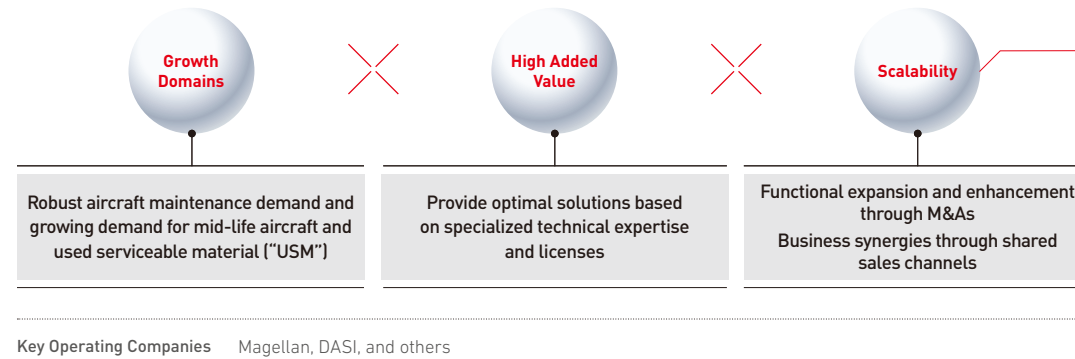


CASE | 04

Aviation Aftermarket and Asset Trading Business

Providing optimal solutions to customers in the highly specialized aircraft market



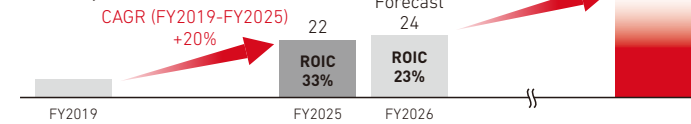
Achievements (Release dated April 3, 2026)

- Acquisition of full ownership of U.S.-based DASI

<https://www.marubeni.com/en/news/2026/release/00016.html>

- Adjusted Net Profit

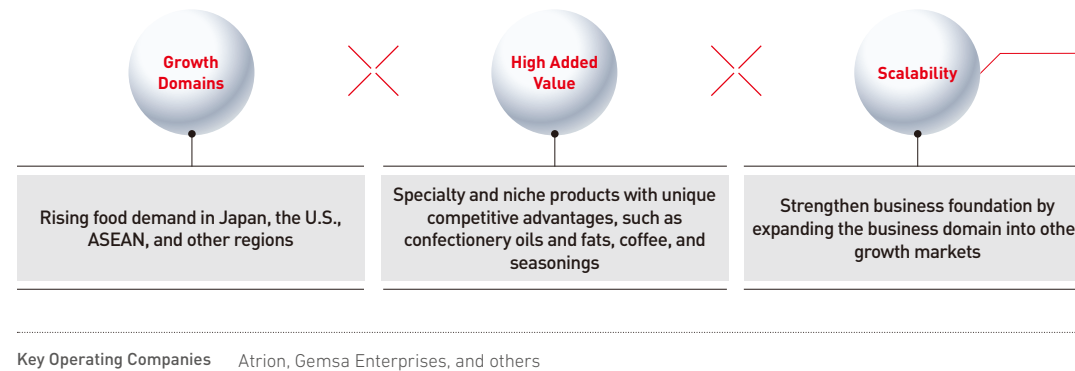
(Billions of yen)



CASE | 05

Food Marketing and Manufacturing Business

Building a stable food supply system that meets diverse consumer needs



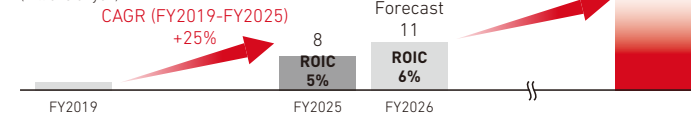
FY2025 Achievements

- Entry into the ice cream manufacturing business in the U.S. (Bubbies)

<https://www.marubeni.com/en/news/2025/release/00027.html>

- Adjusted Net Profit

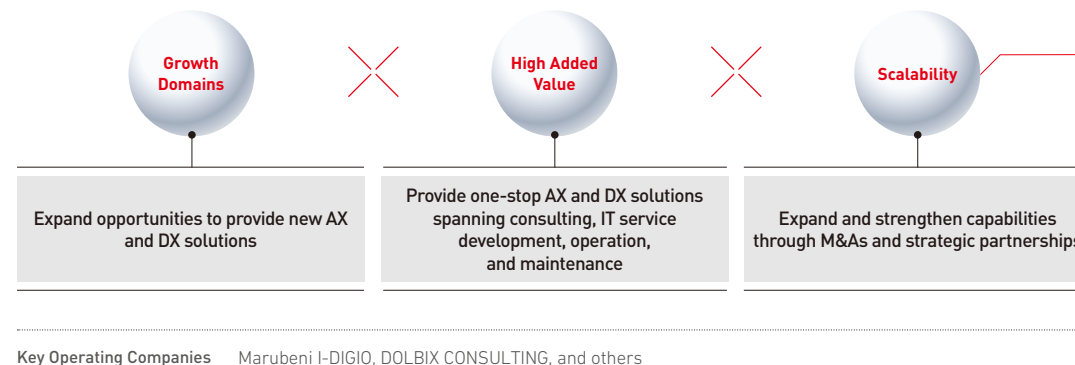
(Billions of yen)



CASE | 06

IT/Digital Solutions Business

End-to-end IT business for domestic corporate customers, from upstream to downstream



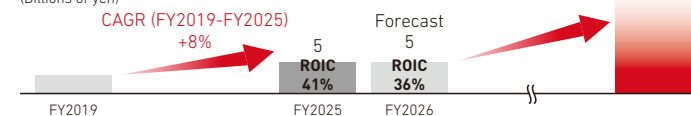
FY2025 Achievements

- Acquisition of Nakamoto & Associates by Marubeni I-DIGIO



- Adjusted Net Profit

(Billions of yen)

**Section 3: Value Creation in Practice**

Mid-Term Management Strategy GC2027

Message from the CSO

Business Investment Process

Roundtable Discussion among Members of Growth Investment Management Departments

> Feature: Core Strategic Platform Businesses

Message from the CAO

Risk Management

Message from the CDIO

Digital and AI Strategy

Roundtable Discussion between the CHRO and U.S. and European HR Leaders

Human Resource Strategy

Section 1: Vision and Message from the President and CEO

Section 2: Value Creation at Marubeni

Section 3: Value Creation in Practice

Section 4: Governance and Sustainability Underpinning Sustainable Growth

Section 5: Business Portfolio

Section 6: Corporate Data