Values of the Marubeni Group

Company Creed

Management Philosophy

In accordance with the spirit grounded in “Fairness, Innovation, and Harmony,” the Marubeni Group is proudly committed to social and economic development and safeguarding the global environment by conducting fair and upright corporate activities.

Vision for the Marubeni of the Future

Global crossvalue platform
Marubeni

Values of the Marubeni Group

The Company Creed of “Fairness, Innovation, and Harmony” originates from the address delivered by Shinobu Ichikawa, the first president of Marubeni Co., Ltd. at the time of its founding in 1949.

Fairness	Innovation	Harmony
Act with fairness and integrity at all times.	Pursue creativity with enterprise and initiative.	Give and earn the respect of others through cooperation.

By promoting corporate activities grounded in our history and these enduring values passed down to the present day, we aim to earn the trust of all stakeholders involved with the Group and move forward together, realizing our Management Philosophy of contributing to economic and social progress as well as the preservation of the global environment.

Our History

History of Value Creation

The Marubeni Group has consistently supported the development of society and the economy through business development that meets the needs of the times. The Group continues to grow steadily while anticipating changes in the environment and society. We will continue working to make the world a better place by delivering solutions to society and our customers and creating new value.

1950s–
Becoming a general trading company

1949
- Marubeni Co., Ltd. was established

1961
- Non-textile sales exceeded 50% of total sales

1980s–
Deepening business

1987
- U.S.: Acquired Helena, an agri-input retailer

1994
- Started initiatives in IPP business

1997
- Started initiatives in renewable energy power generation business

2000s–
Expanding resource investments and strengthening non-resource investments

2001
- U.K.: Established SmartestEnergy

2008
- Chile: Acquired interest in Centinela Copper Mine

2011
- U.S.: Invested in Westlake (now Nowlake), a used car retail financing business

2012
- Australia: Acquired equity stake in Roy Hill Iron Ore Project

2013
- Invested in Aircastle, an aircraft leasing company
- U.S.: Acquired Gavilon, a grain and fertilizer wholesaler

2019
- Established Next Generation Business Development Division
- Brazil: Acquired Adubos Real, an agri-input retailer

Now and into the Future
Anticipating environmental and social changes and pursuing enhancement of corporate value

2020
- Made additional investment in Aircastle, an aircraft leasing company

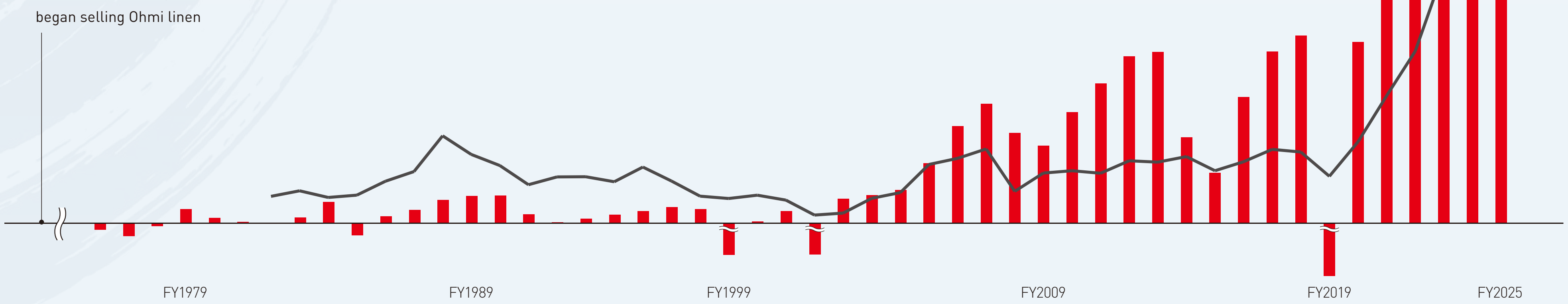
2022
- Established Next Generation Corporate Development Division
- U.S.: Sold Gavilon's grain business

2024
- U.S.: Invested in Wheels, a fleet management company

2025
- Introduced concept of Strategic Platform Businesses in Mid-Term Management Strategy GC2027
- Japan: Acquired Sumitomo Pharma's business in Asia

2026
- Achieved market capitalization of ¥10 trillion

Ranking among the global top 100 by market capitalization over the long term



At a Glance

Marubeni's Current Position

FY2025/As of March 31, 2026

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

Helena
U.S. agri-inputs retailer
No. 2 share of sales in the U.S.

Nowlake Technology
Used-car finance provider
No. 1 among nonbank lenders in the U.S.

SmartestEnergy
Retail power sales volume to large-scale consumers
No. 3 in the U.K.

Annual equity production capacity of copper
Approx. 160,000 tons per year

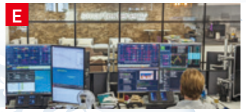
Our share of Japan's grain and oilseed imports
Approx. 20%

Agri-inputs Retail Business: Helena

Agri-inputs Retail Business: Adubos Real

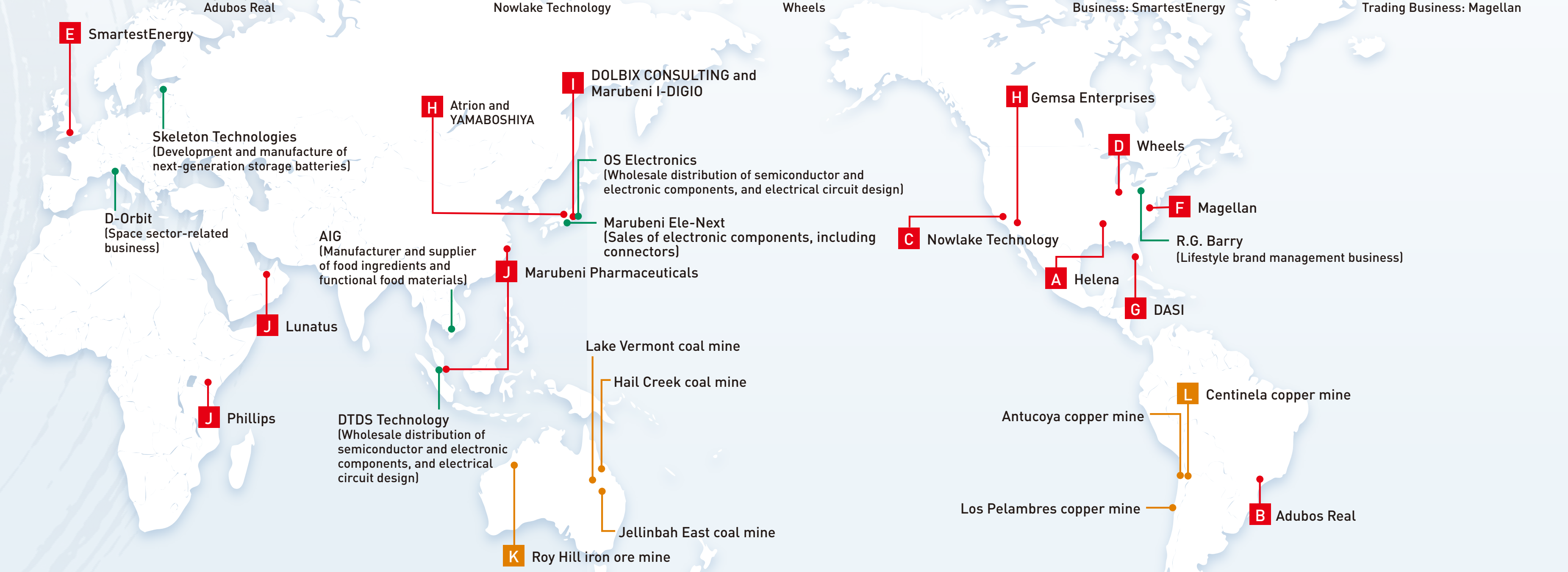
Mobility Business in North America: Nowlake Technology

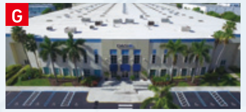
Mobility Business in North America: Wheels



Wholesale and Retail Power Trading Business: SmartestEnergy

Aviation Aftermarket and Asset Trading Business: Magellan





Aviation Aftermarket and Asset Trading Business: DASI

Food Marketing and Manufacturing Business: Gemsa Enterprises, Atrion, and YAMABOSHIYA

IT/Digital Solutions Business: DOLBIX CONSULTING and Marubeni I-DIGIO

Pharmaceutical Sales Business: Marubeni Pharmaceuticals, Phillips Pharma Group, and Lunatus Marketing & Consulting

Metals & Mineral Resources Business: Roy Hill iron ore mine

Metals & Mineral Resources Business: Centinela copper mine

■ Strategic Platform Businesses ■ Natural resources investments (major projects) ■ Initiatives for the next generation