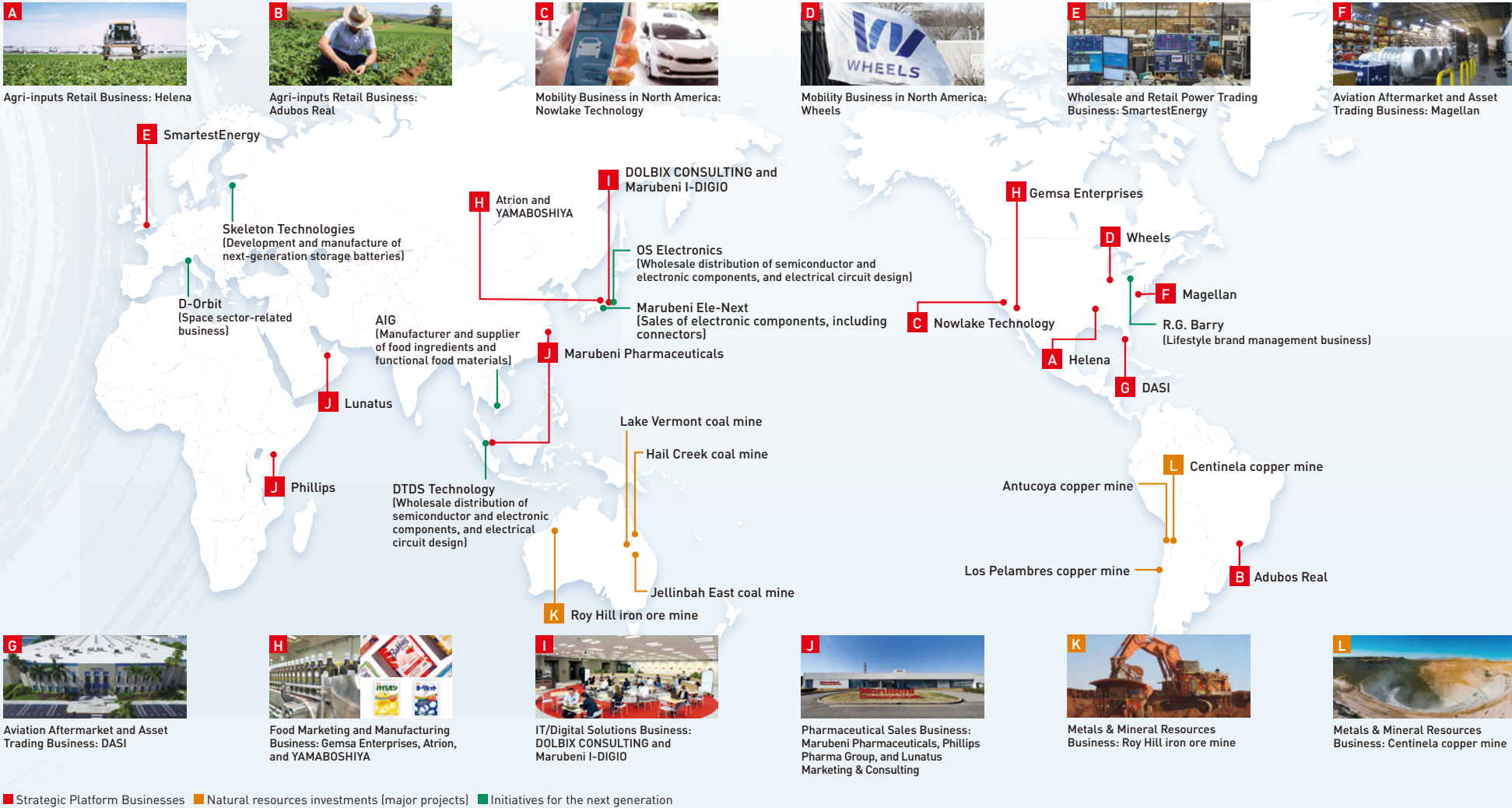


FY2025/As of March 31, 2026

Net Profit	¥543.9 billion	Core Operating Cash Flow	¥575.1 billion	ROA	5.5%	PBR	2.1 times
Adjusted Net Profit	¥480.0 billion	EPS	¥330.42	ROE	13.6%	PER	18.2 times

Helena U.S. agri-inputs retailer No. 2 share of sales in the U.S.	Nowlake Technology Used-car finance provider No. 1 among nonbank lenders in the U.S.	SmartestEnergy Retail power sales volume to large-scale consumers No. 3 in the U.K.	Annual equity production capacity of copper Approx. 160,000 tons per year	Our share of Japan's grain and oilseed imports Approx. 20%
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Introduction

Values of the Marubeni Group

History of Value Creation

> Marubeni's Current Position

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