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Financial Data

	(Billions of yen) (Millions of U.S. dollars)*8												
	GC2015			GC2018			GC2021			GC2024			
				IFRS									
	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2025.3
Business Results													
Revenue	¥ 7,055.7	¥ 7,834.3	¥ 7,300.3	¥ 7,128.8	¥ 7,540.3	¥ 7,401.3	¥ 6,827.6	¥ 6,332.4	¥ 8,508.6	¥ 9,190.5	¥ 7,250.5	¥7,790.2	\$51,934
Gross trading profit	651.1	707.3	670.1	613.9	677.2	729.7	696.8	675.4	895.3	1,051.3	1,065.8	1,146.6	7,644
Operating profit*1	157.5	160.7	104.2	91.6	118.1	173.0	133.9	141.6	284.5	340.8	276.3	272.3	1,815
Dividend income	34.9	35.0	18.6	17.5	21.3	37.3	27.6	16.2	24.4	10.4	18.0	8.7	58
Share of profit of associates and joint ventures	99.4	89.9	31.8	114.7	148.5	85.3	(55.2)	141.3	236.6	286.8	311.4	292.9	1,953
Profit for the year attributable to owners of the parent (Net profit)	210.9	105.6	62.3	155.4	211.3	230.9	(197.5)	223.3	424.3	543.0	471.4	503.0	3,353
Adjusted net profit*2	225.0	231.0	162.0	171.0	230.0	256.0	225.0	243.0	489.0	526.0	467.0	451.0	3,007
Financial Position													
Total assets	¥ 7,256.1	¥ 7,673.1	¥ 7,117.7	¥ 6,896.7	¥ 6,877.1	¥ 6,809.1	¥ 6,320.0	¥ 6,935.7	¥ 8,255.6	¥ 7,953.6	¥ 8,923.6	¥9,202.0	\$61,346
Net interest-bearing debt	2,491.0	2,887.6	2,762.5	2,099.9	1,915.8	1,858.8	1,859.1	1,687.9	1,860.0	1,483.1	1,902.4	1,965.5	13,103
Shareholders' equity	1,383.4	1,518.5	1,317.1	1,683.7	1,771.5	1,977.7	1,515.5	1,814.8	2,242.2	2,877.7	3,459.7	3,629.2	24,195
Cash Flows													
Net cash provided by operating activities	¥ 291.2	¥ 170.9	¥ 359.1	¥ 324.3	¥ 253.4	¥ 284.9	¥ 327.0	¥ 397.1	¥ 311.9	¥ 606.3	¥ 442.5	¥ 597.9	\$ 3,986
Net cash provided by (used in) investing activities	(706.6)	(331.4)	(174.6)	46.5	(49.7)	22.5	(209.8)	(116.3)	(79.7)	156.8	(334.4)	(395.3)	(2,635)
Free cash flow	(415.4)	(160.5)	184.5	370.8	203.7	307.4	117.2	280.8	232.3	763.1	108.0	202.6	1,351
Net cash provided by (used in) financing activities	196.8	(70.7)	(36.3)	(258.1)	(269.5)	(427.4)	(93.3)	(68.5)	(419.6)	(766.6)	(254.2)	(122.0)	(814)
Core operating cash flow*3	—	—	—	264.2	324.0	373.2	363.8	369.6	570.5	584.2	548.0	606.6	4,044
Amounts per share (¥, U.S.\$)													
Basic earnings*4	¥ 121.52	¥ 60.85	¥ 35.88	¥ 88.08	¥ 119.43	¥ 130.74	¥ (116.03)	¥ 126.32	¥ 242.89	¥ 316.11	¥ 279.62	¥ 302.78	\$ 2.02
Cash dividends	25	26	21	23	31	34	35	33	62	78	85	95	0.63
Ratios													
ROA (%)	3.2	1.4	0.8	2.2	3.1	3.4	(3.0)	3.4	5.6	6.7	5.6	5.6	
ROE (%)	16.7	7.3	4.4	11.1	14.0	13.9	(13.4)	15.5	23.0	22.4	15.2	14.2	
Net debt-equity (DE) ratio*5 (Times)	1.80	1.90	2.10	1.25	1.08	0.94	1.23	0.93	0.83	0.52	0.55	0.54	
Total shareholder return*6 (%)	—	—	—	—	—	—	—	177.0	282.2	365.2	535.6	507.0	

*1. Operating profit = Gross trading profit + SGA expenses + Provision for doubtful accounts. "Operating profit" is presented in accordance with Japanese accounting practices for investors' convenience and is not required by IFRS.

*2. Adjusted net profit: Net profit excluding one-time items, shown in an approximate figure.

*3. Core operating cash flow: Operating cash flow excluding changes in working capital and others.

*4. "Basic earnings" is based on "Profit for the year attributable to owners of the parent" excluding the amount not attributable to ordinary shareholders.

*5. Effective from FYE 3/2023, the denominator in the formula for calculating the net DE ratio has been changed from "total equity" to "Shareholders' equity." The net DE ratio for past years has been adjusted accordingly.

*6. Total shareholder return for fiscal year N = (Share price at the end of fiscal year N + cumulative amount of dividends per share of up to fiscal year N from four fiscal years prior to FYE 3/2025)/share price at the end of the five fiscal years prior to FYE 3/2025 (fiscal year N = any fiscal year between FYE 3/2021 - FYE 3/2025)

*7. Due to the early application of IAS 12, figures for FYE 3/2021 have been adjusted retroactively.

*8. U.S. dollar amounts above and elsewhere in this report are converted from yen, for the convenience of readers only, at ¥150 to U.S.\$1, the exchange rate prevailing on March 31, 2025.



Financial Data

Data by Operating Segment

Segment*1		Net Profit		Adjusted Net Profit*2		(Billions of yen)	Number of Employees*3 (As of March 31, 2025)	
		2025.3	2026.3 Forecast	2025.3	2026.3 Forecast	2025.3	Consolidated	Non-Consolidated
	Lifestyle Div.	29.5	34.0	26.0	32.0	634.2	15,500	372
	Food & Agri Business Div.	68.9	85.0	71.0	85.0	2,474.7	15,400	470
	Metals & Mineral Resources Div.	123.5	113.0	125.0	115.0	1,436.4	500	263
	Energy & Chemicals Div.	86.2	46.0	42.0	46.0	857.6	1,900	467
	Power & Infrastructure Services Div.	61.1	64.0	75.0	64.0	1,592.0	2,800	559
	Finance, Leasing & Real Estate Business Div.	59.1	59.0	56.0	55.0	914.8	1,100	258
	Aerospace & Mobility Div.	51.4	41.0	50.0	47.0	731.9	7,300	303
	IT Solutions Div.	3.5	4.0	4.0	4.0	265.4	3,300	157
	Next Generation Business Development Div.	4.7	17.0	3.0	8.0	169.9	1,200	138
	Next Generation Corporate Development Div.	(2.2)	(2.0)	(2.0)	(2.0)	93.3	400	15
	Other	17.3	49.0	1.0	6.0	32.0	2,400	1,302
Consolidated total		503.0	510.0	451.0	460.0	9,202.0	51,800	4,304
	Non-resources*4	314.3	344.0	316.0	336.0			
	Resources*4	171.4	117.0	134.0	118.0			
	Other	17.3	49.0	1.0	6.0			

*1. Figures disclosed for the fiscal year ended March 2025 and as of March 31, 2025 are presented in the order of business segment that have been implemented from the fiscal year ending March 2026.

*2. Net profit excluding one-time items, shown in an approximate figure.

*3. To indicate the size of the workforce by division, the numbers of employees based on the previous organization as of March 31, 2025 have been restated based on the new organization for the fiscal year ending March 31, 2026. The number of consolidated employees is an approximate figure.

*4. Classification by business field is as follows. Resources: Total of Metals & Mineral Resources Div. and Energy & Chemicals Div. excluding the Steel Products Dept. and Chemicals Dept. I-III. Non-resources: Consolidated total excluding Resources and Other.

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Net Profit of Major Group Companies

Company Name	Consolidated/Equity method*1	Equity Portion*1	2021.3*2	2022.3	2023.3	2024.3	2025.3	Description of business	(Billions of yen)
Lifestyle Division									
Marubeni Fashion Link	Consolidated	100%	0.2	0.2	0.9	1.7	1.3	Planning, manufacture and sales of apparel and goods	
Saide Tekstil Sanayi ve Ticaret	Equity method	45.5%	0.2	0.3	0.1	0.1	0.2	Planning, manufacture and sales of apparel and goods	
Marubeni Intex	Consolidated	100%	1.4	1.3	1.4	1.4	2.1	Sales of industrial materials, consumer materials and consumer products	
Conveyor Solutions Business	Consolidated	100%	—	1.5	2.3	1.8	1.7	Sales and services for conveyor belts, parts and other industrial use rubber products in North America	
B-Quik Business	Consolidated	90.0%	2.5	2.7	3.8	4.3	4.9	Car maintenance business in the ASEAN	
MUSI Pulp Project	Consolidated	TEL 85.1% MHP 100%	(4.4)	2.2	9.0	0.3	4.3	Hardwood plantation and sales, production and sales of bleached hardwood kraft pulp	
WA Plantation Resources	Consolidated	100%	(0.3)	1.4	1.8	1.3	2.3	Wood chip production and plantation in Australia	
Kraft of Asia Paperboard & Packaging*3	Consolidated	100%	(0.5)	(1.0)	(14.3)	(22.7)	(2.5)	Manufacture and sale of containerboard and sale of packaging goods in Vietnam	
Koa Kogyo	Consolidated	80.0%	2.4	2.1	1.2	3.4	2.6	Manufacture and sales of containerboard and printing paper	
Fukuyama Paper	Consolidated	55.0%	1.2	1.0	1.0	1.8	1.5	Manufacture and sales of containerboard and base paper for paper tubes	
Marubeni Forest LinX	Consolidated	100%	1.6	1.6	1.4	2.1	1.6	Sales of forest-derived products including raw materials for paper and paper products	
Santher-FABRICA DE PAPEL SANTA THEREZINHA	Equity method	49.0%	(0.3)	0.4	(0.2)	1.9	1.9	Manufacture and sales of hygiene products (household paper, diapers, sanitary napkins, etc.) in Brazil	
MX Mobiling	Consolidated	100%	5.8	3.7	3.6	4.1	5.9	Operation of "docomo shop" as an agent, sales of smartphone-related products and services, sales of solutions for corporate customers, bank agency business	
Food & Agri Business Division									
Yamaboshiya	Consolidated	75.6%	0.7	1.0	1.3	2.4	2.8	Wholesale of confectionary products to mass-retail and convenience stores	
The Nisshin OilIIO Group*4	Equity method	16.0%	1.4	1.4	1.8	2.4	2.1	Processing and sales of edible oil business	
Marubeni Foods	Consolidated	100%	0.7	0.7	0.7	1.1	1.1	Import/export and sales of coffee, tea, fruit juice, agricultural products, processed foods, food ingredients, etc.	
Olympus Holding (Orffa)	Consolidated	100%	1.0	1.2	(0.1)	(4.4)	0.2	Feed additive distribution business	
Euroma Holding*5	Consolidated	100%	—	—	—	1.1	0.9	Manufacture and sale of spices and seasonings in the Netherlands	
Cia. Iguacu de Cafe Soluvel	Consolidated	100%	1.1	0.7	(0.2)	1.6	1.3	Manufacturing and sales of instant coffee in Brazil	
Creekstone Farms Premium Beef	Consolidated	100%	9.5	20.5	12.5	4.6	0.5	Production, processing and sales of beef, etc., in USA	
Wellfam Foods	Consolidated	100%	4.2	3.4	3.6	3.3	1.2	Marketing of livestock, meats and processed products	
Rangers Valley Cattle Station	Consolidated	100%	(0.6)	1.4	0.2	(2.0)	(1.1)	Cattle raising and beef sales business in Australia	
S FOODS*6	Equity method	15.3%	1.5	1.8	1.6	1.4	0.4	Wholesale, retail and restaurant business of meats	
Columbia Grain International	Consolidated	100%	3.6	2.2	(1.8)	0.9	1.8	Origination, storage, exporting and domestic sales of grain produced in North America	
Marubeni Nisshin Feed	Consolidated	60.0%	2.1	2.1	(1.4)	1.9	1.8	Manufacture and sales of livestock feed	
Pacific Grain Terminal	Consolidated	78.4%	0.7	0.8	0.9	0.8	0.9	Warehousing, stevedoring and transportation operations	
Marubeni Seafoods*7	Consolidated	100%	0.6	1.2	1.3	0.8	1.2	Import/export of seafood products, wholesale of seafood products and cold-storage warehousing	
Helena Agri-Enterprises	Consolidated	100%	22.8	35.1	47.0	39.4	39.1	Sales of agricultural materials and provision of various services in USA	
Adubos Real	Consolidated	80.0%	—	—	2.7	2.3	3.5	Sales of agricultural materials and provision of various services in Brazil	
MacroSource	Consolidated	100%	5.0	30.0	(6.3)	3.2	8.4	Wholesale of fertilizer in USA, etc.	
Metals & Mineral Resources Division									
Roy Hill Iron Ore Project	Equity method	15.0%	30.1	49.2	28.5	42.4	24.7	Investment in iron ore business in Australia	
Marubeni Resources Development	Consolidated	100%	5.0	55.3	98.8	63.0	42.7	Investment in steelmaking material business, etc., in Australia	
Marubeni LP Holding	Consolidated	100%	16.4	43.5	18.5	10.1	20.7	Investment in copper business in Chile	
Marubeni Metals & Minerals (Canada)	Consolidated	100%	0.9	7.5	3.7	1.3	2.8	Smelting and sales of aluminum ingots in Canada	
Marubeni Aluminium Australia	Consolidated	100%	(0.3)	3.2	1.9	(2.7)	2.0	Smelting and sales of aluminum ingots in Australia	
Marubeni-Itochu Steel	Equity method	50.0%	8.7	31.3	47.8	40.1	25.7	Sales and business management of steel products	

*1. Status as of March 31, 2025.

*2. Due to the early application of IAS 12, figures for FYE 3/2021 have been adjusted retroactively.

*3. Shares transfer was completed on March 21, 2025.

*4. Stated figures which are multiplications of disclosed figures of this company and our equity portion, are shown for reference. Adjustments of accounting standard variances have been applied to our IFRS consolidated statements.

*5. On December 8, 2023, through the additional acquisition of 70% of Euroma Holding's outstanding issued shares, Euroma Holding became a

wholly owned subsidiary. Due to the change in accounting period, the sum of Euroma Holding's net profit (Equity Portion 30%) from January 2023 to December 2023 and net profit (Equity Portion 100%) from January 2024 to March 2024 is presented as FYE 3/2024, and Euroma Holding's net profit (Equity Portion 100%) from April 2024 to March 2025 is presented as FYE 3/2025.

*6. Stated figures which are multiplications of disclosed figures of this company and our equity portion, are shown for reference. Adjustments of accounting standard variances have been applied to our IFRS consolidated statements.

*7. The company name was changed from Benirei Corporation to Marubeni Seafoods Corporation in July 2024.

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Net Profit of Major Group Companies

Company Name	Consolidated/Equity method*1	Equity Portion*1	2021.3*2	2022.3	2023.3	2024.3	2025.3	Description of business	(Billions of yen)
Energy & Chemicals Division									
LNG Projects	—	—	5.4	8.5	8.1	8.4	4.4	Liquefaction of natural gas overseas	
Oil & Gas E&P	Consolidated	100%	—	12.2	8.3	12.2	5.4	Total of oil and gas E&P at U.S. Gulf of Mexico, U.S. onshore and offshore India	
ENEOS GLOBE	Equity method	20.0%	1.9	2.7	2.1	3.1	1.9	Import and sales of LPG, and sales of new energy-related equipment	
MIECO	Consolidated	100%	4.1	2.5	4.9	4.1	4.0	Sales of all types of petroleum products and natural gas	
Marubeni Plax	Consolidated	100%	0.8	1.5	2.2	1.5	1.8	Domestic sales and foreign trade of plastic resins and products	
Marubeni Chemix	Consolidated	100%	0.9	1.6	2.0	1.6	1.8	Domestic and foreign trade of organic chemicals and fine chemicals	
Power & Infrastructure Services Division									
IPP Projects*3	—	—	35.8	33.3	42.3	55.8	59.8	Overseas and domestic power generation	
SmartestEnergy	Consolidated	100%	1.7	5.1	27.8	25.6	23.6	Electricity aggregation and retail business in UK	
FPSO Projects*4	—	—	3.2	2.8	5.3	5.6	7.8	FPSO project investment and management	
Overseas Water/Wastewater Services and IWP Projects*5	—	—	6.1	6.0	6.8	10.5	11.8	Overseas water/wastewater services and IWP projects	
Finance, Leasing & Real Estate Business Division									
Nowlake Business	Equity method	21.7%	22.6	24.2	29.6	28.9	27.9	Used car retail financing business in USA	
PLM Fleet	Equity method	50.0%	1.6	2.5	3.1	2.9	2.5	Leasing and rental of refrigerated trailers in USA	
Marubeni Fuyo Auto Investment (Canada)	Equity method	50.0%	—	—	2.6	1.9	0.6	Investment in commercial vehicle rental and leasing business in Canada	
Marubeni SuMiT Rail Transport	Equity method	50.0%	0.8	1.0	1.5	1.9	2.7	Investment in railcar leasing business in USA	
Mizuho Leasing *6	Equity method	20.2%	—	—	—	—	6.5	Integrated financial services	
Mizuho Marubeni Leasing	Equity method	50.0%	0.6	1.3	2.0	2.8	2.0	General leasing and related businesses	
Aircastle Business	Equity method	75.0%	(7.8)	(22.2)	(1.0)	2.6	19.9	Aircraft operating lease business	
Marubeni Real Estate Management	Consolidated	100%	0.3	0.9	1.1	1.0	1.4	Leasing and subleasing of real estate, management of office buildings and complex facilities	
Marubeni Safenet	Consolidated	100%	0.4	0.5	0.5	0.4	0.6	Insurance agency business	
Aerospace & Mobility Division									
Marubeni Aviation Asset Investment*7	Consolidated	100%	(0.8)	(0.5)	0.5	4.2	6.0	Investment in aircraft parts trading business in USA	
Vessel Owning and Operating Business	Consolidated	100%	—	22.9	24.5	14.3	15.5	Owning and operating of vessels	
Construction Machinery Business	—	—	—	8.7	14.3	19.2	15.8	Sales of construction machinery and related services, financing	
Automotive Aftermarket Business	—	—	2.0	3.9	3.3	4.4	2.7	Automotive aftermarket business in USA	
Marubeni Auto Investment (UK)	Consolidated	100%	0.9	2.2	1.1	0.5	(0.8)	Investment in automobile retail business in UK	
IT Solutions Division									
Marubeni I-DIGIO Holdings	Consolidated	100%	—	—	—	3.6	4.1	Providing IT and digital solutions including information systems, cloud computing, security, networking, and data centers	
ARTERIA Networks*8	Consolidated	66.7%	2.2	2.4	2.6	2.4	1.8	Provision of various network services for businesses and condominiums	
Marubeni Logistics	Consolidated	100%	1.2	1.5	1.5	1.3	1.2	International combined transport operation (NVOCC), 3PL (Third-party Logistics), ocean & air freight forwarding, consultancy relating to logistics	
Next Generation Business Development Division									
Marubeni Techno-Systems	Consolidated	100%	1.3	1.4	2.0	2.7	1.5	Sales, export and import of industrial machinery	
Marubeni Ele-Next	Consolidated	100%	0.6	1.3	2.1	1.0	1.1	Sales of electrical equipment connecting parts and materials	

*1. Status as of March 31, 2025.

*2. Due to the early application of IAS 12, figures for FYE 3/2021 have been adjusted retroactively.

*3. Total profits from consolidated subsidiaries and share of associates and joint ventures of our IPP projects.

*4. Total profits from consolidated subsidiaries and share of associates and joint ventures of our FPSO projects.

*5. Total profits from consolidated subsidiaries and share of associates and joint ventures of our overseas water/wastewater services and IWP projects.

*6. Includes profit from investment in Mizuho Leasing from Q2 of FYE 3/2025. Stated figures which are multiplications of disclosed figures of this company and our equity portion, are shown for reference. Adjustments of accounting standard variances have been applied to our IFRS consolidated statements.

*7. The company name was changed from Marubeni Aviation Parts Trading LLC to Marubeni Aviation Asset Investment LLC in December 2023.

*8. Additional equity interest acquisition (50.1% → 66.7%) completed in August 2023. This company's profit on a 66.7% equity basis is included in the consolidated profit from the Q2 of FYE 3/2024 results.

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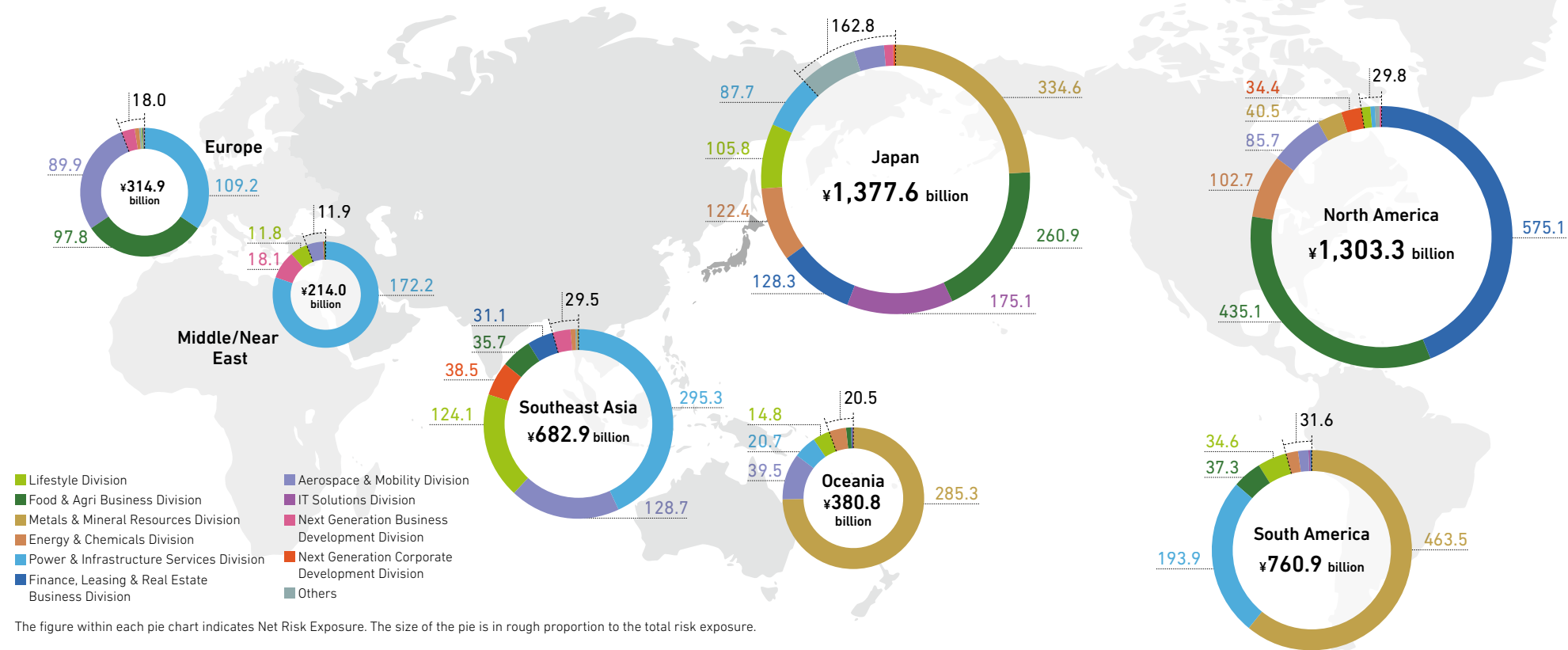
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Outstanding Balance of Country Exposure

As of March 31, 2025



The figure within each pie chart indicates Net Risk Exposure. The size of the pie is in rough proportion to the total risk exposure.

(Billions of yen)		
Countries/regions*1	Gross Risk Exposure	Net Risk Exposure*2
Japan	1,377.6	1,377.6
USA	1,248.2	1,248.2
Chile	551.3	551.3
Australia	374.8	374.8
Indonesia	259.2	214.9
Singapore	209.3	209.3
Brazil	177.7	177.7
S.R. Viet Nam	125.6	110.8
Philippines	104.0	104.0
Netherlands	98.5	98.5
UAE	83.7	83.7

(Billions of yen)		
Countries/regions*1	Gross Risk Exposure	Net Risk Exposure*2
UK	72.6	62.3
Denmark	65.7	65.7
Taiwan	65.6	65.6
Portugal	65.0	65.0
Canada	55.1	55.1
Jamaica	53.9	10.9
Saudi Arabia	49.6	46.7
Thailand	41.2	41.2
Oman	39.7	27.5
Qatar	32.0	32.0
Papua New Guinea	29.0	5.3

(Billions of yen)		
Countries/regions*1	Gross Risk Exposure	Net Risk Exposure*2
Mexico	27.9	27.9
P.R. China	26.6	25.9
Türkiye	22.1	22.1
Peru	21.1	21.1
Above Total	5,277.0	5,125.2

*1. Among the assets held by Marubeni and its consolidated subsidiaries, long-term "Gross Risk Exposure" (the total amount of long-lived assets such as long-term credit, fixed assets, and investments) of over 20.0 billion yen.

*2. Net Risk Exposure is Gross Risk Exposure minus the amount secured by insurance.

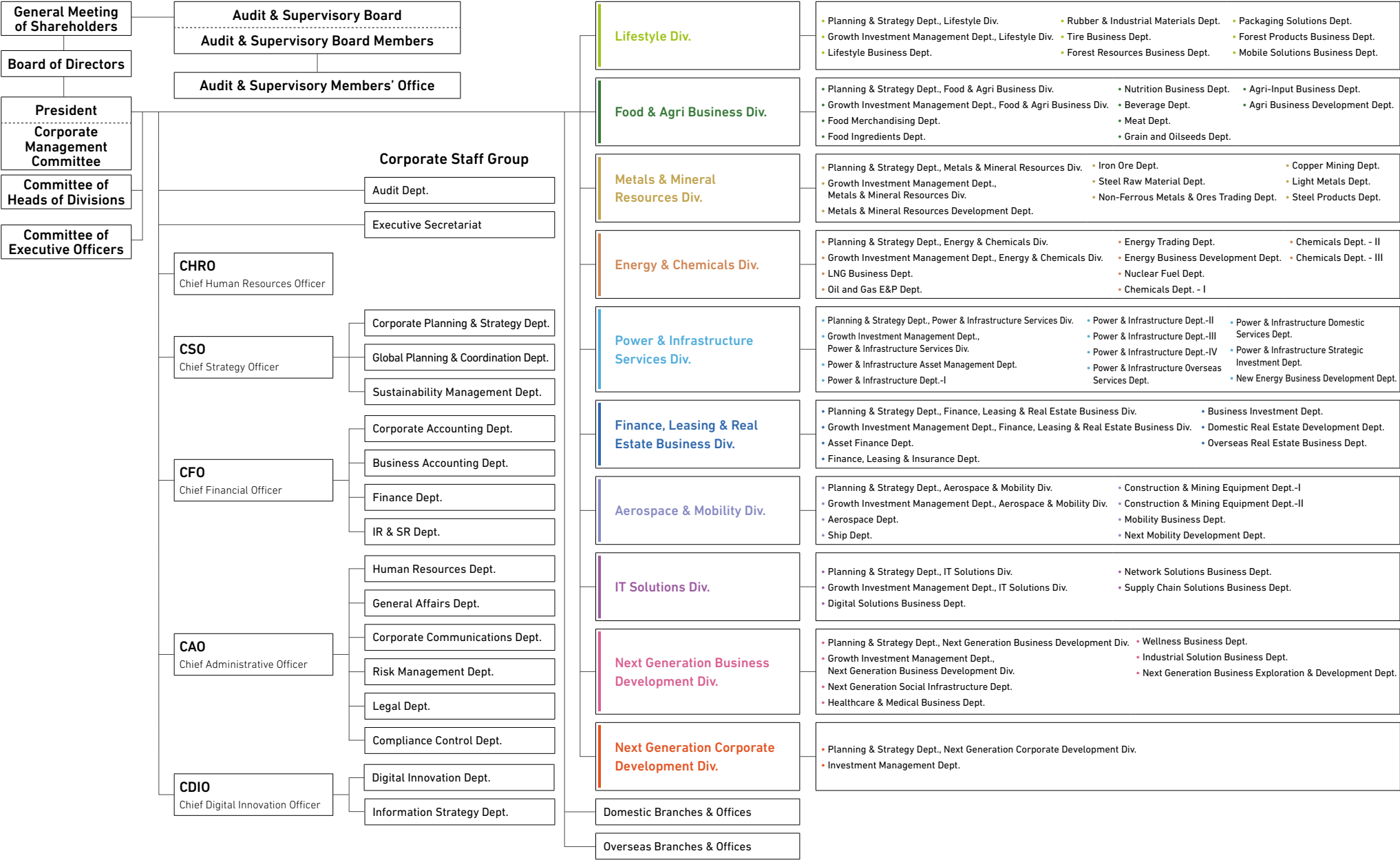
• The Gross Risk Exposure to Russia was 1.2 billion yen as of March 31, 2025. (Up 0.3 billion yen year on year)

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Organization

As of April 1, 2025



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Company Profile As of March 31, 2025

Company Name	Marubeni Corporation
Securities Code	8002
Head Office	4-2, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8088, Japan Tel: 81-3-3282-2111 E-mail: tokb091@marubeni.com
Number of Branches and Offices (Including Tokyo Head Office) <small>(As of April 1, 2025)</small>	126 branches and offices, consisting of Head Office, 12 Japan branches and offices, 52 overseas branches and offices, and 29 overseas corporate subsidiaries with 32 associated branches and offices.
Founded	May 1858
Incorporated	December 1, 1949
Paid-in Capital	¥263,711 million
Number of Employees	4,304 (Marubeni Group: 51,834)
Corporate Website	<div> Top page https://www.marubeni.com/en/</div> <div> IR page https://www.marubeni.com/en/ir/</div> <div> Sustainability page https://marubeni.disclosure.site/en/</div>
Business Year	April 1 to March 31 of the following year
Regular General Meeting of Shareholders	June of each year

Stock Information As of March 31, 2025

Number of Shares Authorized 4,300,000,000
Number of Shares Issued and Outstanding 1,660,758,361
Stock Listings Tokyo
Number of Shareholders 361,274
Share Unit 100 shares
Record Date for Year-End Dividend March 31 of each year
Record Date for Interim Dividend September 30 of each year
Transfer Agent of Common Stock Mizuho Trust & Banking Co., Ltd.

Our Major Shareholders

Name of Shareholder	Stake in the Corporation	
	Number of Shares Held (Thousands)*2	Shareholding Ratio (%)*3
The Master Trust Bank of Japan, Ltd. (Trust account)	274,526	16.55
BNYM AS AGT/CLTS 10 PERCENT	168,255	10.14
Custody Bank of Japan, Ltd. (Trust account)	108,775	6.56
Meiji Yasuda Life Insurance Company	37,636	2.27
JPMorgan Securities Japan Co., Ltd.	35,322	2.13
Mizuho Bank, Ltd.	30,000	1.81
STATE STREET BANK WEST CLIENT-TREATY 505234	29,777	1.80
JP MORGAN CHASE BANK 385632	29,374	1.77
Nippon Life Insurance Company	23,400	1.41
Sompo Japan Insurance Inc.	22,500	1.36

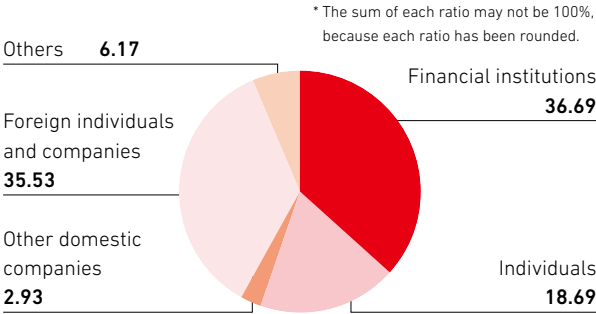
*2. The number of shares held of less than 1,000 shares was discarded.
*3. The shareholding ratios are calculated after deducting the treasury stock from the number of shares issued and outstanding.
The percentages are rounded to the nearest two decimal points.

Credit Rating*1

Credit Rating Agency	Long term (Outlook)	Short term
Japan Credit Rating Agency (JCR)	AA (Stable)	J-1+
Rating and Investment Information (R&I)	AA- (Stable)	a-1+
S&P Global Ratings	BBB+ (Positive)	A-2
Moody's	Baa1 (Stable)	—

*1. As of June 30, 2025

Distribution of Shares by Type of Shareholder (%)



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IR Activities

IR Activity Record

Activities	FYE 3/2023	FYE 3/2024	FYE 3/2025
Meetings with securities analysts and institutional investors*	390	399	569
with Japanese institutions	225	168	215
with overseas institutions	165	231	354
IR Meeting on Financial Results for securities analysts and institutional investors	4 times	4 times	4 times
IR Meeting on Business Operation for securities analysts and institutional investors	1 time	1 time	1 time
Marubeni Sustainability Information Session for securities analysts and institutional investors	1 time	0 times	0 times
Overseas roadshows	3 times	4 times	4 times
Business Presentation Meetings for individual investors	4 times	5 times	4 times

* Total no. of events, including meetings at overseas roadshows.

Main Dialogue Topics at FYE 3/2025 Meetings for Securities Analysts and Institutional Investors

- Mid-Term Management Strategy GC2027 (profit growth plan, capital allocation, etc.)
 - Investment strategy and status of investment pipeline
 - Growth drivers and focus areas
 - Shareholder returns policy (dividends, share buybacks)
- Status of the core businesses and actions to improve unprofitable businesses
 - Impacts of market-fluctuations on the business results/ performance
 - Policy on holding and reduction of cross-shareholdings

Comments and concerns communicated to us by shareholders and institutional investors are regularly reported to the Board of Directors.

Change in Number of Shareholders

	March 31, 2023	March 31, 2024	March 31, 2025
Total number of shareholders	281,686	309,000	361,274
Individual shareholders	278,310	304,822	356,312

Closing Remarks from Marubeni's IR & SR Department

Thank you for reading our integrated report. As with the report published in the fiscal year ended March 31, 2025, we structured it around the corporate value enhancement tree. We aimed to give a clearer view of our Mid-Term Management Strategy GC2027, and developed each piece of content with this in mind. As a highlight, we feature our Strategic Platform Businesses—which embody this strategy—in a special feature section. We hope this report will help you deepen understanding of our company. In recent years, while we have enhanced the content of our integrated report, we have also received feedback regarding its length. In response, we have reduced the number of pages to make the report more concise and easier to understand. As outlined in our editorial policy, we place the highest priority on dialogue and engagement with our stakeholders through the integrated report. We would appreciate your reading the report and providing frank feedback through the survey provided.

External Evaluation

For details, please see our website:
<https://marubeni.disclosure.site/en/themes/34/>



ESG Evaluation

CDP (Climate Change, Water Security):
A-List Company



MSCI ESG Rating: AAA



MSCI Nihonkabu ESG Select Leaders Index

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

FTSE Blossom Index Series



FTSE Blossom
Japan Index



FTSE Blossom
Japan Sector
Relative Index

Morningstar® Japan ex-REIT
Gender Diversity Tilt IndexSM



S&P/JPX Carbon Efficient Index



* Marubeni is selected as a constituent of three comprehensive ESG indices and two thematic indices adopted by Government Pension Investment Fund for management of domestic equities (as of June 2025).

External Certification/Evaluation

Received the 2nd prize in the Best
Motivation Company Award 2025 in
the category for large enterprises
with less than
5,000 employees



Inclusion in Health &
Productivity Stock Selection
(4th consecutive year)



Recognized as Health and Productivity
Management Outstanding Organization
("White 500" organization) (8th consecutive year)



Received "Platinum Kurumin
Plus" certification



Received "Eruboshi"
certification



Received "Monisu" certification
[Marubeni Office Support Corporation]



Certified as an Excellent Employer for the
Employment of Persons with Mental Disabilities
[Marubeni Office Support Corporation]



Selected as a "Digital Transformation
Certified Business Operator"



Won the Grand Prize at the NIKKEI
Integrated Report Award 2024

