

The Marubeni logo is in the top left. The background features a large, thick red circle on the right side and a red brushstroke-like shape at the bottom left.

Marubeni

Exploring Our Integrated Report 2025:

Marubeni Corporation
Sep. 30, 2025

1. Structure and Key Points of
Integrated Report 2025
2. Explanation of Each Section
3. Closing Remarks

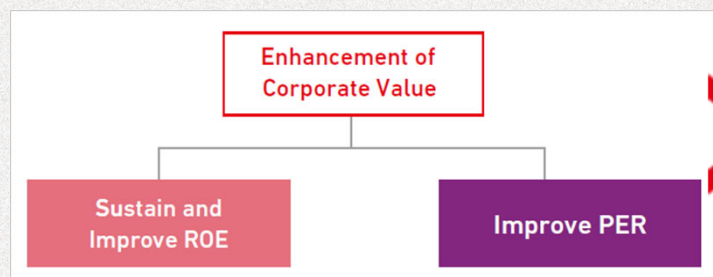
1. Structure and Key Points of Integrated Report 2025
2. Explanation of Each Section
3. Closing Remarks

Structure and Key Points of Integrated Report 2025

The Marubeni Group is committed to enhancing its corporate value over the medium to long term, with a focus on sustaining and improving ROE as well as improving PER. This year's Integrated Report is also based on these core policies, while placing particular emphasis on promoting understanding of new Mid-Term Management Strategy GC2027 as well as new CEO's thought, as this year marks the first year of GC 2027 led by new CEO. Furthermore, this report introduces specific initiatives to deepen human capital management and enhance non-financial value, both of which are fundamental to long-term value creation.

Developed a report centered on “sustaining and improving ROE” and “improving PER.”

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Structure and Key Points of Integrated Report 2025

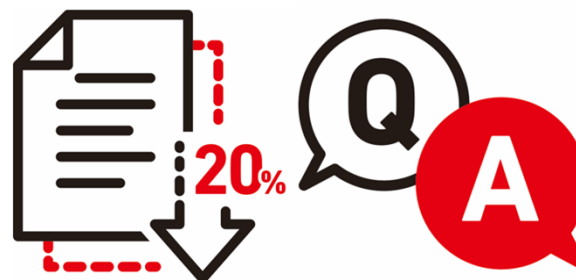
Marubeni

In Integrated Report 2025, while preserving what has worked well to date—its structure aligned with our value creation model and the A4 landscape, interactive format optimized for online viewing—we have incorporated the following enhancements.



01 Sharpening Marubeni's distinctiveness

- “Gear Change”: a dynamic, fast-paced design that conveys the Marubeni Group accelerating toward the next level
- Lead content that highlights Marubeni's uniqueness, plus a wide-format Message from the new President & CEO, Mr. Omoto
- Special Feature: Strategic Platform Businesses
- The Chair of the Nomination Committee explains the process for selecting Mr. Omoto as the new President & CEO



02 Enhancing readability and usability

- By prioritizing only the essentials, we cut the page count by about 20% (115 to 96 pages), resulting in a sharper, more focused narrative and less burden on readers.
- We added a reverse index of frequently asked investor questions to the table of contents, making it easier for readers to access the information they seek



03 Strengthening dialogue

- Simultaneous release of the Japanese and English editions, eliminating timing gaps caused by language and expanding opportunities for dialogue with stakeholders using the Integrated Report.
- Published ahead of “Marubeni IR Day 2025” to deepen understanding of the Marubeni Group and stimulate more active engagement at the event.

1. Structure and Key Points of Integrated Report 2025
- 2. Explanation of Each Section**
3. Closing Remarks

Opening Section:

Marubeni

We prepared multiple opening features that convey “Marubeni-ness,” including featuring this year’s Executive Management Committee on the first spread. We also set these pages in a larger format than the rest of the report to enhance readability.

P.1-4

Gear Change – The New Marubeni Begins

Gear Change: The New Marubeni Begins



Management Team

Gear Change

A start of the new Marubeni. Aiming higher, we will accelerate profit growth and corporate value enhancement.



MARUBENI CORPORATION INTEGRATED REPORT 2025 01

Representative Director,
Member of the Board, President and CEO
1 Masayuki Omoto

Representative Director, Member of the Board,
Senior Executive Vice President
2 Kenichiro Oikawa
CSO, Supervisor of IT Solutions Div.,
Next Generation Business Development Div. and
Next Generation Corporate Development Div.

Representative Director, Member of the Board,
Senior Managing Executive Officer
3 Takayuki Furuya
CFO

Senior Managing Executive Officers
4 Jun Horie
CAO, Senior Operating Officer, Audit Dept.,
Senior Operating Officer, Executive Secretariat

5 Yoshiaki Yokota
Supervisor of Energy & Chemicals Div. and Power &
Infrastructure Services Div.

6 Jiro Irai
Supervisor of Finance, Leasing & Real Estate Business
Div. and Aerospace & Mobility Div.

Managing Executive Officers
7 Kosuke Takechi
Supervisor of Lifestyle Div. and Food &
Agri Business Div.

8 Seichi Kuwata
Supervisor of Metals & Mineral Resources Div.

9 Koji Kashima
CHRO

10 Satoru Harada
Deputy Supervisor of Energy & Chemicals Div.
and Power & Infrastructure Services Div.

11 Hiromichi Mizuno
CSO, Regional CEO for Japan Business

Executive Officer
12 Minako Wakayama
General Manager, Corporate Planning & Strategy Dept.

Audit & Supervisory Board Member
13 Takao Ando

Message from the President & CEO

Marubeni

For the first time, our new President & CEO, Mr. Omoto, contributed a message to the Integrated Report.

P.7-11 Message from the President & CEO

Message from the President & CEO

Transforming into a growth company with universal winning strategies: towards the realization of the Global crossvalue platform

Mr. Omoto
President & CEO



<Key Messages>

- My “**Conviction**” and “**Promise**” to stakeholders
- Pursuing the realization of our future vision “**Global crossvalue platform**”
- Three “**Marubeni’s Foundational Strengths**”, Three “**Policies I Will Prioritize**”
- Driving Growth through Transformation: “**new Mid-Term Management Strategy GC2027**”
- “**Investing in a Sustainable Future**”: Green and Digital Initiatives
- “**Governance Framework**” Supporting Marubeni’s Value Creation
- “**Co-creating Value with Shareholders**”: Delivering Shareholder Returns
- “**The Essence of Marubeni**”: Offering optimal proposals to customers with a youthful mindset and passion

Photos from site visits to operating companies conducted prior to his appointment as President are also featured.



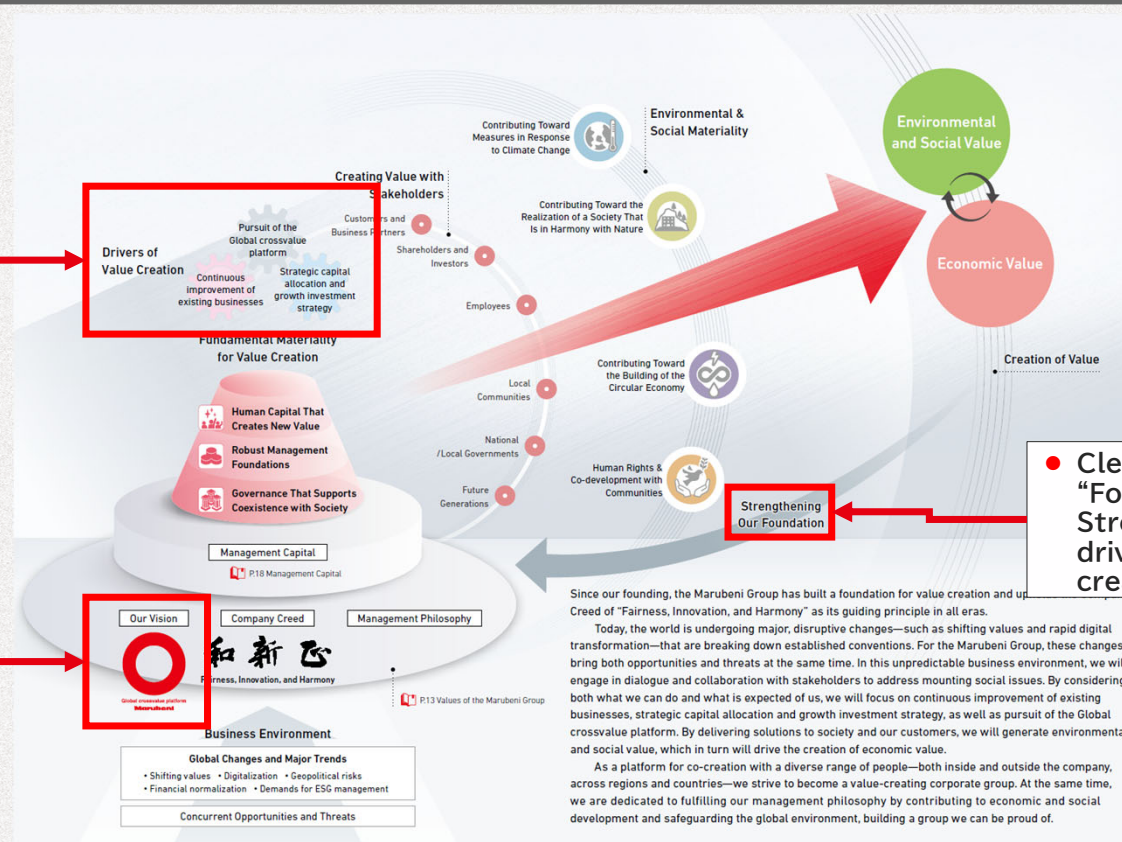
SECTION 1: Enhancement of Corporate Value ①

We revamped what had been somewhat abstract content into a structure that follows the flow from Inputs to Outputs to Outcomes, explicitly showing the feedback loop back into our business. We also repositioned our vision as foundational to the Marubeni Group, placing it alongside Company Creed and Management Philosophy

P.15 Value Creation Process

- Embedded the GC2027 strategic agenda into the value creation process

- Clarifying the positioning of Vision for the Marubeni of the Future



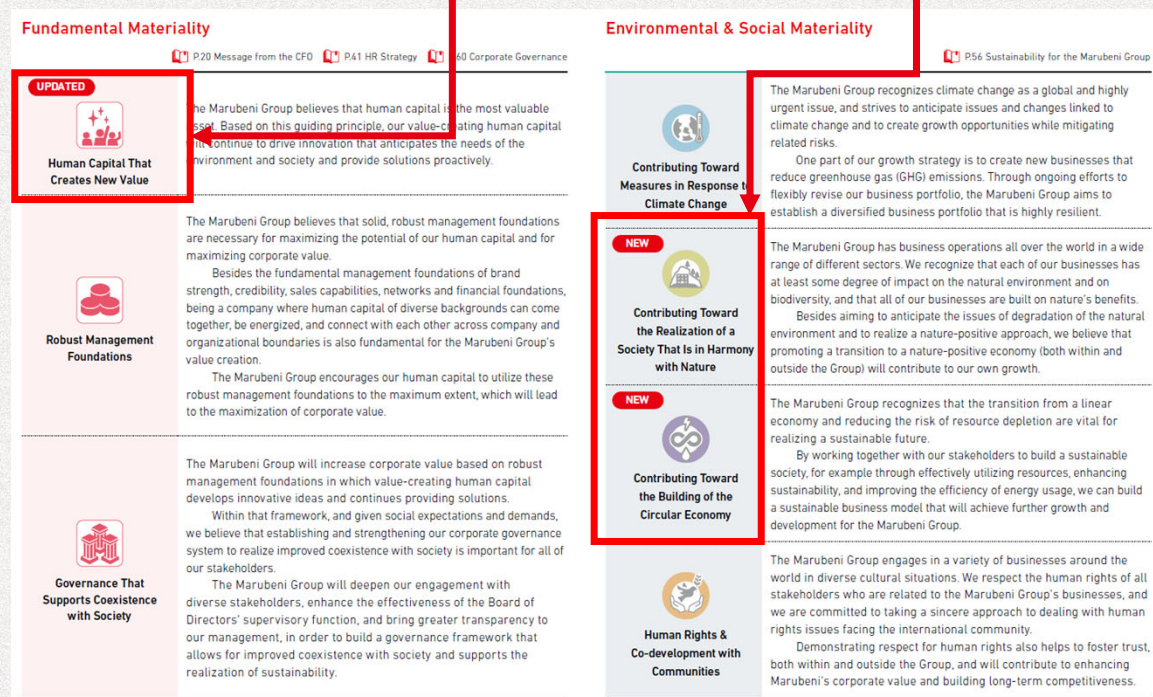
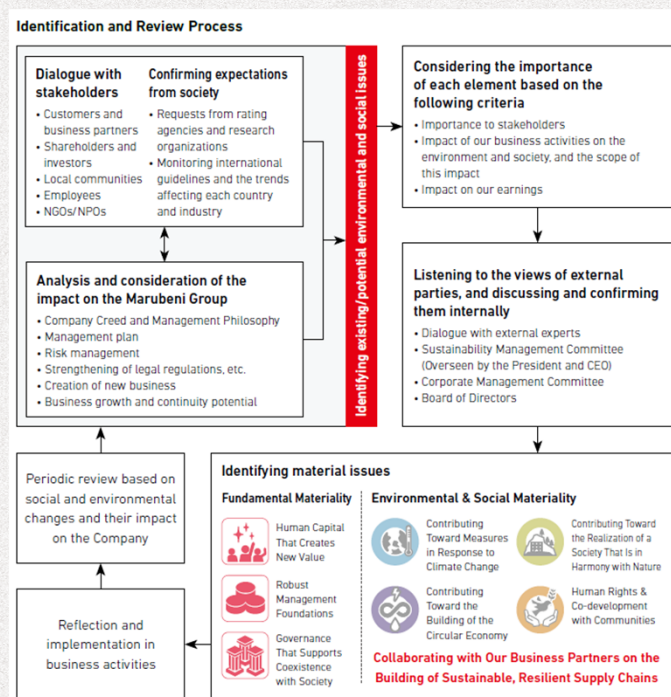
- Clearly articulating "Foundation Strengthening" driven by value creation

SECTION 1: Enhancement of Corporate Value ②

In alignment with GC2027—which maintains our commitment to enhancing corporate value through green initiatives—we reviewed our materiality in 2025. The report outlines both the identification and review process, as well as the updated material issues.

P.16-17 Material Issues for Improving Corporate Value “Materiality”

- Clearly articulating the updated materiality








SECTION 1: Enhancement of Corporate Value ③

To deepen understanding of the Marubeni Group's current state and future direction, we explicitly set out the "current challenges" and "future goals" for each form of capital

P.18-19 Management Capital

- We address quantitative targets as well as qualitative ones.

	Importance	Results (FYE 3/2025)	Challenges	Targets	Related Materiality / Related Contents
Human Capital	The Marubeni Group's most valuable management capital and the engine behind value creation. Continue to develop the human capital foundation to enable all Marubeni Group employees to work at the best of their abilities.	<ul style="list-style-type: none"> • No. of employees (Consolidated): Approx. 52,000 • No. of employees (Non-consolidated): Approx. 4,300 • Enrollment rate in employee stock ownership program (Non-consolidated): 95.9% • Engagement score (Non-consolidated): 62.4 (Deviation score) 	<ul style="list-style-type: none"> • Strengthen the Marubeni Group HR Strategy, enhancing the mission-oriented and competence-based HR system • Further advance female empowerment, diversity management • Further promote health and productivity management, work-life management 	<ul style="list-style-type: none"> • Reallocate employees to growth domains, strengthen business investment and management professionals, expand employee shareholder-oriented initiatives • Continuous improvement of employee engagement • Achieve action plans related to promoting female empowerment 	<p>Related Materiality</p>  <p>Related Contents</p>  P.41 HR Strategy
Financial Foundation	A solid financial foundation is essential to steadily create value. Continue to maintain and improve the stable financial foundation through appropriate capital allocation, balance sheet management and strengthening profitability.	<ul style="list-style-type: none"> • Net profit / Adjusted net profit: ¥503.0 billion / ¥451.0 billion • Core operating CF: ¥606.6 billion • Total assets / Shareholders' equity: ¥9.2 trillion / ¥3.6 trillion • ROE: 14.2% • Total payout ratio: Approx. 47% • Credit ratings (S&P, Moody's): BBB+ (Positive), Baa1 (Stable) 	<ul style="list-style-type: none"> • Strengthen capacity for generating cash • Sustain and improve ROE • Stable shareholder returns • Further improve credit ratings 	<ul style="list-style-type: none"> • Net profit: Over ¥620.0 billion / CAGR around 10% (FYE 3/2028) • Core operating CF: ¥2 trillion (FYE 3/2026- 3/2028 three-year cumulative) • ROE: 15% • Total payout ratio: Around 40% (maintain progressive dividend policy) • Further improve credit ratings 	<p>Related Materiality</p>  <p>Related Contents</p>  P.20 Message from the CFO  P.24 Mid-Term Management Strategy GC2027

SECTION 1: Enhancement of Corporate Value ④

Marubeni

With a view to achieving a market capitalization of over ¥10 trillion, we outline future initiatives from three perspectives: capital allocation, shareholder returns, and profit growth with PER improvement

P.20-22 Message from the CFO

Message from the CFO



Takayuki Furuya

Representative Director,
Member of the Board,
Senior Managing Executive Officer
CFO, Chief Financial Officer

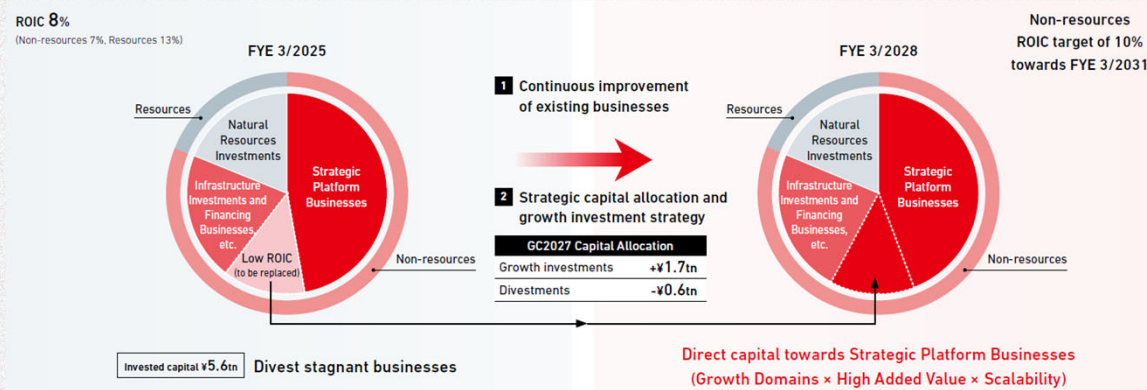
Accelerating corporate value enhancement toward achieving market capitalization beyond ¥10 trillion

Achievements of GC2024 and Targets of GC2027

flexible share buybacks. In 2024, our market capitalization reached ¥5 trillion for the first time, another strong achievement of the highly positive expectations and evaluations.

<Key Messages>

- GC2024 outcomes and GC2027 targets
- Enhancing capital efficiency: deepening cash flow-driven management and enforcing rigorous strategic capital allocation
- Further strengthening shareholder returns: our commitment to shareholders
- Toward over ¥10 trillion market capitalization: profit growth and PER Improvement



SECTION 2: Sustaining and Improving ROE ①

We present the track record of past medium-term management strategies and clearly articulate the key points of the new GC2027 strategy.

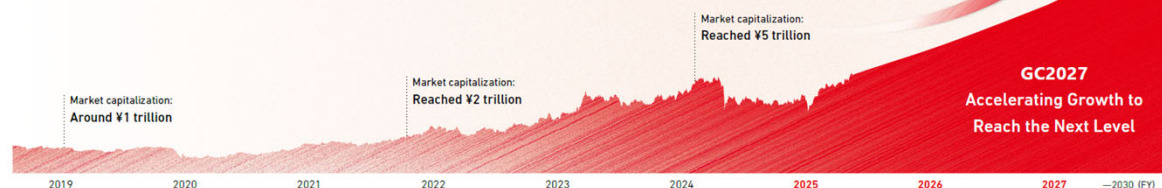
P.24-27 Mid-Term Management Strategy GC2027: Accelerating Growth

- We clearly illustrate both the Marubeni Group's transformation and growth trajectory and the parrarel rise in market capitalization.

- We set out the outcomes of past medium-term management strategies, together with their quantitative targets under GC2027.

Mid-Term Management Strategy GC2027 (FYE 3/2026 – FYE 3/2028): Accelerating Growth

The Third Stage of Long-Term Management Strategy towards FYE 3/2031



GC2021 Transformation

Major Results

- Bounced back from pandemic-induced downturn
- Eliminated troubled assets, strengthened earnings base
- Rebuilt, strengthened the financial foundation
- Categorized investments by Growth Horizon
- Introduced a mission-oriented HR system

	Financial Targets	Results
Consolidated net profit (FYE 3/2022)	¥300.0 billion	¥424.3 billion
Core operating cash flow (Three-year cumulative)	¥1,200.0 billion	¥1,303.9 billion
Free cash flow after shareholder distributions (Three-year cumulative)	+¥100.0 billion or more	+¥419.2 billion
New investments, CAPEX and others (Three-year cumulative)	Approx. ¥900.0 billion	Approx. ¥740.0 billion
ROE	10% or more	23.0%
Net DE ratio	Around 0.7 times	0.83 times

GC2024 Putting Strategy into Practice

Major Results

- Established annual earnings base of over ¥450.0 billion
- Implemented Green Strategy
- Completed divestiture of Gavilon's grain business
- Achieved the highest credit ratings in Marubeni history (Moody's: Baa1, S&P: BBB+)
- Adopted a progressive dividend policy
- Conducted flexible share buybacks

	Financial Targets	Results
Consolidated net profit (FYE 3/2025)	¥400.0 billion	¥503.0 billion
Core operating cash flow (Three-year cumulative)	¥1,300.0 billion	¥1,738.7 billion
Free cash flow after shareholder distributions (Three-year cumulative)	Positive	+¥611.5 billion
New investments, CAPEX and others (Three-year cumulative)	Approx. ¥1,000.0 billion	¥1,229.0 billion
Divestments (Three-year cumulative)	¥200.0 billion	¥671.0 billion
ROE	15%	14.2%
Net DE ratio	Around 0.7-0.8 times	0.54 times

GC2027 Accelerating Growth

Aim to expand market capitalization through sustaining and improving ROE while simultaneously improving PER (by reducing cost of equity and elevating growth expectations)

	Financial Targets (Plan)
Market capitalization	Beyond ¥10 trillion by FYE 3/2031
Consolidated net profit (FYE 3/2028) (CAGR** around 10%)	over ¥620.0 billion
Core operating cash flow** (Three-year cumulative)	¥2,000.0 billion
Free cash flow after shareholder distributions** (Three-year cumulative)	Positive (Plan)
New investments, CAPEX and others (Three-year cumulative)	Approx. ¥1,700.0 billion (Plan)
Total payout ratio	around 40% Maintain progressive dividend policy
Divestments (Three-year cumulative)	¥600.0 billion (Plan)
ROE	15%

*1 Compound annual growth rate. CAGR around 10% is calculated based on the adjusted net profit (net profit excluding one-time items, shown in an approximate figure) forecast for FYE 3/2025 of ¥460.0 billion until FYE 3/2028
 **2 Operating cash flow excluding changes in working capital and others
 **3 Excluding changes in working capital and others

SECTION 2: Sustaining and Improving ROE ②

On our priority area, the “Strategic Platform Businesses,” we spotlight representative businesses and explain them in detail.

P.31-40 Special Feature: Strategic Platform Businesses


<What is a “Strategic Platform Business”?>
A Marubeni Group business model archetype that has demonstrated growth with high capital efficiency in the past, systematized into a repeatable pattern. It refers to businesses that combine three elements: growth domains, high added value, and scalability.

- ① **Growth Domains**
An area where demand expands as the market itself grows.
- ② **High Added Value**
Achieving high margins by offering products and services that reflect a deep grasp of customer needs and market dynamics.
- ③ **Scalability**
The ability to expand geography, scope, and scale by leveraging a core platform—e.g., rolling out to other regions, extending into adjacent business domains, and pursuing growth via M&A (roll-up strategies).


Special Feature

Strategic Platform Businesses


The Marubeni Group positions businesses that combine three elements—growth domain, high added value, and scalability—as Strategic Platform Businesses. In business areas with strong market growth prospects, we will expand our portfolio of high-value-added products and services, while simultaneously pursuing profitability and scalability through measures such as regional and domain expansion. Centered on core platforms, we aim to achieve growth both organically and through M&A. This special feature highlights six representative businesses.




01 Agri-inputs Retail Business
Agri-inputs retail business operating worldwide
Key Operating Companies
• Helena Agri-Enterprises • Adubos Real
▶ P.32




02 Mobility Business in North America
Aim to become a top player in the world's largest market, which continues to show steady growth
Key Operating Companies
• Nowlake Technology • Wheels
▶ P.34




03 Wholesale and Retail Power Trading Business
Ensuring a Stable Power Supply Worldwide by Addressing Distributed Power Generation, Climate Change, and Cyber Risks
Key Operating Companies
• SmartestEnergy • Marubeni Power Retail
▶ P.36



04 Aviation Aftermarket and Asset Trading Business
Providing optimal solutions to customers in the highly specialized aircraft market
Key Operating Companies
• Magellan Aviation Group • DASI
▶ P.38



05 Food Marketing and Manufacturing Business
Building a stable food supply system that meets diverse consumer needs
Key Operating Companies
• Gemsa Enterprises • Euroma Holding
▶ P.39



06 IT/Digital Solutions Business
End-to-end IT business for domestic corporate customers, from upstream to downstream
Key Operating Companies
• Marubeni I-DIGIO Holdings • DOLBIX CONSULTING
▶ P.40

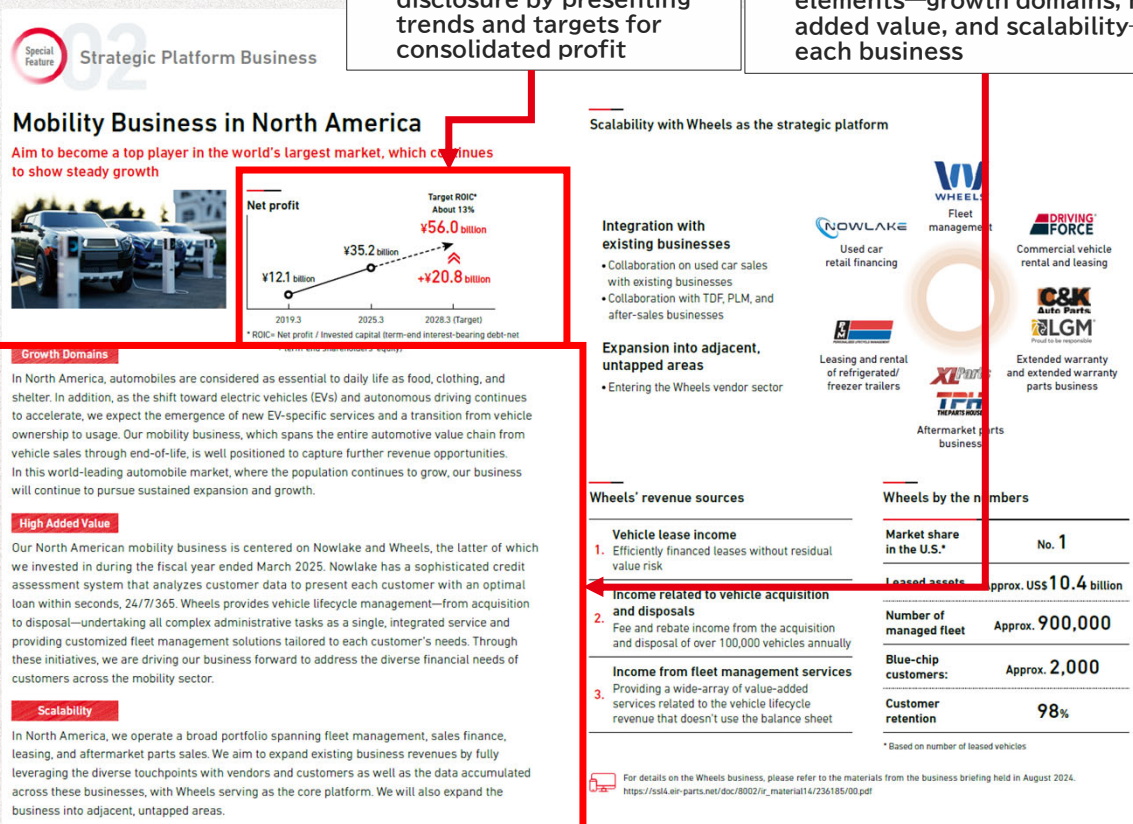
SECTION 2: Sustaining and Improving ROE ②

Marubeni

P.31-40

Special Feature: Strategic Platform Businesses

- We enhanced our financial disclosure by presenting trends and targets for consolidated profit
- We outline the essential elements—growth domains, high added value, and scalability—for each business



- For three businesses—Agri-input Retail Business, Mobility Business in North American, and Wholesale and Retail Power Trading Business—we feature messages from on-the-ground leaders on each business's strengths and the digital transformation (DX) initiatives that underpin them.

Message from
Local Digital Transformation Lead

Jay Kamdar
President, Nowcom LLC and
Director, Nowlake Technology LLC



Nowlake Group's DX strategy and competitive advantage

Nowcom, a core entity of the Nowlake Group, is a technology powerhouse driving innovation in the automotive fintech space. Our flagship product, DealerCenter, provides a comprehensive, integrated solution that supports virtually every aspect of dealership operations for auto dealers nationwide, including inventory management, customer relationship management (CRM), finance & insurance (F&I), and accounting.

Our online automotive trading platform, Carzing, features a fully automated loan decisioning system and is deeply integrated with major online automotive marketplaces such as CarGurus and Cars.com. Looking ahead, Carzing aims to transform itself into a marketplace, delivering a seamless online retail experience directly to consumers.

The Nowlake Group is executing a bold Digital Transformation (DX) strategy centered on cloud-native architecture and intelligent automation. Through legacy upgrades to cloud-native solutions, and automation of software development, testing, and release processes, we enable millions of decisions daily while achieving rapid scalability and operational resilience. This modern engineering approach allows for near-daily software updates and has directly contributed to a 23% year-over-year growth (FY2011 to FY2024) in Nowlake's financial assets.

AI adoption is a cornerstone of Nowlake Group's forward-looking strategy. Key initiatives include T-Boss, a generative AI for intelligent document fraud detection; Taylor & Anna, a voice AI solution that achieves approximately \$1 million in monthly cost savings; VIP & VDD, image processing tools; Iris, an AI-driven customer engagement and auto-input tool; and advanced machine learning models for risk management and loan structuring. Nowlake is positioning itself as an AI-first organization, ensuring scalable, efficient, and intelligent operations across all verticals.

SECTION 2・3: Sustaining and Improving ROE, Improving PER

Marubeni

In the CSO message, we explain the background and objectives for establishing the new Growth Investment Management Office under GC2027. In the CAO message, we outline the risk management approach and initiatives that support the Marubeni Group as it enters a new stage of growth

P.28、52

Message from the CSO and CAO

Message from the CSO



Hiromichi Mizuno

Managing Executive Officer;
Chief Strategy Officer (CSO); Regional CEO for Japan Business

Capital Allocation to Strategic Platform Businesses

Under Mid-Term Management Strategy GC2027, which began on April 1, 2025, we are focusing in particular on strategic platform businesses, seeking to accelerate growth to reach the next level. Our approach to strategic platform businesses brings together a focus on growth domains, high added value, and scalability, while we simultaneously pursue high profitability and scalability. Of the ¥1.7 trillion planned for new investments and capital expenditures during the period of GC2027, approximately 70%, or ¥1.2 trillion, is earmarked for these businesses.

Propagation of Winning Strategies within the Marubeni Group

While our various business divisions have already embarked on an array of strategic platform businesses, several of these businesses lie at the core of Marubeni's portfolio and serve as models for other businesses. In formulating GC2027, we rigorously analyzed and verified the factors that have led to the success of these businesses. What we discovered are winning strategies that are unique to Marubeni. By being intentional about propagating these winning strategies to other businesses, we are fostering the growth of domains that will become core businesses within a few years and accelerating the enhancement of corporate value for the Marubeni Group.

Please see the feature article showcasing the strategic platform businesses that currently play a core role in the Marubeni Group and that are expected to grow going forward.

P31 Special Feature: Strategic Platform Businesses

Reinforcing Organizational Capabilities to Accelerate Growth

Among the organizational changes implemented on April 1, 2025, we have reorganized 16 business divisions into 10. Our aim is to accelerate the reallocation of resources to growth domains by broadening the business domains we engage in and achieving a more panoramic view. We are also making organizational changes to promote more rapid decision-making, seeking to make the various divisions more autonomous. As managers of their respective segments, each division head will promote the creation of strategic platform businesses and pursue the optimal allocation of management resources, including personnel.

Message from the CAO



Jun Horie

Senior Managing Executive Officer;
Chief Administrative Officer (CAO); Senior Operating Officer, Audit Dept.;
Senior Operating Officer, Executive Secretariat

Eyeing a New Stage of Growth

We are working as one to achieve sustainable growth in corporate value as we move toward the next stage of growth. Under the Mid-Term Management Strategy GC2027, we aim to deliver a compound annual growth rate of approximately 10% in consolidated net profit while also reducing the cost of equity and elevating growth expectations. Through these and other multi-faceted initiatives, we intend to meet the expectations and earn the trust of the market as we strive to reach new heights as a company.

Risk Management Underpinning Our Growth Strategy

We do not expect the path to achieving our goals to be an easy one. In a highly uncertain business environment, risk management that supports our business divisions is essential to sustaining steady profit growth and earning the trust of our stakeholders. Our risk controls are comprehensive, ranging from macro-level integrated risk management to micro-level transaction and contract management.

It is also critical to focus on making better targeted, more rigorously selected growth investments that directly impact future corporate value. By maintaining investment discipline and rigorously selecting investment projects, we will continue to build up high-quality assets and strengthen profitability.

Addressing an Increasingly Complex Global Environment

Geopolitical risks are becoming more complex. With ongoing conflicts and tensions around the world, fragmented supply chains, and the growing importance of energy and food security, it is more important than ever for us, as a general trading company, to establish a flexible risk management framework.

International regulations and disclosure requirements on sustainability topics such as climate change and biodiversity conservation are also becoming more stringent. We are in an era where strategic responses to these developments now directly link to corporate value.

Our company, too, must fully capitalize on the benefits of technological innovation to streamline operations, raise productivity, and enhance customer value, while also focusing

SECTION 3:Improving PER

We feature messages from three Outside Directors to enhance understanding of our governance framework and practices:

1) Director Ishizuka:

Board discussions during the formulation of GC2027 and what is required to achieve our market capitalization target

2) Director Okina(Chairperson of the Nomination Committee):

The process for selecting the new President & CEO, Mr. Omoto

3) Director Ando (Chairperson of the Governance and Remuneration Committee):

Distinctive features of our governance and compensation systems

P.60-70

Corporate Governance (Messages from the Outside Directors)

Message from the Outside Director

Shigeki Ishizuka
Outside Director



Discussion at the Board of Directors Regarding GC2027

The Board of Directors was involved in deliberations from the early stages of formulating GC2027. Accordingly, we had many opportunities to express our views at Board meetings, and I had a real sense that we were creating GC2027 together. With each Board meeting, the discussions deepened and the content became more refined. I believe we were able to have in-depth discussions precisely because there was an active exchange of opinions from diverse perspectives and clashes of differing views.

Nomination Committee

Message from the Chairperson



Yuri Okina
Outside Director

Entrusting Marubeni's Future: Nomination of Masayuki Omoto as New President and CEO

Structure

The Nomination Committee, an advisory body to the Board of Directors, operates under the Board's regulations to deliberate

and the outside director interviews with several
The committee made the qualifications of each management structure chosen as the next President and CEO.
Following these deliberations, in March 2024, the Nomination Committee recommended Masayuki Omoto, Managing Executive Officer, President and CEO, to the Board of Directors.

Nomination Criteria

Marubeni is currently in a period of growth. At this juncture, it is essential to nominate a leader who can drive change in management level. Particularly important

Governance and Remuneration Committee

Message from the Chairperson



Hisayoshi Ando
Outside Director

Marubeni's Remuneration Plan for Executives

In March 2023, Marubeni significantly revised its remuneration plan for executives. The purpose of this revision was to encourage management to implement the Marubeni Group's future vision, strengthen links with medium- to long-term corporate value, and further promote the sharing of value with shareholders. One of the key features of the revised remuneration plan is its strong

continues to pursue
We will continue to work with shareholders and stakeholders

Marubeni's Governance

The effectiveness of our governance system has been maintained. On the other hand, we encourage more members in the Board of Directors to have had more experience in better understanding

At the same time, we will continue to improve the functions of the Board of Directors and accelerate growth

SECTION 4: Business Portfolio

We explain the rationale for reorganizing business segments from 16 into 10 , and present an overview and the strengths of each division. A distinguishing feature this year is the introduction of the key driver businesses that will enable each division's growth strategy, along with perspectives from Marubeni Group professionals involved in those businesses.

P.76-86 Business Portfolio

Strengthen Organizational Capability to Accelerate Growth

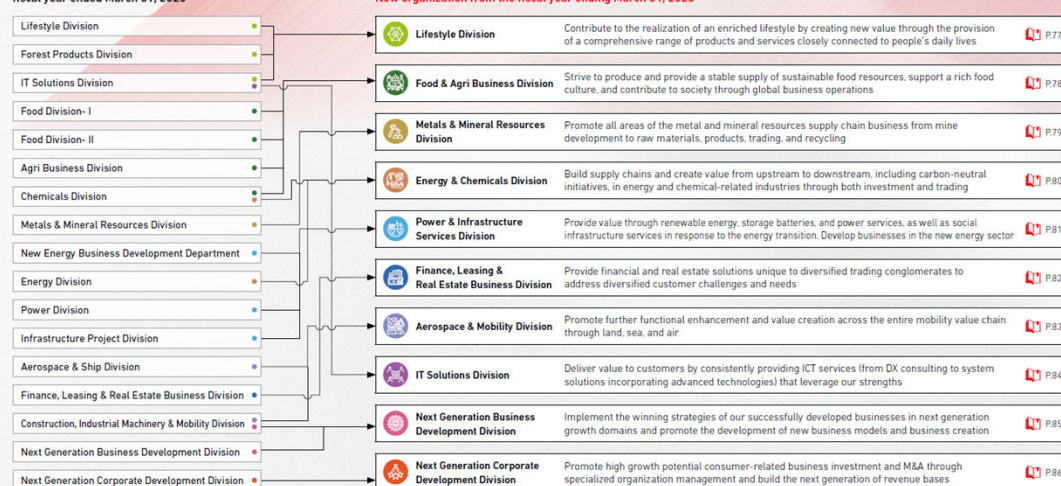
- Reorganized 16 business divisions into 10
- Consolidated business divisions to attain a panoramic view across multiple domains and beyond, enabling proactive reallocation of resources to growth domains
- Enhanced strategic implementation functions by aggregating insight and winning strategies to apply upon organic and inorganic growth
- Established a Growth Investment Management Department in each business division* to strategically promote capital allocation to growth areas and enhance the quality of investments

* Excluding the Next Generation Corporate Development Division

P.79 Business Investment Process

Previous organization until the fiscal year ended March 31, 2025

New organization from the fiscal year ending March 31, 2026



Example: Lifestyle Division — Business Overview and Voices from Our People

Introduction to Business Projects Car Maintenance Business (Thailand, Indonesia, Mexico)

Since acquiring shares of B-Quik, a car maintenance company in Thailand, in 2006, Marubeni has expanded the business to Indonesia and Mexico amid market growth driven by rising middle-class income earners and motorization. We currently operate around 360 stores worldwide, supporting the business through dispatch of management personnel and operational know-how. Leveraging this solid business foundation, we aim to accelerate business growth by increasing the number of stores in existing regions and entering untapped markets.



Car Maintenance Business Company B-Quik

Employee Voice

As a member of management dispatched to B-Quik, I am responsible for management decisions related to inventory and procurement optimization as well as store opening strategies, and for the development of new projects. While responding accurately to changing consumer needs is essential, I feel a strong sense of contribution to the company's growth as an industry leader through the opening of new stores while simultaneously enhancing the value proposition through high-quality, quick service and modern store development. I will continue to lead expansion into new countries and adjacent business domains with the aim of stimulating further business growth.



Yasumasa Hosoe
Tire Business Dept.
Seconded to B-Quik
(Executive Vice President of B-Quik)

1. Structure and Key Points of
Integrated Report 2025
2. Explanation of Each Section
3. Closing Remarks

Closing Remarks

- We view the Integrated Report as a vital medium for fostering constructive dialogue with stakeholders and realizing sustainable value co-creation. In preparing this year's report, we focused on conveying the Marubeni Group's value-creation journey with greater depth and clarity as we enter a new stage of growth. We also incorporated feedback from stakeholders on last year's report and made iterative improvements so the content better meets readers' needs.
- That said, the Integrated Report is ultimately a tool—what truly matters is the dialogue itself. Through the report, we place the highest priority on engagement with our stakeholders, and through such two-way communication we will continue to work earnestly to enhance corporate value.
- We have prepared an online survey and would greatly appreciate your candid feedback.
Thank you for your continued support.





Global crossvalue platform
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