

## The Marubun Group's Value Creation Model

### Purpose

Contribute to a brighter future through technologies

#### Marubun's resources and foundation

##### Mission

Looking forward and staying ahead, address societal themes and solve customers' issues by leveraging the Group's human capital, technological strength, and service qualities

##### Finance

- Effective allocation of capital resources and utilization of internal reserves
- Financial planning and management under listed company regulations

##### Customers and society

- Capabilities for offering proposals to over 3,000 customers
- Partnerships with over 800 suppliers
- Capabilities to promote the "Marubun Brand" in the B-to-B area
- Support for technological advancement through the Marubun Research Promotion Foundation

##### Internal process

- Network of Japanese and overseas sites of Marubun Group companies
- Robust global supply chain management
- Knowledge of advanced technologies, and solutions development capabilities
- Highly reliable operations management
- Meticulous integrated risk management

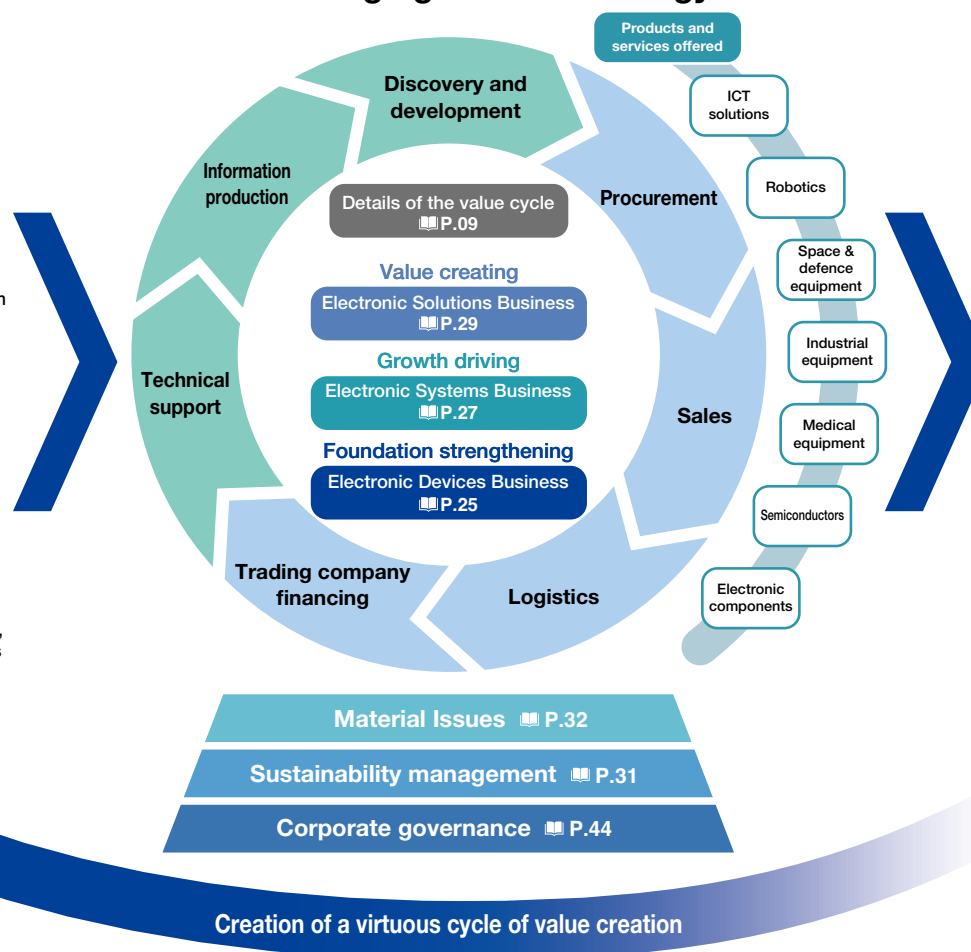
##### Human resources and infrastructure

- Professional "human capital" group with high expertise
- Strategic recruitment, capacity development, and assignment of suitable human resources
- Corporate culture of "innovation and endeavor without fear of failure"
- Highly reliable management information
- ICT infrastructure that supports business continuity and growth

#### Marubun's business model and value cycle

##### Medium-Term Business Plan "Marubun Nextage 2024" P.22

### Connecting the Future, Bridging with Technology



#### The value Marubun creates

##### Vision

Be the unrivaled and most trusted electronics trading company with unique and original values

**Solutions to environmental and social issues**  
Contribution to the expansion of economic welfare

Industrial development through the growth of customer companies

Construction of sustainable social infrastructure

Realization of a safe and prosperous society

**Further accumulation of management resources**  
**Further enhancement of management foundation**

Accumulation of new technologies and knowledge

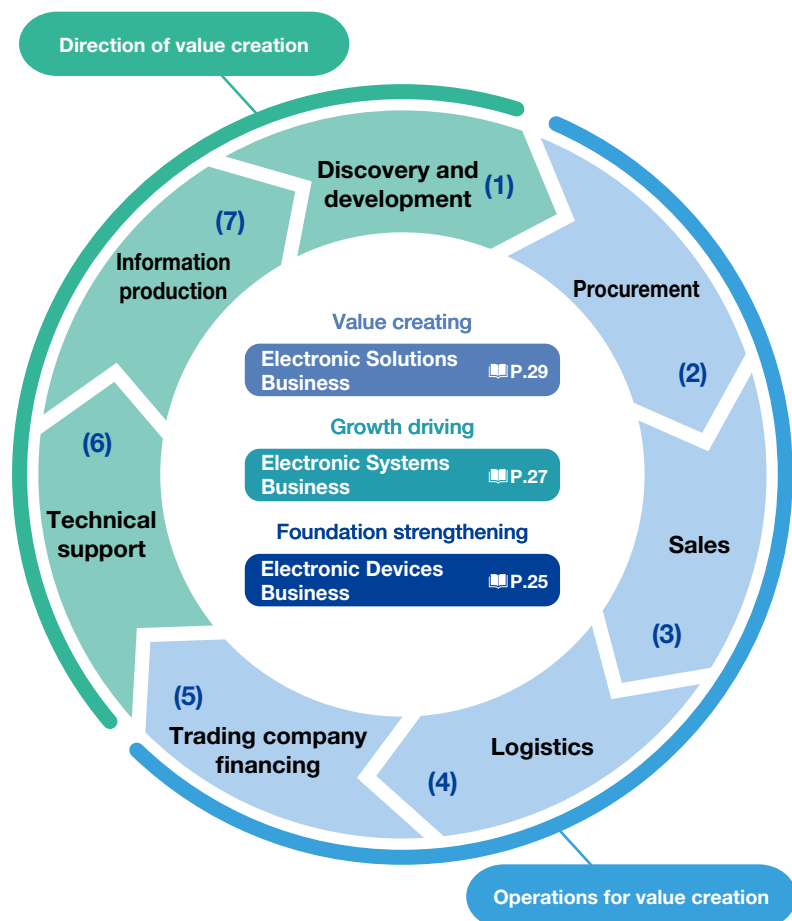
Growth of officers and employees, and engagement enhancement

Further expansion of commercial rights foundation

Realization of consolidated financial targets

## Value cycle

The Marubun Group creates original value by demonstrating strengths in each of following value cycle functions, putting into practice our Purpose of “Contribute to a brighter future through technologies.”



### (1) Discovery and development

With discernment grounded in the spirit of looking forward and staying ahead that has been passed down in our DNA since the founding of the Company, we discover products, technologies, and services on the cutting edge and quickly make them available to customers. We also engage in business acquisitions, venture investments, and other business investments that connect to the further advance of our business.

### (2) Procurement

Handling products and services from over 800 suppliers and working under strategic partnerships, we perform timely procurement of the products that our customers seek from around the world. We are working to expand and enhance our sources of procurement to meet ever-changing diverse needs.

### (3) Sales

We sell high-value-added products and services, always staying close to our customers in the spirit of “Customers First.” We provide on-site support for component procurement and production migration through a global sales network with our partner in the U.S.

### (4) Logistics

Through an advanced logistics management system, we have established an efficient, accurate delivery structure. We ensure product safety through proper management of contained chemical substances, and achieve rapid import/export operations and just-in-time delivery as a certified “specified exporter.”

### (5) Trading company financing

Through the trust and the fundraising capabilities we have built up, we engage in transactions based on inter-company credit, acting at the intersection of suppliers and customers. We reduce financial risks through meticulous management of funding and credit, and ensure business continuity by maintaining an appropriate level of equity capital.

### (6) Technical support

With a specialized technical service department and engineering service company, we offer one-stop services that cover introduction, installation, and maintenance of equipment. We propose equipment, parts, and software combined in optimal systems that meet customers' needs.

### (7) Information production

While providing customers with up-to-date technical information, we draw on information obtained through our sales activities and engineering services to analyze and assess the challenges and the foreseeable needs of society and customers, and connect this to the creation of new solutions and business models.

## The Marubun Group's strengths and initiatives in the value cycle

The following diagram shows the strengths of the Marubun Group and our related initiatives within the value cycle.

