

The slide features the Marubeni logo in red at the top left. The background is a light gray with a large, thick red circular graphic on the right side. A red wavy shape is at the bottom left. The title 'Exploring Our Integrated Report 2025:' is in black text in the center. The date 'Sep. 30, 2025' is in red at the bottom right.

Marubeni

Exploring Our Integrated Report 2025:

Marubeni Corporation
Sep. 30, 2025

- Thank you for taking time to watch this video. I'm Tetsuya Ishida, General Manager of the IR & SR Department at Marubeni.
- We published our integrated report in September this year, and as we did last year, we're sharing this session as a pre-recorded video for your convenience.

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

- Now, I will proceed with the explanation following the table of contents.

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

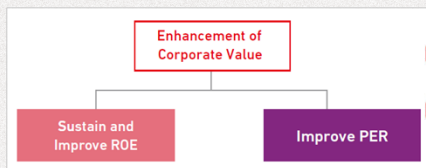
- Structure and Key Points of Integrated Report 2025.

Structure and Key Points of Integrated Report 2025

Marubeni

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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- The Marubeni Group aims to enhance its mid- to long-term corporate value by focusing on "sustaining and improving ROE", and "improving PER". This year's integrated report is structured around these principles.
- We've also included timely, this-year-only topics—our new President and CEO, Masayuki Omoto, and GC2027, our mid-term management strategy that kicked off in April.

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.

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- In this year's Integrated Report, while building on our strengths and incorporating reader feedback, we introduced three key enhancements.
- First, Pursuing "Marubeni-ness".
- "Gear Change" is one of the keywords of GC2027. We adopted a dynamic, high-velocity visual design that conveys the Marubeni Group accelerating its growth—literally shifting up a gear. We also included the timely, one-off content mentioned earlier to better communicate what makes Marubeni distinctive.
- Second, Improving readability and usability.
- To strike a balance between focus and reducing reader burden, we carefully curated the content. As a result, the report is 96 pages—about 20% fewer than last year. We also added a reverse-lookup index based on frequently asked investor questions, making it easier to access the information you need.
- Third, Strengthening dialogue.
- By coordinating closely across internal and external stakeholders, we published the Japanese and English editions simultaneously for the first time. We also released the report ahead of IR Day to facilitate discussion at the event. Through these efforts, we aim to further enrich our dialogue with stakeholders.

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

- From here, I will introduce the pages we would like you to pay particular attention to and the pages we have carefully crafted in each section.

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



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- Let's start with the opening section. "Gear Change - The New Marubeni Begins"
- We begin with four pages that showcase who we are: a group photo of Management Committee attendees and an “At a Glance” snapshot of the Marubeni Group.
- To make it easier to read, we present key pages—such as the CEO Message I’ll cover next—in a wide-format layout that’s larger than our regular pages.

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



<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



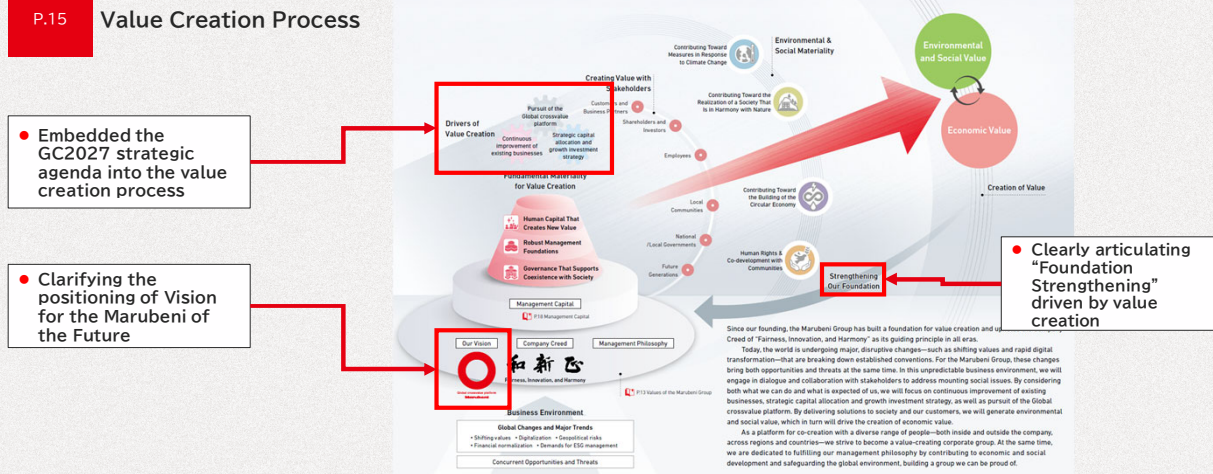
Photos from site visits to operating companies conducted prior to his appointment as President are also featured.

- Next, you'll find the CEO Message.
- In his first message as President and CEO, Masayuki Omoto shares his beliefs and his promises to stakeholders, and speaks to Marubeni's fundamental strengths—what lies at our core.
- We've also included photos from his continuing visits to Group companies, a practice he started even before his appointment. By end-August 2025, he had already visited over 70 companies. He explains why he insists on seeing the front lines firsthand, giving you a clear sense of how he thinks and who he is.

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



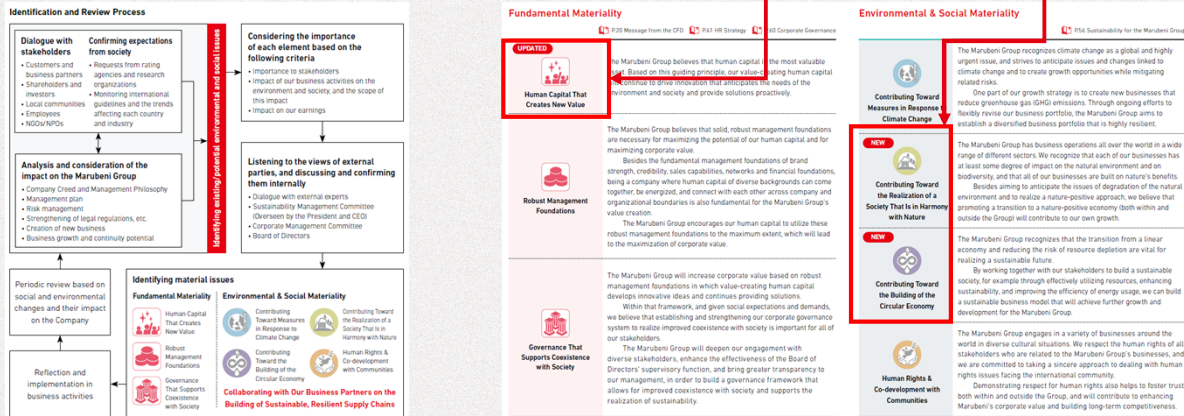
- Now, let’s move to Section 1: Enhancement of Corporate Value—starting with our value creation process.
- In past editions, this page tended to be a bit abstract, and we felt it could be clearer.
- So this year, we organized it around the value creation cycle and made the role of our “Vision for the Marubeni of the Future” explicit, to make the process more straightforward.

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



- Next is materiality—the key issues we must address to enhance corporate value.
- We periodically reassess our materiality. This time, we updated our materiality in line with mid-term management strategy GC2027.
- Compared with last year, we've expanded this section, explaining the updated materiality and the context and process behind the review.

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 	Related Materiality Related Contents
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 	Related Materiality Related Contents

- Next is the Marubeni Group's management capital—the six capitals we've developed over the years.
- What's new is that we spell out the current challenges and future goals for each capital.
- We've also expanded this section compared with last year, so readers can more clearly grasp where we stand today and where we're headed.

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



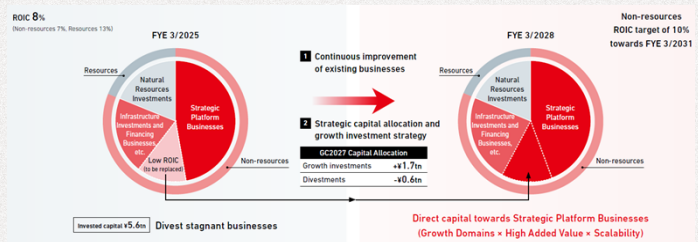
Accelerating corporate value enhancement toward achieving market capitalization beyond ¥10 trillion

Achievements of GC2024 and Targets of GC2027

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

<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



- The final content in Section 1 is the CFO Message.
- Our CFO, Takayuki Furuya, reviews the initiatives and outcomes under the previous mid-term management strategy, GC2024, and explains our approach—from three perspectives—to achieving the GC2027 target of exceeding 10 trillion yen in market capitalization by FY2030.
- In addition to the message itself, we enhanced the visual design, including a diagram depicting the target business portfolio for the Marubeni Group.

SECTION 2: Sustaining and Improving ROE ①

Marubeni

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

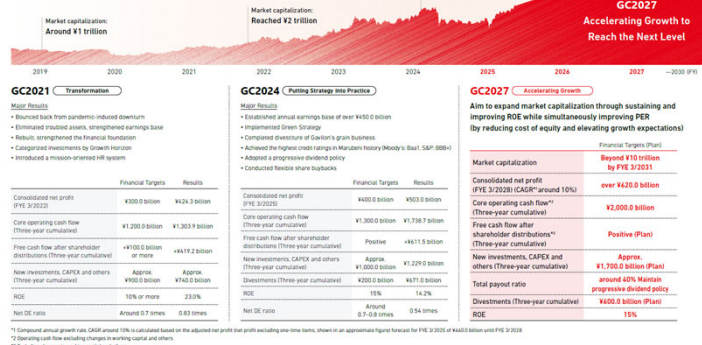
P.24-27 Mid-Term Management Strategy GC2027: Accelerating Growth

• We clearly illustrate both the Marubeni Group's transformation and growth trajectory and the parallel 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



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- We now move to Section 2: Sustain and Enhance ROE.
- First, GC2027, our mid-term management strategy.
- This section presents the key points of GC2027 clearly. On the first page, we also place the quantitative targets and results of past mid-term management strategies side by side, so the Marubeni Group's trajectory of transformation and growth can be grasped at a glance.
- We also show the trend in our market capitalization, helping illustrate the linkage between increases in market cap and the Group's growth.

SECTION 2: Sustaining and Improving ROE ②

Marubeni

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
• Nissin Agri-Enterprises • Adubus Retail
▶ 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 • SASI
▶ P.38

05 Food Marketing and Manufacturing Business
Building a stable food supply system that meets diverse consumer needs
Key Operating Companies
• Gemma Enterprises • Europa 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/O&O Holdings • GOLDB CONSULTING
▶ P.40

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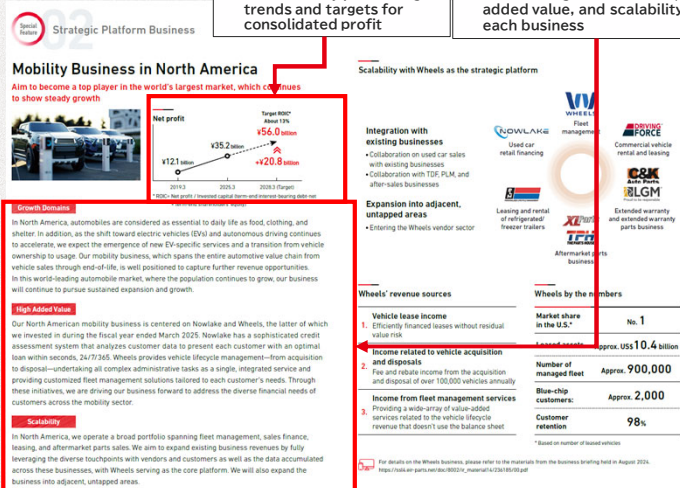
- Next, our Strategic Platform Businesses—a key focus and the centerpiece of this report's feature section.
- These are businesses that bring together three qualities: growth domain, high added value, and scalability. In this section, we showcase six standout examples.

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.



- Here we spotlight one of the six: Mobility Business in North America
- The content is tailored to each business, with detailed coverage of the three elements we discussed—growth domain, high added value, and scalability. We've also added consolidated P/L actuals and targets to strengthen the financial angle.
- For three businesses—Agri-inputs Retail Business, Mobility Business in North America, and Wholesale and Retail Power Trading Business—we include messages from frontline team members leading the DX (digital transformation) efforts that support their strengths and growth.

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.

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 realization 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

Eying 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

- Next, we introduce the CSO and CAO Messages.
- In the CSO Message, CSO Hiromichi Mizuno explains the background and objectives behind establishing the newly formed Growth Investment Management Office, created to enhance the precision and quality of our investments.
- In the CAO Message, CAO Jun Horie outlines our approach to risk management and the initiatives that will support the Marubeni Group as it enters a new stage of growth.
- Both executives also speak to the roles they will play in achieving the targets for the GC2027 period and, beyond that, our market capitalization goal.

SECTION 3: Improving PER


Marubeni

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 reviewed the qualifications of management structures chosen as the next President. Following these deliberations, the Nomination Committee Managing Executive Officer and CEO, the Board of Directors.

Nomination Criteria
Marubeni is currently in a period of growth. At this juncture, it is essential to nominate a 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. **Marubeni's Governance** The effectiveness of the fiscal year ended March 2024 was maintained. On the other hand, members in terms of encouraging more to have had more to better understand. At the same time, functions of the changes in management are accelerating growth.

- Next is Corporate Governance in Section 3: Improve PER.
- This year, we hear from three Outside Directors—Directors Shigeki Ishizuka, Yuri Okina, and Hisayoshi Ando.
- They discuss the Board's debates when shaping GC2027, the three-year process that led to appointing our new President and CEO, and their views on our governance and remuneration frameworks—well worth a look.

SECTION 4: Business Portfolio

Marubeni

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



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)

- To wrap up the content overview, here are the updates to Section 4: Business Portfolio.
- Previously, this section was just the individual segment pages. This year, we start with a new first page that lays out why we reorganized, how the old and new segments correspond, and an overview of the new setup.
- Then, for each segment, we highlight the businesses that will drive our growth strategy—and we include candid comments from the Group members on the front lines, so you can really put faces to Marubeni's people.

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

- That's the end of our tour of Integrated Report 2025. Before we wrap up, I'd like to say a few words in closing.

Closing Remarks

Marubeni

- 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.



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Marubeni IR-SR Dept.

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- As I've outlined today, we applied a range of creative enhancements to this year's Integrated Report, and we believe it is even more comprehensive than last year's.
- In producing the report, we incorporated feedback from our stakeholders. Your valuable input greatly contributed to improving and enriching the content. We would like to express our sincere appreciation for your cooperation, and we welcome your continued candid opinions and requests.
- As in previous years, we have prepared a dedicated online survey for the Integrated Report. We would be grateful to receive your unreserved feedback.
- Thank you once again for your participation today.



Global crossvalue platform
Marubeni