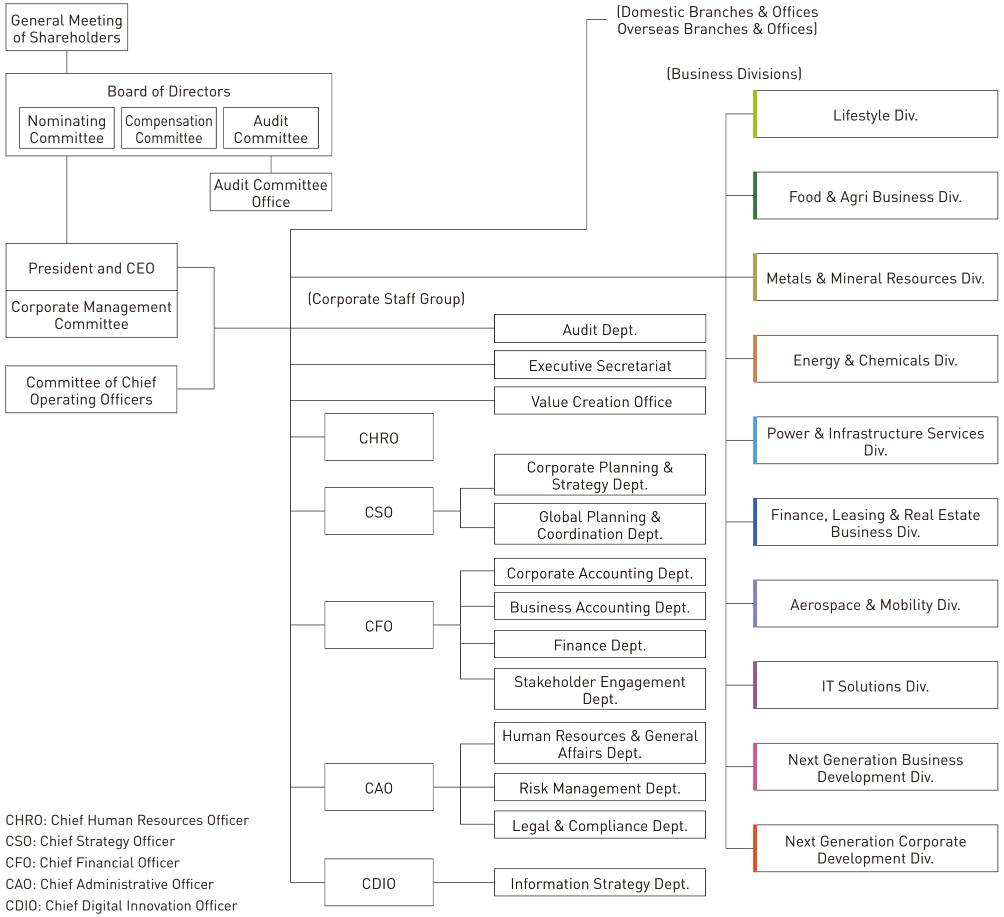
Section 6

Corporate Data

Organization



CHRO: Chief Human Resources Officer
CSO: Chief Strategy Officer
CFO: Chief Financial Officer
CAO: Chief Administrative Officer
CDIO: Chief Digital Innovation Officer

Financial Data

(Billions of yen) (Millions of U.S. dollars)[8]

	GC2015		GC2018			GC2021			GC2024			GC2027	
	IFRS												
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020[7]	FY2021	FY2022	FY2023	FY2024	FY2025	
Business Results													
Revenue	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	**8,265.8**	**55,105**
Gross trading profit	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	**1,182.7**	**7,885**
Operating profit[1]	160.7	104.2	91.6	118.1	173.0	133.9	141.6	284.5	340.8	276.3	272.3	**256.7**	**1,711**
Dividend income	35.0	18.6	17.5	21.3	37.3	27.6	16.2	24.4	10.4	18.0	8.7	**11.4**	**76**
Share of profit of associates and joint ventures	89.9	31.8	114.7	148.5	85.3	(55.2)	141.3	236.6	286.8	311.4	292.9	**338.3**	**2,255**
Profit for the year attributable to owners of the parent (Net profit)	105.6	62.3	155.4	211.3	230.9	(197.5)	223.3	424.3	543.0	471.4	503.0	**543.9**	**3,626**
Adjusted net profit[2]	231.0	162.0	171.0	230.0	256.0	225.0	243.0	489.0	526.0	467.0	451.0	**480.0**	**3,200**
Financial Position													
Total assets	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	**10,531.8**	**70,212**
Net interest-bearing debt	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	**1,858.7**	**12,391**
Shareholders' equity	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	**4,363.7**	**29,091**
Cash Flows													
Net cash provided by operating activities	170.9	359.1	324.3	253.4	284.9	327.0	397.1	311.9	606.3	442.5	597.9	**535.4**	**3,569**
Net cash provided by (used in) investing activities	(331.4)	(174.6)	46.5	(49.7)	22.5	(209.8)	(116.3)	(79.7)	156.8	(334.4)	(395.3)	**(118.0)**	**(787)**
Free cash flow	(160.5)	184.5	370.8	203.7	307.4	117.2	280.8	232.3	763.1	108.0	202.6	**417.4**	**2,783**
Net cash provided by (used in) financing activities	(70.7)	(36.3)	(258.1)	(269.5)	(427.4)	(93.3)	(68.5)	(419.6)	(766.6)	(254.2)	(122.0)	**(466.2)**	**(3,108)**
Core operating cash flow[3]	—	—	264.2	324.0	373.2	363.8	369.6	570.5	584.2	548.0	606.6	**575.1**	**3,834**
Amounts per share (¥, U.S.$)													
Basic earnings[4]	60.85	35.88	88.08	119.43	130.74	(116.03)	126.32	242.89	316.11	279.62	302.78	**330.42**	**2.20**
Cash dividends	26	21	23	31	34	35	33	62	78	85	95	**107.5**	**0.72**
Metrics													
ROA (%)	1.4	0.8	2.2	3.1	3.4	(3.0)	3.4	5.6	6.7	5.6	5.6	**5.5**	
ROE (%)	7.3	4.4	11.1	14.0	13.9	(13.4)	15.5	23.0	22.4	15.2	14.2	**13.6**	
Net debt-equity (DE) ratio[5] (Times)	1.90	2.10	1.25	1.08	0.94	1.23	0.93	0.83	0.52	0.55	0.54	**0.43**	
Total shareholder return[6] (%)	—	—	—	—	—	—	—	161.6	210.2	309.9	293.2	**656.5**	

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 other items.
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 FY2022, 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 dividends per share from four fiscal years prior to fiscal year N through fiscal year N) / Share price at the end of the fiscal year five fiscal years prior to fiscal year N (Fiscal year N = any fiscal year from FY2022 through FY2025).
7. Due to the early application of IAS 12, figures for FY2020 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, 2026.

For detailed information, please refer to the "Consolidated Financial Statements with Independent Auditors' Report" page on our website.
https://www.marubeni.com/en/ir/reports/security_reports/

Non-Financial Data

Environmental Data

Scope 1 and 2 Emissions[1]

(Thousand t-CO_2e)

			FY2023	FY2024	FY2025
Total Scope 1 and Scope 2			1,204	1,154	**1,040**
		(Of which, energy-derived CO_2)	(1,046)	(1,019)	**(935)**
Breakdown	Scope 1		949	939	**830**
		(Of which, energy-derived CO_2)	(791)	(804)	**(726)**
	Scope 2	(Market-based emissions)	255	215	**210**

Scope 3 Emissions[2]

(Million t-CO_2e)

		FY2023	FY2024	FY2025
Category 15 (Investments) Total		25	24	**23**
Breakdown	Power generation	23	21	**20**
	Resource projects	2	2	**2**
	Other	1	1	**1**

Avoided Emissions

(Thousand t-CO_2e)

	FY2023	FY2024	FY2025
Renewable energy power generation	Approx. 1,429	Approx. 1,832	**Approx. 2,038**

Volume of Carbon Stocks

(Million t-CO_2e)

	FY2023	FY2024	FY2025
Afforestation and managed forests	Approx. 14	Approx. 15	**Approx. 17**

Other Environmental Data

		FY2023	FY2024	FY2025
Water withdrawal and discharge data	Water withdrawal (Thousand m^3)[1]	276,899	341,170	**412,128**
	Water discharge (Thousand m^3)[1]	264,383	331,924	**399,666**
Waste generated (Thousand metric tons)[1]		195	189	**174**
Energy consumption (Thousand GJ)[1]		16,056	15,906	**14,445**

1. Total for Marubeni Corporation and consolidated subsidiaries.
2. For a complete list of Scope 3 categories, please refer to our website.
3. Unless otherwise indicated, figures are for Marubeni Corporation on a non-consolidated basis.
4. Data as of March 31.
5. The percentage is the combined total for Marubeni Corporation and its certified special subsidiary company, Marubeni Office Support Corporation (as of March 1).
6. Ratio of voluntary turnover under the age of 50 among regular employees (temporary employees are not included in this category).
7. Figures for each fiscal year reflect the structure following the Ordinary General Meeting of Shareholders and the Board of Directors meeting held in June of that year. For FY2025 and prior years, the number of Directors includes Audit & Supervisory Board Members.

Social Data[3]

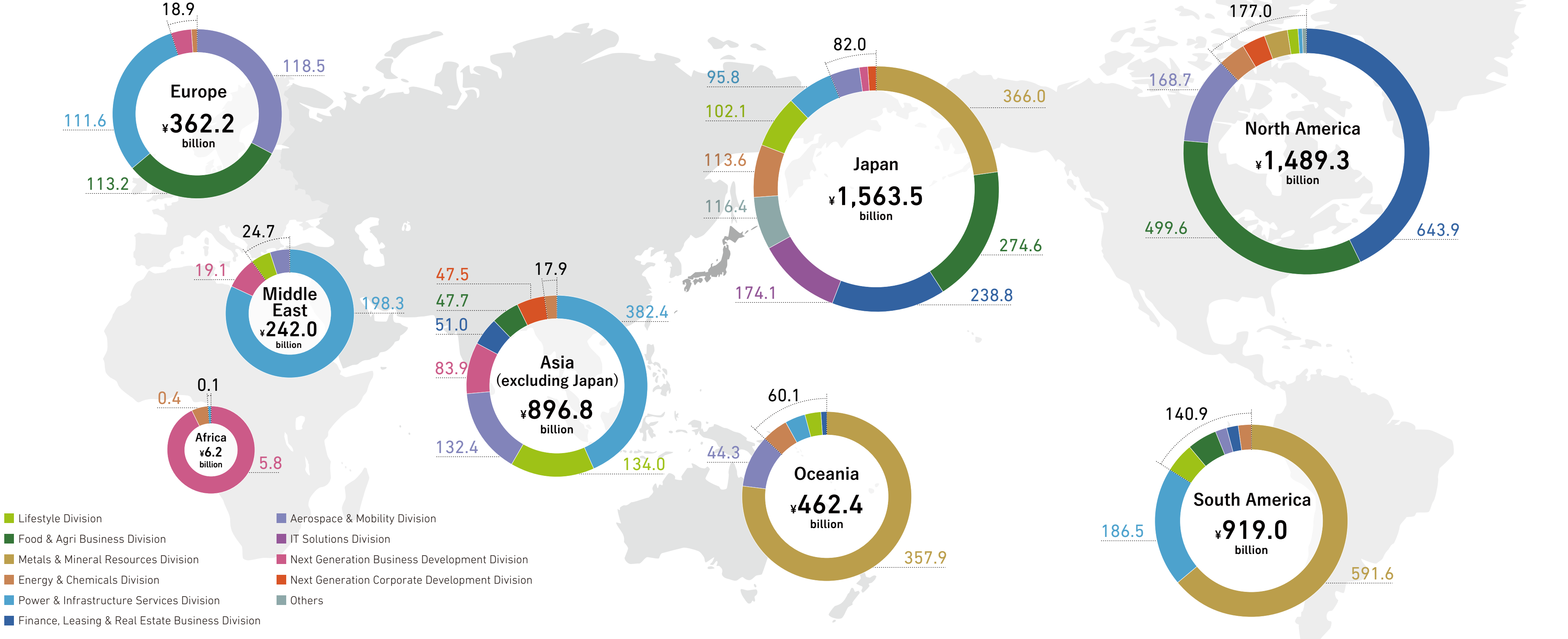
	FY2023	FY2024	FY2025
No. of employees (Consolidated)	50,200	51,834	**52,658**
No. of employees (Non-consolidated)	4,337	4,304	**4,225**
Of which, male	3,077	3,032	**2,935**
Of which, female	1,260	1,272	**1,290**
Ratio of female full-time employees (%)[4]	29.8	30.1	**31.0**
Employment rate of people with disabilities (%)[5]	2.73	2.97	**3.07**
Average length of service (Years)	17.9	17.9	**17.8**
Voluntary turnover rate (%)[6]	1.5	1.3	**1.3**
No. of new graduate and mid-career hires (New graduates)	157 (114)	124 (77)	**136 (104)**
Of which, male (New graduates)	90 (57)	85 (44)	**83 (60)**
Of which, female (New graduates)	67 (57)	39 (33)	**53 (44)**
Ratio of women among total new graduate and mid-career hires (%) (New graduates)	42.7 (50.0)	31.5 (42.9)	**39.0 (42.3)**
Ratio of women in management positions (%)[4]	9.0	9.6	**10.4**
Number of Directors[7]	15	16	**15**
Ratio of female officers (%)[7]	26.7	31.3	**33.3**
Average overtime hours per month	17.3	15.8	**16.7**
Use of annual paid leave (%)	60.3	71.1	**71.4**
Childcare leave usage rate (%)	85.4	95.1	**93.2**
Of which, male (%)	79.3	95.0	**91.9**
Of which, female (%)	95.5	95.2	**95.3**
No. of participants trained per year	56,994	65,004	**82,226**
Annual training hours (days) per employee	49(6.8)	48(6.7)	**57(7.8)**
Average training and education cost per employee (Yen)	-	311,528	**316,997**
Regular health checkup rate (Japan) (%)	100	100	**100**
Regular health checkup rate (Overseas) (%)	98.3	98.9	**99.6**
Rate of employees undergoing stress check tests (%)	96.5	98.1	**98.7**
Enrollment rate in employee stock ownership program (%)	94.5	95.9	**97.0**
Engagement survey score (Deviation score)	61.2	62.4	**63.1**

Environmental Data
https://marubeni.disclosure.site/en/themes/19/

Social Data
https://marubeni.disclosure.site/en/themes/28/

Outstanding Balance of Country Exposure

As of March 31, 2026



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)

Country/Region[1]	Gross Risk Exposure	Net Risk Exposure[2]
Japan	1,563.5	1,563.5
USA	1,368.3	1,368.3
Chile	677.2	677.2
Australia	450.7	450.7
Indonesia	262.2	222.8
Singapore	242.4	242.4
Brazil	203.2	203.2
Vietnam	135.9	121.2
Canada	120.9	120.9
Netherlands	107.9	107.9
Philippines	90.8	90.8
UAE	86.7	86.7
China	70.4	69.6
Denmark	69.6	69.6
Portugal	66.1	66.1
Taiwan	64.7	64.7
Saudi Arabia	63.4	60.6
U.K.	58.3	58.3
Jamaica	58.0	15.1
Thailand	56.8	56.8
Oman	46.8	34.6
Papua New Guinea	35.4	11.6
Qatar	35.2	35.2
Mexico	34.8	34.8
Peru	27.1	27.1
Türkiye	23.4	23.4
Total	6,019.6	5,882.9

1. Countries and regions with long-term gross risk exposure of over ¥20.0 billion (defined as the total amount of long-term assets, including long-term credit exposure, fixed assets, and investments) among assets held by Marubeni Corporation and its consolidated subsidiaries
2. Net risk exposure is gross risk exposure minus the amount secured by insurance.
Gross risk exposure to Russia was ¥4.7 billion as of March 31, 2026. (Up ¥3.5 billion year on year)

Company Profile As of March 31, 2026

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) (As of April 1, 2026)	121 branches and offices, consisting of the Head Office, 11 Japan branches and offices, 50 overseas branches and offices, and 29 overseas corporate subsidiaries with 30 associated branches and offices
Founded	May 1858
Incorporated	December 1, 1949
Paid-in Capital	¥263,711 million
Number of Employees	4,225 (Marubeni Group: 52,658)
Corporate Website	Top page https://www.marubeni.com/en/ IR page https://www.marubeni.com/en/ir/ Sustainability page https://marubeni.disclosure.site/en/
Business Year	April 1 to March 31 of the following year
Ordinary General Meeting of Shareholders	June of each year

Stock Information As of March 31, 2026

Number of Shares Authorized
4,300,000,000 shares

Number of Shares Issued and Outstanding
1,660,758,361 shares

Stock Listing
Tokyo

Number of Shareholders
353,845

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.

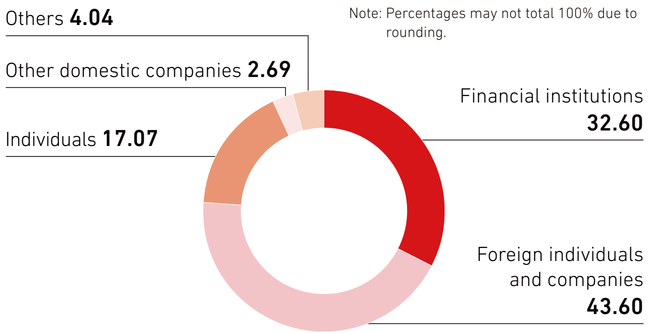
Credit Rating[1]

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	A- (Stable)	A-2
Moody's	Baa1 (Stable)	—

1. As of June 30, 2026

Distribution of Shares by Shareholder Type (%)

Note: Percentages may not total 100% due to rounding.



Major Shareholders

Name of Shareholder	Stake in the Company: Number of Shares Held (Thousands)[2]	Stake in the Company: Shareholding Ratio (%)[3]
The Master Trust Bank of Japan, Ltd. (Trust Account)	238,510	14.56
STATE STREET BANK AND TRUST COMPANY 505104	161,104	9.83
Custody Bank of Japan, Ltd. (Trust Account)	103,984	6.35
THE CHASE MANHATTAN BANK, N.A. LONDON S.L. OMNIBUS ACCOUNT	45,562	2.78
Meiji Yasuda Life Insurance Company	37,636	2.30
STATE STREET BANK AND TRUST COMPANY 505001	29,880	1.82
Mizuho Bank, Ltd.	25,800	1.57
Nippon Life Insurance Company	23,400	1.43
NATSCUMCO	22,790	1.39
Sompo Japan Insurance Inc.	22,500	1.37

2. The number of shares held is rounded down to the nearest thousand shares.
3. The shareholding ratio is calculated after deducting treasury stock from the number of shares issued and outstanding. Percentages are rounded to two decimal places.

IR and SR Activities

Results

		FY2023	FY2024	FY2025
Meetings with securities analysts and institutional investors*		399	569	768
	Japanese institutions	168	215	261
	Overseas institutions	231	354	507
IR meetings on financial results for securities analysts and institutional investors		4	4	4
IR meetings on business operations for securities analysts and institutional investors		1	1	1
Overseas roadshows		4	4	9
Business presentations for individual investors		5	4	3
IR Day events		-	-	2

* Including meetings at overseas roadshows

Main Dialogue Topics at FY2025 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 and share buybacks)
- Status of core businesses and actions to improve unprofitable businesses
- Impacts of market fluctuations on 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, 2024	March 31, 2025	March 31, 2026
Total number of shareholders		309,000	361,274	353,845
	Individual shareholders	304,822	356,312	347,902

Highlight

Marubeni's First IR Day

In September and October 2025, Marubeni held its first IR Day over a two-day period. At the event, we explained our vision of creating value beyond the boundaries of a *sogo shosha*, our steady implementation of our strategic capital allocation policy, and our initiatives in Strategic Platform Businesses, which are central to our growth strategy. We will take seriously the feedback and expectations expressed at IR Day, steadily implement our strategies through a Group-wide effort, and aim to reach even greater heights.

External Recognition

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

FTSE Blossom Index Series

Morningstar® Japan ex-REIT Gender Diversity Tilt Index

S&P/JPX Carbon Efficient Index

External Certification/Evaluation

Received the Motivation Company award in the Leading Companies Division for companies with fewer than 5,000 employees at the Best Motivation Company Award 2026

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

Recognized as Health and Productivity Management Outstanding Organization ("White 500" organization) (9th 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"

Closing Remarks

This year, the Sustainability Management Department, IR & SR Department, and Corporate Communications Department merged to establish the Stakeholder Engagement Department. Our goal is to present a more consistent and cohesive narrative of Marubeni's aspirations to our stakeholders and further deepen constructive dialogue. We hope this report will serve as a catalyst for such dialogue.