY2023
Place Area of Kanto



Roles of Participants

| | |
|------------|--|
| Marubeni | PoC management, evaluation of the operation and study of its feasibility |
| FOMM | Developing battery swappable EVs and battery swap infrastructure |
| EC Company | Test deployment of battery swappable EVs |

EV Fleet Management

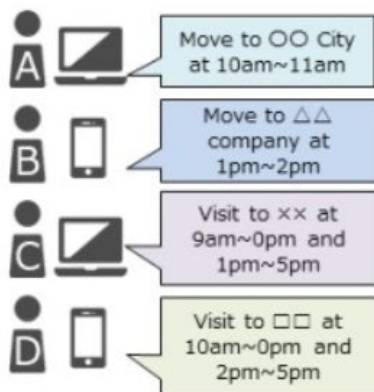


- ✓ Marubeni has launched "Omakase EV for Biz", a fleet management web service that optimizes the timing of dispatching and charging EV owned by corporations.

Solving EV management concerns by optimizing fleet dispatch and charging timing

At the time of the reservation

Disparate reservations for different users



Enter the reservation date, time, and destination of the vehicle use.

Optimized
by AI

At the time of use

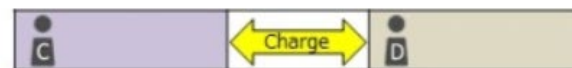
Automatically create reliable fleet dispatch and charging plans

Gasoline

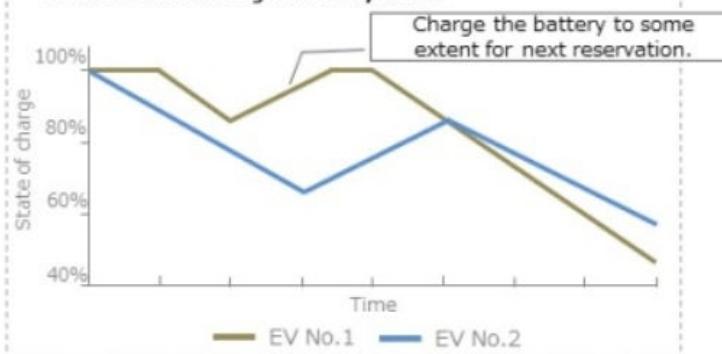
EV No.1

EV No.2

Maintain a certain amount of remaining EV battery status while minimizing the use of gasoline vehicles, which have high fuel costs.



Forecast of remaining EV battery status



EV management concerns

- ✓ Owning EVs but not using them effectively due to concerns about remaining battery status.
- ✓ Will the contracted power of the building rise due to the use of EV chargers?
- ✓ Considering the charging time of EVs also complicates the distribution of EVs and gasoline vehicles.