

# Social

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Social

# Respect for Human Rights

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## Policy

### Our Views on Respect for Human Rights

The Marubeni Group conducts business from 126 locations\*<sup>1</sup> domestically and internationally, employing over 50,000 people\*<sup>2</sup> from a diverse range of nationalities and ethnicities. Moreover, our multi-faceted and global business activities span a wide range of sectors. With a view to contributing to achieving the goals set out in the SDGs and building a sustainable society, we are fully committed to respecting the human rights of stakeholders\*<sup>3</sup> who are related to the Marubeni Group's business and to closely monitoring relevant circumstances. As a responsible company, in case of any adverse impacts in human rights terms in connection with the Marubeni Group's business activities we regard it as an important social responsibility to institute corrective measures to provide redress. By fulfilling this social obligation, we see respect for human rights through our business activities as part of the sustained creation of value.

\*<sup>1</sup> As of April 1, 2025

\*<sup>2</sup> Number of employees of the Group: 51,834 as of March 31, 2025

\*<sup>3</sup> Stakeholders include: business partners, including customers and suppliers, whether direct or indirect; employees of Marubeni Group and our business partners; residents and members of local communities.

➤ [Click here for Human Rights & Co-Development with Communities](#)

### Basic Policy on Human Rights

In the spirit of the Company Creed of "Fairness, Innovation and Harmony," the Marubeni Group is proudly committed to promoting social and economic development and safeguarding the global environment through fair and upright corporate activities. We recognize that respecting the human rights of persons affected by our business activities and endeavoring to take responsibility for doing so are of utmost importance, and to this end we have formulated our Basic Policy on Human Rights ("the Policy"), based on the UN's Guiding Principles on Business and Human Rights.

#### Our Basic Stance on Human Rights

We support and respect all international rules on human rights, including the UN's International Bill of Human Rights (Universal Declaration of Human Rights and International Covenant on Human Rights), the ILO's Declaration on Fundamental Principles and Rights at Work and the 10 Principles of the UN Global Compact.

#### Scope of Application

This Policy applies to all executives and employees of the Marubeni Group. We also ask that stakeholders (vendors, service providers, contractors, third-party manufacturers, joint venture partners, outsourcing partners, customers and other business partners and local communities) and other related parties observe the intent of the Policy and take appropriate action if a negative effect on human rights caused by them is directly related to the business activities of the Marubeni Group.

## Responsibility for Human Rights

We will carry out our responsibility to respect human rights by ensuring that we do not violate human rights. If it should come to light that any of our business activities are having a negative impact on human rights, we will take appropriate action to remedy the situation.

- **Human Rights Due Diligence:**

We will create and continue using a system for carrying out human rights due diligence.

- **Redress:**

We will create a system (complaint resolution mechanism) for reporting when our business activities have a negative effect on human rights or we have been involved in human rights violations. If such reports are received, appropriate procedures for redress will be taken once the facts are sufficiently ascertained.

- **Dialogue and Discussion:**

We will engage in sincere dialogue and discussion with relevant stakeholders in order to promote initiatives in line with this Policy.

- **Compliance with Relevant Laws:**

We will observe the laws and regulations of the countries or regions where we conduct business activities. If national laws are in contradiction with internationally recognized human rights, we will pursue solutions in which we can respect human rights principles.

- **Education and Training:**

We will conduct appropriate training and skill development for our executives and employees to ensure that this Policy is understood and effectively put into practice in all our business activities.

- **Information Disclosure:**

We will report on our initiatives, etc. for fulfilling our responsibilities to respect human rights through our official website and other avenues.

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The above Policy includes the following policies with regard to those who are especially vulnerable to human rights abuses:

- **Policy Regarding the Rights of Children:**

In addition to supporting the Children's Rights and Business Principles<sup>\*4</sup>, which are intended to protect children's rights in the course of our business activities, we will undertake social contribution activities to strengthen children's rights and by so doing will contribute to improving children's rights.

- **Policy Regarding the Rights of Indigenous Peoples:**

When conducting our business activities in countries or regions with indigenous peoples, we will acknowledge the native culture and history of indigenous peoples, and we will give due consideration to the laws of the country or region in question and the rights of indigenous peoples set out in international rules.

- **Policy Regarding Use of Security Services:**

We are aware of the inherent risk to human rights related to the use of weapons for security. With regard to the use of security services when conducting business activities, we will observe the laws of the countries or regions where we operate, support international rules and related practices and endeavor to respect human rights.

<sup>\*4</sup> Children's Rights and Business Principles: A comprehensive set of principles formulated by UNICEF, the UN Global Compact and Save the Children covering various actions that enterprises can take in the workplace, the marketplace and the community in order to promote respect for children's rights.

## Basic Policy on Human Rights (PDF)

> Japanese  [355KB]

> English  [94KB]

> Chinese (Simplified)  [143KB]

> Chinese (Traditional)  [141KB]

> Portuguese  [96KB]

> Spanish  [92KB]

## Our Approach to the Human Right to a Healthy Environment

The term “human rights,” as used in the above-mentioned Marubeni Group Basic Policy on Human Rights, includes the right to a clean, healthy, and sustainable environment, as specified in Resolution 76/300 adopted by the General Assembly of the United Nations: The Human Right to a Clean, Healthy and Sustainable Environment.

In line with our initiatives to contribute toward the realization of a nature positive world, and of a society that lives in harmony with nature, the Marubeni Group respects the human rights of all stakeholders who could be indirectly affected by the impact that our businesses and supply chains can have on nature (particularly those stakeholders who are especially vulnerable to environmental degradation, such as indigenous people, local communities, senior citizens, women (in some regions), people with disabilities, children and young people).

Besides UN Resolution 76/300 referred to above, we also respect and support the standards relating to the human rights of indigenous people and local communities that are reflected in the United Nations Guiding Principles on Business and Human Right (UNGPs), the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct (OECD Guidelines), the United Nations Declaration on the Rights of Indigenous People (UNDRIP), the International Covenant on Economic, Social and Cultural Rights (ICESCR), the International Covenant on Civil and Political Rights (ICCPR), the Universal Declaration of Human Rights (UDHR), and the Indigenous and Tribal People's Convention, 1989 (ILO Convention No. 169), as well as the Convention on Biological Diversity (CBD) and the Kunming-Montreal Global Biodiversity Framework (GBF).

In particular, we recognize the special importance of stakeholders' right to accurate, relevant information (including their right to exercise free, prior and informed consent), their right to substantive participation in environment-related decision-making (including the right of indigenous people and local communities to self-determination and the prevention of forced relocation), their right to effective relief measures, and the implementation of engagement (dialogue) to support and realize their enjoyment of these rights, and we aim to expand efforts that prioritize these rights.

## Structures and Systems

Based on the Marubeni Group Basic Policy on Human Rights, the Marubeni Group is working to ensure that the human rights of all Group employees and executives, contractors, business partners and other related parties are respected. Under the leadership of the Sustainability Management Committee, which reports to the President directly, and its head (Chief Sustainable Development Officer, who is Managing Executive Officer, CSO), the Sustainability Management Department works to promote the consideration and the continuous improvement of human rights throughout the Marubeni Group, in close cooperation with the Sustainability Leaders and Sustainability Managers appointed by each Business Division and Department. The Sustainability Management Committee submits reports on important matters related to human rights to the Corporate Management Committee and the Board of Directors periodically (once a year as a minimum) in accordance with prescribed procedures. The Board of Directors, by receiving periodic reports on important matters related to human rights deliberated by the Committee, oversees important matters related to human rights.

## Initiatives

### Human Rights Due Diligence

We are continuously working to increase awareness of respect for human rights and enable early detection of, and remediation for, any adverse impacts on human rights, throughout our Company and its Group companies as well as our business counterparts, including our business partners and contractors, and our supply chain as a whole, based on the “Marubeni Group Basic Policy on Human Rights”, “Basic Supply Chain Sustainability Policy” and “Marubeni Group Basic Policy on Occupational Health and Safety.”

Specifically, we have established our human rights due diligence mechanism based on the UN Guiding Principles on Business and Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work (including the five core labor standards), and the OECD Guidelines for Multinational Enterprises and Due Diligence Guidance for Responsible Business Conduct, ISO 26000, SA 8000, etc. In order to identify areas to be prioritized for investigation, we conducted risk mapping, by considering the sector, product, geographic, and enterprise-level risks and the anticipated potential adverse impacts on human rights (as well as the severity (scale, scope and irremediability) and likelihood of occurrence).

In addition, during the process of establishing our mechanism, through dialogue (engagement) with various stakeholders and external experts (e.g. NGOs working towards respect for human rights, international organizations promoting protection of workers’ rights, experts on human rights, etc.) as well as our internal discussions, we made efforts to identify important and high priority initiatives in order to improve the effectiveness of our human rights due diligence.

In particular, over the last few years, besides addressing the issues of forced labor (including slave labor) and child labor, the Marubeni Group has also been contributing toward realizing a nature-positive world, and implementing initiatives aimed at bringing society into harmony with nature. We recognize the growing importance of processes for monitoring the potential negative impact of business development and operation on the human rights of all stakeholders (particularly those stakeholders who are especially vulnerable to environmental degradation, such as indigenous people, local communities, senior citizens, women (in some regions), people with disabilities, children and young people) who may be indirectly affected by the impact on nature at sites used for business operations and in neighboring areas, and for implementing related management and corrective action. In this regard, we implement verification using the methods outlined in “Human Rights Due Diligence Related to Business Projects Where We Are Investor and/or Operator” below, and formalize and implement related internal procedures.

Our human rights due diligence can be broadly divided into the following two approaches:

- (1) Human rights due diligence related to business projects where we are investor and/or operator
- (2) Human rights due diligence related to supply chains

## (1) Human Rights Due Diligence Related to Business Projects Where We Are Investor and/or Operator

- For existing business projects, we conducted a written survey of all consolidated subsidiaries (and on-site inspections at some Group companies), to assess the risk of human rights violations and confirm whether any human rights violations (incidents) had actually occurred (FYE 3/2021). For those entities assessed as high risk, we provide support and advice on how to prevent or mitigate the risks. However, the number of occurrences of human rights violations (incidents) was zero.  
After confirming the above (since FYE 3/2022), we have continued to conduct annual investigations to check whether any changes in business conditions and circumstances have occurred that affect the risk assessment, and for those entities where changes have been identified, we confirm whether additional controls have been implemented accordingly and provide support and advice for improvement if necessary.
- For new business projects, we have established internal procedures for new investment and financing projects in order to assess the risk of human rights violations and confirm whether or not any human rights issues exist.  
We maintained a coverage rate of 100% for the application of these internal procedures to new investment and financing projects in FYE 3/ 2022, FYE 3/2023, FYE 3/2024 and FYE 3/2025.
- In our individual businesses, at the stage of exploring the potential for new business development, we implement monitoring and assessment of risks and impacts associated with potential business sites and neighboring areas, in line with region-specific characteristics, with the aim of preventing negative impacts on nature resulting from logging of forests, ecosystem transformation, loss of biodiversity, etc., preventing negative impacts on the human rights of stakeholders that might arise from the above, and safeguarding the human rights of indigenous people and the inhabitants of local communities.  
In this way, we are able to, for example, determine the implementation status of engagement (dialogue) with local communities, identify stakeholders who may be impacted and consider who should be prioritized for engagement, confirm the status of environmental assessments by external experts and verify assessment report content, confirm whether the principle of obtaining free, prior and informed consent (FPIC) has been complied with, and determine whether there have been any negative impacts on the human rights of indigenous people and local communities.

## (2) Human Rights Due Diligence Related to Supply Chains

- For existing supply chains, we identify salient human rights issues to be prioritized and addressed, based on the various principles and external dialogues mentioned above, and conduct human rights due diligence using the following methods.

In FYE 3/2023, we conducted desktop investigations (15 cases) and on-site investigations (additional investigations, 3 cases) regarding suppliers operating in specific countries or regions (parts of South America and Southeast Asia) where there is a high risk of human rights violations in the food industry, related to meat products.

Furthermore, for FYE 3/2024, we expanded our investigation to suppliers in other high-risk industries, products, and regions that were identified through our mapping results. This includes suppliers across multiple industries and products such as vegetable oils, beverage ingredients, fruits, and grains, focusing primarily on countries and regions internationally recognized for high concerns of forced labor (including slave labor) and child labor. In total, 44 investigations were conducted (33 desktop investigations, 10 local peripheral investigations, and 1 direct site visit). Additionally, part of the investigation also included indirect suppliers beyond the secondary level. (No facts were found as a result of these investigations that would lead to a real suspicion of forced labor or child labor. The investigations were conducted in collaboration with an independent third-party specialist investigative body.)

During FYE 3/2025, following on from the previous year, we conducted investigations relating to suppliers in high-risk industries, products, and regions that were identified through our mapping results, which includes suppliers across multiple industries and products such as apparels, rubber, meat related products, vegetable oils, beverage ingredients, fruits, and grains, focusing primarily on countries and regions internationally recognised for high concerns of forced labour (including slave labour) and child labour, amounting to 185 investigations in total (180 desktop investigations and 5 local peripheral investigations). Additionally, some of the investigations also included indirect suppliers beyond the secondary level. (No facts were found as a result of these investigations that would lead to a real suspicion of forced labour or child labour. The investigations were conducted by using specialist external databases, and, on a risk-based basis, additionally in collaboration with an independent third-party specialist investigative body.)

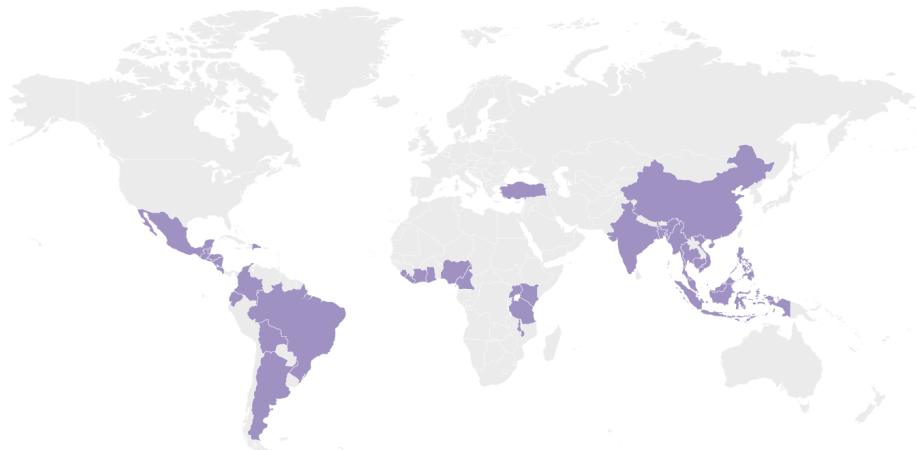
With this, we have completed the first round of the necessary investigations on all priority investigation targets identified based on the above-mentioned risk mapping conducted in FYE 3/2023 (covering the supply chains for 11 products and a gross total of 69 countries, as well as supply chains involving our consolidated subsidiaries and corporate subsidiaries). (The frequency of re-investigations of such targets, and how to respond to any additional supply chains which comprise new investigation targets, based on the same mapping criteria, are to be considered in the near future.

In the process of implementing human rights due diligence in FYE 3/2023, FYE 3/2024, and FYE 3/2025, besides conducting investigations in relation to forced labor and child labor, we also sought to ensure that matters tending to enhance human rights risk for stakeholders in general, and matters where there was potential for expanding measures to address the matter on an ongoing basis (such as working conditions in relation to vulnerable rights-holders, safety concerns, expanding opportunities for dialogue with local communities, compensation for land use, etc.), would not lead to human rights violations, and we strove to identify the factors behind these risks. In cases where such matters are identified, we use this an opportunity for continued efforts to engage in dialogue, by proactively examining the current situation in terms of measures being taken to address the signs of potential issues, and by putting forward suggestions for improvements. During the three fiscal years noted above, there have been a total of three cases of individual visits and dialogue of this type.



- For new supply chains, we conduct checks on suppliers with whom we plan to start doing business (limited to certain high-risk sectors, products, and geographies) using specialist external databases, to confirm that they have not been designated as subject to human rights sanctions and that there have been no adverse media indicating significant human rights risks or incidents involving violations of human rights (these checks commenced at the beginning of FYE 3/2024). Going forward, we will consider the phased expansion of the sectors, products, and geographies covered by these checks.

Regions where investigations have been conducted in relation to forced labor (including slave labor) and child labor, based on mapping implemented in FYE 3/2023



- Following the operational flow outlined above, in FYE 3/2026, in addition to forced labor (including slave labor) and child labor, occupational health and safety has also been identified as a salient human rights issue in the supply chain (reflecting the fact that, in 2022, the International Labour Conference decided to include "a safe and healthy working environment" in the ILO's framework of fundamental principles and rights at work and to designate the Occupational Safety and Health Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) as fundamental Conventions); we are currently undertaking mapping for due diligence in relation to this salient human rights issue.



## Identification of Salient Human Rights Issues Specific to the Business

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The Marubeni Group recognizes that, besides forced labor (including slave labor) and child labor, occupational health and safety is also a salient human rights issue in the supply chain (reflecting the fact that, in 2022, the International Labour Conference decided to include “a safe and healthy working environment” in the ILO’s framework of fundamental principles and rights at work and to designate the Occupational Safety and Health Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) as fundamental Conventions). To address these issues, we conduct investigations and engage with stakeholders, including all employees and executives of the Marubeni Group, suppliers, and NGOs, to identify and address any concerns which may arise.

## Development of Grievance Mechanism (Redress)

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In FYE 3/2021, in line with our Basic Policy on Human Rights, we instituted an internal process that serves as a grievance mechanism for complaints relating to human rights (redress).

This is a formal mechanism that guarantees confidentiality and anonymity, and is available to and covers complaints about human rights violations from any stakeholders.

(A dedicated contact point for submission of complaints about human rights violations is also available on our website.)

There are no restrictions on the categories of human rights for which complaints can be submitted to this contact point. We welcome reports regarding all types of human rights, including the right to a clean, healthy and sustainable environment (as outlined in UN Resolution 76/300), and the human rights of all stakeholders who could be indirectly affected by the impact of our businesses and supply chains on nature (particularly those stakeholders who are especially vulnerable to environmental degradation, such as indigenous people, local communities, senior citizens, women (in some regions), people with disabilities, children and young people).

The human rights referred to above include all rights covered by the standards relating to the human rights of indigenous people and local communities that are reflected in the United Nations Declaration on the Rights of Indigenous People (UNDRIP), the International Covenant on Economic, Social and Cultural Rights (ICESCR), the International Covenant on Civil and Political Rights (ICCPR), the Universal Declaration of Human Rights (UDHR), and the Indigenous and Tribal People’s Convention, 1989 (ILO Convention No. 169), as well as the Convention on Biological Diversity (CBD) and the Kunming-Montreal Global Biodiversity Framework (GBF).

This procedures relating to this grievance mechanism are set down in documented internal rules, and as soon as a report is submitted to the contact point, we undertake an investigation, and we decide on and implement measures relating to the protection of the person or persons submitting the report, the engagement strategy (including the priority order for dialogue, and dialogue content), determining whether or not consultation with external experts is required, and deciding whether Marubeni needs to take any remedial or corrective action, etc. In addition, we aim to ensure transparency by fulfilling our responsibility to notify the reporting party and any related rights-holders regarding implementation status. The reporting party will not be subject to any retributive action on account of using the contact point or of the content of their report.



## Grievance Mechanism – Overview, and Usage Status

Our grievance mechanism is implemented using the operational flow outlined below, utilizing a human rights remedy contact point (which supports all human rights issues, and is available to access by all stakeholders, including human rights defenders such as NGOs, the supply chain, local communities, etc.; we have formulated internal rules to ensure confidentiality when using the contact point, and to protect whistleblowers from disadvantageous treatment).

- (1) Initial evaluation: When anyone gets in touch with the contact point, we confirm, within two business days, whether the matter is related to human rights and to Marubeni's business operations.
- (2) Secondary evaluation: The severity of the reported matter is determined, based on analysis of the scale and scope of the issue and the difficulty of providing relief, and this is then reflected in the specific procedure that is followed for addressing the matter (for example, in terms of whether external experts are asked to participate, and the identification of relevant internal units, etc.).
- (3) Determination of the dialogue approach and implementation of dialogue: We decide on the method to be used for engaging in dialogue with the reporting party and/or rights-holder, the method to be used for providing relief, and any other matters that need confirming. We recognize the importance of ensuring meaningful engagement throughout the entire process, and the grievance mechanism is designed with the implementation of dialogue as a precondition.
- (4) Liaising with external experts: Depending on the nature of the case, we ensure that human rights experts have an opportunity to participate.
- (5) Deciding on and implementing corrective action: We decide on concrete measures for corrective action or lobbying in relation to, or rectifying, the situation, and then implement them.
- (6) Review and closure: We look back over the dialogue and corrective action that has been implemented, review the effectiveness of the measures taken to address the problem, and then decide whether to close the case.

For each of the processes outlined above, all persons within Marubeni who are involved with the process will be required to demonstrate explicitly that the process meets the eight effectiveness criteria advocated in the UN Guiding Principles on Business and Human Rights (UNGPs): (i) Legitimate, (ii) Accessible, (iii) Predictable, (iv) Equitable, (v) Transparent, (vi) Rights-compatible, (vii) A source of continuous learning, (viii) Based on engagement and dialogue.

From FYE 3/2022 onwards, the number of instances of requests for relief using the grievance mechanism outlined above has been as shown below. It has been confirmed that there have been no human rights incidents caused by Marubeni's business activities, although there have been cases in which Marubeni engaged in proactive corrective action or lobbying of third parties to eliminate the possibility that the actions of said third parties could have a negative impact on the human rights of Marubeni's stakeholders; in such cases, we strove to resolve the situation.

Going forward, if there are any requests for relief, we will work to address the problem through relief that is based on dialogue with a wide range of stakeholders, or implement corrective action or lobbying to encourage resolution of the problem.

|            |   |
|------------|---|
| FYE 3/2022 | 1 |
| FYE 3/2023 | 1 |
| FYE 3/2024 | 0 |
| FYE 3/2025 | 2 |
| FYE 3/2026 | 2 |

## Disclosure of Incidents of Human Rights Violations

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In FYE 3/2021, FYE 3/2022, FYE 3/2023, FYE 3/2024 and FYE 3/2025, no incidents of human rights violations in our business were reported.

It should be noted that, as of March 31, 2025, there were no cases in which Marubeni was accused of non-observance of the OECD Guidelines in relation to nature (logging of forests, ecosystem transformation, loss of biodiversity, etc.), climate change, water use, pollution or other environmental issues, or human rights issues, that had been lodged with a National Contact Point.

## Risks to Human Rights in the Supply Chain

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Marubeni has established a Basic Supply Chain Sustainability Policy, which includes respect for human rights. We continue to work towards obtaining the understanding and cooperation of business partners.

➤ [Basic Supply Chain Sustainability Policy](#)

## Slavery and Human Trafficking Statement

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Since the UK Modern Slavery Act came into force in October 2015, several Group companies (including corporate subsidiaries) that operate within the UK, as well as Marubeni Corporation, issue a statement each fiscal year.

- [FYE 3/2025 Slavery and Human Trafficking Statement](#)  [279KB]
- [FYE 3/2024 Slavery and Human Trafficking Statement](#)  [248KB]
- [FYE 3/2023 Slavery and Human Trafficking Statement](#)  [238KB]
- [FYE 3/2022 Slavery and Human Trafficking Statement](#)  [266KB]
- [FYE 3/2021 Slavery and Human Trafficking Statement](#)  [578KB]
- [FYE 3/2020 Slavery and Human Trafficking Statement](#)  [609KB]
- [FYE 3/2019 Slavery and Human Trafficking Statement](#)  [184KB]
- [FYE 3/2018 Slavery and Human Trafficking Statement](#)  [167KB]
- [FYE 3/2017 Slavery and Human Trafficking Statement](#)  [38KB]
- [FYE 3/2016 Slavery and Human Trafficking Statement](#)  [154KB]

## Annual Report on Fighting Against Forced Labour and Child Labour

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Since Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act came into force in January 2024, several Group companies (including corporate subsidiaries) that operate within Canada, as well as Marubeni Corporation, issue an annual report each fiscal year.

- [FYE 3/2025 Annual Report on Fighting Against Forced Labour and Child Labour](#)  [243KB]
- [FYE 3/2024 Annual Report on Fighting Against Forced Labour and Child Labour](#)  [265KB]

## Dialogue with External Stakeholders Regarding Human Rights Risk and Impact

Marubeni holds dialogues with external stakeholders on the risk and impact of potential human rights violations occurring in the Group's business, through organizations such as the international human rights NGO, Business & Human Rights Resource Centre (BHRRC). Based on the results of these dialogues, we are working to improve our risk management.

### Consultations

We held dialogues on two matters with external stakeholders through BHRRC in FYE 3/2021. Since then, during the period from FYE 3/2022 to FYE 3/2025, and continuing into the current fiscal year (FYE 3/2026), we have continued to enhance our overall level of expertise in this area through ongoing dialogue with the ILO, human rights experts, NGOs, local communities in the vicinity of our business locations, smallholders in production regions, etc., and through participation in the United Nations Forum on Business and Human Rights, UN Global Compact working groups, research conferences organized by industry associations (such as the Japan Foreign Trade Council), etc., and we have striven to ensure opportunities for developing a better understanding of different viewpoints.

➤ Respect for Human Rights > Initiatives

## Policy Recommendation and Lobbying Activities Relating to Nature

We recognize that respect for the human rights of stakeholders such as indigenous people and local communities is a vital prerequisite for nature-related initiatives, including the preservation of biodiversity, and we strive to promote the widespread adoption of measures that embody respect for human rights through occasional opportunities for the exchange of views with related parties such as representatives of relevant government agencies, authorities and international organizations, and through participation in UN human rights forums (including attendance at sessions relating to issues affecting indigenous people), etc.

## Compliance Manual

The first item in the Compliance Manual is “respect human rights and refrain from any form of discrimination, harassment and the like.”

We support and respect all international rules on human rights, including the UN's International Bill of Human Rights (Universal Declaration of Human Rights and International Covenant on Human Rights), the ILO's Declaration on Fundamental Principles and Rights at Work<sup>\*5</sup> and the 10 Principles of the UN Global Compact.

<sup>\*5</sup> The International Labor Organization founded fundamental principles and rights at work. The fundamental principles and rights are comprised of 10 conventions in 5 categories, namely: (a) freedom of association and the effective recognition of the right to collective bargaining; (b) the elimination of all forms of forced or compulsory labor; (c) the effective abolition of child labor; (d) the elimination of discrimination in respect of employment and occupation; and (e) a safe and healthy working environment.

➤ Compliance Manual  [1.5MB]

## Marubeni Hotline (formerly, “Door of Courage”)

For cases where circumstances warrant counseling and reporting to be carried out outside the regular reporting channels, the Marubeni Group has established the Marubeni Hotline (formerly, “Door of Courage”) reporting and consultation hotline.

➤ Compliance

## Respect for Employees' Right to Unionize and Bargain Collectively

Marubeni has declared its support for the 10 principles of the UN Global Compact, which calls for the support and practice of universal principles concerning human rights, labor, and other areas. Accordingly, Marubeni respects the right of employees to unionize and bargain collectively for the purpose of conducting negotiations between labor and management on working conditions, wage levels, and other matters.

➤ Relationship with the Labor Union

## Initiatives to Address Human Rights Issues

### Human Rights and Discrimination Issues Committee

This committee (established in 1981) is chaired by the Chief Administrative Officer (CAO), and its members comprise the general managers of the corporate staff group and business groups, as well as the general managers of the domestic branches.

### Selection of Officers for the Promotion of Fair Recruitment and Human Rights Awareness

At the Tokyo Head Office and the Osaka Branch, Officers for the Promotion of Fair Recruitment and Human Rights Awareness are nominated and notification of their appointment is made. In this way, the company has established fair recruitment systems.

### Human Rights Awareness and Training

In order to deepen understanding of respect for human rights, Marubeni has conducted internal training on human rights in various formats and occasions.

In particular, in FYE 3/2025 and FYE 3/2026, we invited an experienced external expert as a lecturer to provide training for all of our executive officers, heads of Business Divisions, and heads of department in our corporate staff group, to deepen their understanding of the responsibility of companies to respect human rights.

Furthermore, as before, Marubeni holds webinars for executives and employees, as well as training programs for newly appointed executive officers, department general managers, section general managers, mid-career hires, and new employees.

Training for executives and managers includes lectures on respect for human rights and the prohibition of discrimination, sexual harassment, and work-related harassment, using real examples to draw attention to the importance of these issues and prevent such incidents from occurring. We will continue to implement this training every year, updating the contents as appropriate.

We conduct Overseas HR Management and Compliance Training for all employees who are scheduled to be stationed overseas, with the objective of learning how to prevent and deal with discrimination, bullying, harassment, etc. in their overseas locations.

In addition, through activities such as publishing our basic policies and training materials on human rights issues on the company intranet, and internal competitions to create slogans related to human rights, we continue to raise awareness among employees.

### Concerning Our Group's Initiatives to Respect Human Rights, and Claims Appearing in Certain Reports

The Marubeni Group has adopted the "Marubeni Group Basic Policy on Human Rights," which lays out our commitment to respect the human rights of our stakeholders and address negative impacts that may arise from our business activities.

Our Group is aware of various reports and media coverage expressing concerns about human rights issues in the Xinjiang Uyghur Autonomous Region (XUAR) of China. Certain reports contain passages seeming to imply that our Group companies handle steel products made in XUAR, where human rights violations are a concern, leading some ESG rating agencies to report that our Group may be complicit in human rights violations.

However, our Group does not handle steel products made in the said region and has no involvement whatsoever.

## Human Rights Training and Capacity Building for Group Company Employees

Marubeni seeks understanding of the Head Office's efforts and provides training and capacity building opportunities with external human rights experts for Group companies involved in business in industry sectors, products, and regions that may be relevant to salient human rights issues, such as forced labor (including slave labor) and child labor.

In the fiscal year ended March 31, 2024, we held dialogues and engagements with Group companies that have both international procurement networks (in the nature of Buyer) and sales networks (in the nature of Seller) in apparel-related businesses, and as one of our joint efforts to ensure respect for human rights, we conducted the above training and capacity building.

A total of more than 170 participants learned about basic knowledge on human rights, international trends in business and human rights, accident cases, examples of advanced corporate initiatives, and the importance of dialogue and collaboration with customers and suppliers (stakeholder engagement).

### Data

## Training and Education in Human Rights

Training that focuses on strengthening awareness towards human rights, including information on our respective policies, is provided as part of the following company courses.

|                                                 | Number of Participants<br>(FYE 3/2023) | Number of Participants<br>(FYE 3/2024) | Number of Participants<br>(FYE 3/2025) |
|-------------------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|
| General Training / Onboarding for New Employees | 127                                    | 116                                    | 78                                     |
| Follow up Training for Mid-career Hires         | 22                                     | 34                                     | 46                                     |
| Basic Practical Training                        | 154                                    | 149                                    | 459                                    |
| Training for New Executive Officers             | 8                                      | 8                                      | 7                                      |
| Training for New Dept. GMs                      | 24                                     | 20                                     | 25                                     |
| Training for New Section GMs                    | 61                                     | 81                                     | 68                                     |
| Step up Training                                | 76                                     | 87                                     | 97                                     |
| Training for Recruitment Interviewers           | 248                                    | 410                                    | 441                                    |
| Overseas HR Management and Compliance Training  | 196                                    | 147                                    | 465                                    |

Some Business Divisions conduct specific training programs on human rights based on their own businesses.

➤ [Click here to view Sustainable Development Report 2024 p. 77, for results by FYE 3/2022.](#)  [11.7MB]

Social

# Occupational Health and Safety

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## Policy

### Marubeni Group Basic Policy on Occupational Health and Safety

The Marubeni Group recognizes that ensuring the occupational health and safety of all Group employees and executives, contractors working at labor sites, business partners, and other related parties is vital to our corporate activities. Accordingly, we aim to achieve zero occupational accidents and illnesses by conducting business in accordance with this policy. Furthermore, in cases directly connected to Marubeni Group business activities where our affiliates, business partners, or other related parties are not taking steps to ensure occupational health and safety, we ask them to take appropriate measures in line with this policy.

#### 1. Continuous Improvement of Occupational Health and Safety Management System

We will establish and strive to continuously improve upon our occupational health and safety management system under the leadership of top management.

#### 2. Compliance with Applicable Laws and Regulations

We comply with laws, regulations, and agreements related to occupational health and safety in the countries and regions where we conduct business activities. We also develop relevant internal regulations in accordance with the level of risk.

#### 3. Fostering Safety Awareness Through Education

We continue to provide necessary and sufficient education to ensure health and safety and foster safety awareness.

#### 4. Risk Reduction and Continuous Improvement of the Work Environment

We recognize and identify hazards and harmful factors related to our business activities and work to eliminate or reduce them. We also work to maintain and improve the workplace environment on an ongoing basis through smooth communication within the organization.

#### 5. Support for Maintaining and Promoting Health

We continuously support the maintenance and promotion of health for all Group employees and executives.

#### 6. Information Disclosure

The Marubeni Group discloses accurate and highly transparent information regarding this policy and related initiatives through its official website and other avenues.

## Targets

### Occupational Health and Safety Targets

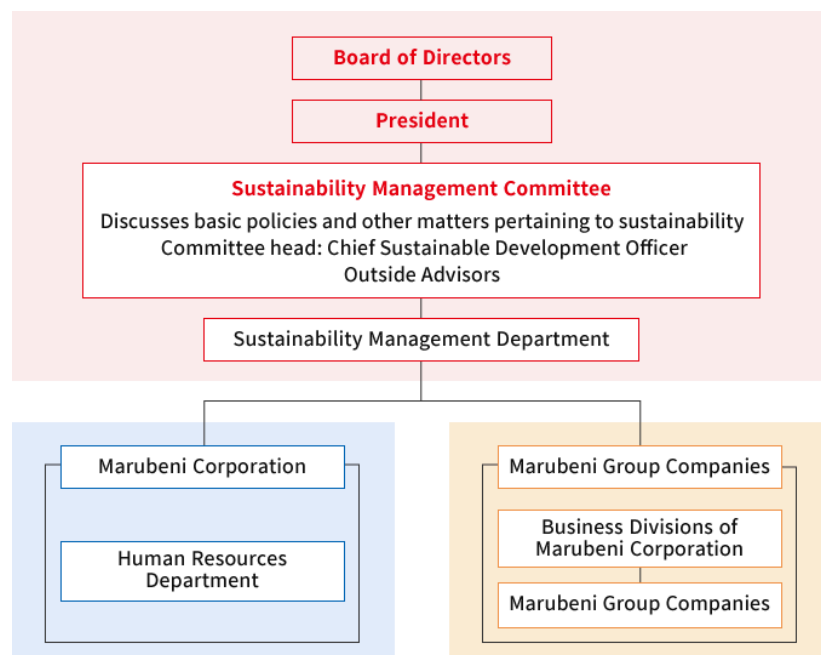
Under the Marubeni Group Basic Policy on Occupational Health and Safety, Marubeni manages occupational health and safety for all employees and contractors associated with the Group.

- Zero occupational accidents (including fatalities)
- Zero occupational illnesses

## Structures and Systems

### Marubeni Group Occupational Health and Safety Management System

Based on the Marubeni Group Basic Policy on Occupational Health and Safety, the Marubeni Group is working to ensure the occupational health and safety of all Group employees and executives, contractors working at labor sites, business partners and other related parties. Under the leadership of the Sustainability Management Committee, which reports to the President directly, and its head (Chief Sustainable Development Officer, who is Managing Executive Officer, CSO), the Sustainability Management Department works to promote and continuously improve occupational health and safety management throughout the Marubeni Group, in close cooperation with the Sustainability Leaders and Sustainability Managers appointed by each Business Division and Department. The Sustainability Management Committee submits reports on important matters related to occupational health and safety to the Corporate Management Committee and the Board of Directors periodically (once a year as a minimum) in accordance with prescribed procedures. The Board of Directors, by receiving periodic reports on important matters related to occupational health and safety deliberated by the Committee, oversees important matters related to occupational health and safety.





## ISO 45001 Occupational Health and Safety Management System Certification Status

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A number of Marubeni Group companies have acquired ISO 45001 certification. ISO 45001 is an international standard for occupational health and safety management systems, and the system prescribes a series of processes: setting an occupational health and safety policy, establishing targets and action plans, evaluating initiatives taken to achieve the targets, and improving on them. In FYE 3/2025, of the 498 Marubeni Group companies monitored by the Sustainability Survey, 11 companies, equivalent to 2.2%, had obtained the certification (of the 2,917 operating sites, 96 sites, equivalent to 3%).

By continuing to encourage organizations within the Group to obtain this certification, and thereby ensuring due consideration for occupational health and safety, we are working toward creating an organization where each employee can achieve their full potential and enhance corporate value.

## Initiatives

### Occupational Accident Initiatives

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Marubeni strives to prevent the occurrence of occupational accidents. In the event of an accident, we ensure that it is promptly reported to the Human Resources Department. Accidents are also reported to the Health Committee, and every effort is made to prevent recurrence. Accidents and incidents at Marubeni Corporation or any of its Group companies are reported in a timely and appropriate manner through the compliance incident reporting channel. Depending on the nature of the incident, we carry out follow-up investigations and checks and promptly implement measures to prevent recurrence. In FYE 3/2025, no cases involving occupational health and safety arose, and no disciplinary action was taken.

### Risk Assessment of Occupational Health and Safety

The Marubeni Group has established the Marubeni Group Basic Policy on Occupational Health and Safety and conducts occupational health and safety risk assessments for new and existing projects.

#### **Occupational Health and Safety Initiatives of the Power & Infrastructure Services Division**

The Power & Infrastructure Services Division (the Division), which operates a broad range of electricity businesses — including power-generation and power-service activities — has adopted a Health and Safety Policy. The policy states that (i) health and safety take precedence over all other duties; (ii) we will continually strive to achieve zero incidents; and (iii) every employee will help foster a safety culture and place the highest priority on health and safety. In line with this policy, the Division is committed, in cooperation with Group companies and other partners, to establishing and implementing appropriate health and safety systems and to embedding a safety culture throughout its operations.

Specifically, safety management specialists from our overseas power generation asset management bases and from the Division conduct on-site visits. Through these visits we identify areas for improvement in safety management system and, through dialogue with site leaders, ensure that safety-first initiatives are firmly embedded – all with the aim of achieving zero incidents.

In addition to on-site visits, we distribute lessons learned from incidents to personnel at Group companies to help prevent their recurrence.

The Division will strive to achieve zero incidents through the reliable implementation and continuous improvement of the management system based on the Health and Safety Policy, and by instilling a safety culture. By building on these efforts, we will meet the expectations and demands of customers and society and contribute to solving social infrastructure challenges around the world.

#### **Occupational Health and Safety Initiatives of Maynilad Water Services, Inc.**

Maynilad Water Services, Inc. (Maynilad), a Marubeni Group company engaged in water supply and sewerage services in Metropolitan Manila, has implemented an occupational health and safety management system. Subcontractors working in the company's jurisdiction are also subject to this management system. The Central Safety and Health Committee (CSHC) at Maynilad holds monthly meeting and undertakes monitoring and management of activities that have been assessed as having safety risks, such as construction and chemical processes. Through the Environment, Health, Safety, and Security (EHSS) reporting, Maynilad can monitor the status of any incident investigations or corrective actions taken, as well as the number of closed incidents. Maynilad has also established Occupational Safety and Health Committees in three clusters (North, Central and South), the members of which include the management, Safety Officers, employees' representatives and service providers/contractors' representatives. Maynilad also provides training to the employees to improve their safety awareness, as outlined in the table below. Additionally, during the first and fourth quarter of 2024, Maynilad has participated in Nationwide Simultaneous Earthquake Drills. 4,269 people (employees, contractors, visitors, customers) were safely evacuated from 96 facilities which participated in the first quarter; and 2,756 people from 106 facilities in the fourth quarter.

In 2024, Maynilad strengthened its commitment to occupational health and safety by conducting a Safety Forum that brought together Safety Officers and representatives of Maynilad and its contractors. This event provided a platform to share best practices, address common challenges, and reinforce our collective responsibility in ensuring a safe and secure work environment across all operations.

As a result of these efforts, at the end of 2024, Maynilad has achieved 3.81 million Safe Manhours without Loss Time Accident for employees.

#### **Key Occupational Safety Performance Objectives**

(Unit: %)

|                                                | Target | Pass rate in<br>12/2020 | Pass rate in<br>12/2021 | Pass rate in<br>12/2022 | Pass rate in<br>12/2023 | Pass rate in<br>12/2024 |
|------------------------------------------------|--------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Facility Safety Inspection                     | 100    | 91.04                   | 88.62                   | 91.47                   | 91.76                   | 92.87                   |
| Project Safety Inspection                      | 100    | 88.24                   | 93.88                   | 89.29                   | 94.52                   | 89.90                   |
| Work Environment Monitoring<br>and Measurement | 100    | 79.90                   | 89.11                   | 86.23                   | 94.12                   | 93.49                   |

#### **Major Training Activities**

(Unit: hours)

|                                 | Hours<br>12/2020 | Hours<br>12/2021 | Hours<br>12/2022 | Hours<br>12/2023 | Hours<br>12/2024 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Health and safety <sup>*1</sup> | 9,009            | 8,700            | 11,972           | 6,621            | 19,687           |
| Other training                  | 2,470            | 1,862            | 5,216            | 28,285           | 47,899           |

\*1 : The training is delivered to employees, subcontractors, and service providers.

#### **Supply Chain Occupational Health and Safety Initiatives**

The Marubeni Group recognizes the importance of promoting awareness of occupational health and safety in the supply chain in order to ensure its sustainability and is actively working to disseminate the Basic Supply Chain Sustainability Policy to all suppliers. During the period from the fiscal year ended March 31, 2021 to the fiscal year ended March 31, 2023, we notified approximately 23,000 suppliers of this policy in writing and requesting their understanding and cooperation. When commencing business with new suppliers, we notify them of our Basic Supply Chain Sustainability Policy in advance. We will continue to strengthen communications about our occupational health and safety through advance notice and other means.

# Initiatives for Improving the Marubeni Group Occupational Health and Safety Management System

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Based on the Marubeni Group Basic Policy on Occupational Health and Safety, Marubeni is taking various measures to continuously improve the occupational health and safety management system throughout the Marubeni Group.

## 1. Seminars and Questionnaire for Marubeni Group HR Managers

We conduct seminars and survey questionnaires for HR managers of Marubeni Group companies to share information and updates on human resources and labor management in general, including occupational health and safety.

## 2. HR Support Desk

We have established a consultation service for Marubeni Group companies on general human resources and labor management issues, including occupational health and safety, to provide advice and share Marubeni's HR-related rules, regulations, and operational know-how. We also provide information and alert personnel in charge of human resources matters at Marubeni Group companies in Japan regarding changes to laws related to human resources and labor affairs, including occupational health and safety.

## 3. Sharing Know-how on Occupational Health and Safety and HR/Labor Management

We share information with HR managers at Marubeni Group companies to improve their expertise in occupational health and safety and HR management, including the latest information on occupational health and safety, occupational physicians, and external providers of stress checks.

## 4. Periodic Assessments of Compliance with Laws and Regulations Related to Occupational Health and Safety at Marubeni Group Companies

We check the status of compliance at Marubeni Group companies with labor laws and regulations, as well as confirming health checkup reports relating to occupational health and safety, and reports in the event of accidents.

## 5. Consideration for Working Conditions

The Marubeni Group conducts its business with due consideration for working conditions, including paying at least a living wage and not reducing wages unreasonably, as well as complying with the legal minimum wage based on the relevant laws and regulations of the country concerned and other countries with which we do business.

As stated in the Basic Supply Chain Sustainability Policy, Marubeni also encourages its suppliers to endeavor to pay at least a living wage.

➤ [Click here to view the "Basic Supply Chain Sustainability Policy"](#)

## 6. Conduct Training Related to Occupational Health and Safety for Marubeni Group Employees

Marubeni Group conducts occupational health and safety training for all Group employees, including those at overseas offices bases, by inviting external instructors.

In FYE 3/2023, we invited experts in risk management and safety engineering to provide training on occupational health and safety concepts and initiatives that contribute to achieving the Marubeni Group's "Occupational Health and Safety Targets." Approximately 370 Marubeni Group employees participated in this training program, including participants from domestic and overseas operating companies.

Through these training opportunities, we are striving to strengthen communication with our employees, including those at overseas bases, and to promote their understanding of the Marubeni Group's occupational health and safety.

Social

# Health and Productivity Management

| Policy ▾

| Structures and Systems ▾

| Initiatives ▾ |

## Policy

### Marubeni Group Health Declaration

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The Marubeni Group has established the following Marubeni Group Health Declaration based on the Marubeni Group Basic Policy on Occupational Health and Safety.

➤ [Click here for information regarding the Marubeni Group Basic Policy on Occupational Health and Safety](#)

#### Marubeni Group Health Declaration

Employees are a vital asset for the Marubeni Group, and their health is of paramount importance. Therefore, the Marubeni Group considers the maintenance and improvement of the health of its employees to be a top management priority.

The Marubeni Group supports employees' success by working to create an environment where each individual can autonomously and proactively take steps to maintain and promote his or her health. These efforts will lead to the growth of the Marubeni Group.

Masayuki Omoto  
President & CEO

### Health and Productivity Management Strategy Map

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To put our Marubeni Group Health Declaration into practice, we will manage the progress of our health and productivity management by using indicators formulated in the map of health and productivity management strategy.

➤ [Click here to view the Health and Productivity Management Strategy Map](#)  [134KB]

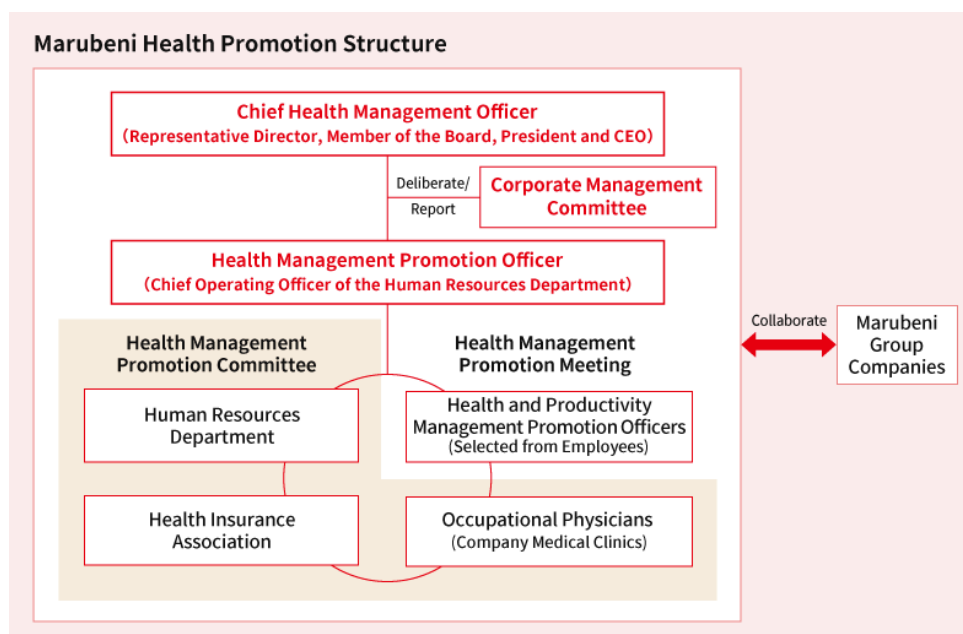
# Structures and Systems

## Marubeni Health Promotion Structure

Marubeni has established the “Marubeni Health Promotion Structure” with the President & CEO as Chief Health Management Officer. Under the responsibility of the Health Management Promotion Officer (director in charge of the Human Resources Department), this system promotes health and productivity management through the coordination of four groups: occupational physicians (Company Medical Clinics), the Health Insurance Association, the Human Resources Department, and Health and Productivity Management Promotion Officers selected from among the Company’s employees. Representatives of these groups gather at a Health Management Promotion Meeting to review health management measures and discuss future initiatives. The Health Management Promotion Committee, which is made up of representatives from occupational physicians (Company Medical Clinics), the Health Insurance Association, and the Human Resources Department, meets twice a year to discuss Health Insurance Association’s health programs, various health management initiatives, and other matters relating to occupational health and safety in general.

\* The term “health and productivity management” is a registered trademark of the Workshop for the Management of Health on Company and Employee.

|                      |                                                                                                                                                                                                               |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Officer in Charge    | Masayuki Omoto (President & CEO (Chief Health Management Officer))<br>Jun Horie (Senior Managing Executive Officer, CAO; Chief Operating Officer, Human Resources Dept., Health Management Promotion Officer) |
| Committee in Charge  | The Health Management Promotion Committee, Health Management Promotion Meeting                                                                                                                                |
| Department in Charge | Human Resources Dept.                                                                                                                                                                                         |



In addition, a legally mandated Health Committee is chaired by the Chief Health and Safety Supervisor (General Manager of the Human Resources Department) and comprises members including Health Supervisor, occupational physicians (Company Medical Clinics), Health and Productivity Management Promotion Officers in each Business Division and the Corporate Staff Group, representatives of the labor union, and the Health Insurance Association. The committee meets once a month to discuss various issues including health management and health and productivity management initiatives, improving the working environment, measures to tackle long working hours, and countermeasures for occupational accidents.

## Marubeni Health Project Indicators

Taking regular health checkups have an extremely significant role in the early discovery and early treatment of diseases. Thus, achieving a 100% participation rate for regular health checkups is one of Marubeni's Health Project Indicators, and the results are reviewed annually. By establishing metrics and implementing various measures, we will aim for solutions to health issues. In FYE 3/2025, we took thoroughgoing measures to ensure that employees undergo regular health checkups, aiming for the early discovery and early treatment of diseases. This resulted in 100% of employees who underwent regular health checkups (employees working in Japan) and greater health awareness among employees.

To confirm if the series of health and productivity management initiatives lead to solutions towards management issues, we also check indicators such as employee engagement on a regular basis.

| Item                                                     | Target                | Status of Achievement<br>(FYE 3/2025) |
|----------------------------------------------------------|-----------------------|---------------------------------------|
| Regular Health Checkup Rate (Employees Working in Japan) | 100% each year        | 100.0%                                |
| Regular Health Checkup Rate (Employees Working Overseas) | 100% each year        | 98.9%                                 |
| Rate of Employees Undergoing Stress Check Tests          | 90% or more each year | 98.1%                                 |

Additionally, we set targets for implementation rate of specific health guidance (year-on-year increase), rate of employees undergoing specific health guidance (year-on-year decrease) and smoking rate (year-on-year decrease).

## Initiatives

### Marubeni Health Improvement Project

Under the Marubeni Health Improvement Project, Marubeni continues to implement various initiatives based on four key themes:

1. Improving Health Literacy
2. Strengthening Countermeasures against Cancer and Lifestyle-related Diseases
3. Strengthening Mental Health Measures
4. Strengthening Initiatives for Maintaining and Promoting Women's Health

## 1. Improving Health Literacy

In cooperation with the Health Insurance Association and occupational physicians, Marubeni implements initiatives to improve employees' health literacy.

| Measures (Initial fiscal year)                                                              | Overview                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Health Management E-learning (FYE 3/2025)                                                   | Implementing an e-learning program that includes useful information to support each employee for independently and proactively working on maintaining and improving their health. Approx. 4,000 participated in the program and the attendance rate was 97.7% in FYE 3/2025.                                                                                                                                                                                                                                                                             |
| Introduction of Shingles Vaccination Assistance (FYE 3/2024)                                | Subsidized the cost of inoculation to prevent the onset and severity of shingles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Establishment and Announcement of Health-related Index (FYE 3/2020)                         | Set and announced health indicators that the company values as "Marubeni Health Improvement Project Indicators." Utilize the indicators for consistent consideration of measures based on fixed-point reviews.                                                                                                                                                                                                                                                                                                                                           |
| Participated in Corporate Actions Promoting Measures Against Cancer (FYE 3/2020)            | Encouraged cancer screening by distributing pamphlets and displaying posters.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Utilizing Health Management App (FYE 3/2020)                                                | Improved health literacy of employees and their families using health management app.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Introduced an App for Health Consultation and Doctor/Hospital Referrals (FYE 3/2020)        | Conducted consultations on disease symptoms and health in chat-format and referrals to doctors and hospitals according to the individual's preferences.                                                                                                                                                                                                                                                                                                                                                                                                  |
| Implementing Walking Events (FYE 3/2019)                                                    | Held walking events in conjunction with the health management app.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Participation Rate of Regular Health Checkups                                               | Strengthening of efforts to achieve 100% participation in regular health checkups (FYE 3/2019). Focused efforts on ensuring participation in legally mandated regular health examinations, which play a significant role in early discovery and treatment of disease. Recommended participation to every employee yet to have a health checkup to achieve 100% participation every year.<br>Also focused efforts on increasing participation in thorough checkups among employees who were found to need these checkups as a result of regular checkups. |
| Strengthening Initiatives to Provide Healthy Menu Options at Company Cafeteria (FYE 3/2019) | Held a health promotion campaign, provided special menu options to support blood donation, and labeled nutritional information.                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Conducted Health Seminars (FYE 3/2018)                                                      | Conducted seminars on various topics including oral healthcare, prevention of decreased physical function, etc., by outside experts to raise employees' health awareness.                                                                                                                                                                                                                                                                                                                                                                                |

## 2. Strengthening Countermeasures Against Cancer and Lifestyle-related Diseases

Among our measures to maintain and promote health, we focus on countermeasures against cancer and lifestyle-related diseases and are implementing the following initiatives.

| Measures (Initial fiscal year)                                                                                                             | Overview                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Five Year No-Smoking Plan (FYE 3/2025)                                                                                                     | Starting in FYE 3/2025, we aim to gradually extend no-smoking hours and create a work environment that is completely smoke free from the beginning to the end of the workday by FYE 3/2029.                                                                                                                                                                                                              |
| Trial Introduction of Power Naps (FYE 3/2025)                                                                                              | To revitalize and improve concentration, we are encouraging short naps lasting 15 to 30 minutes between 12:00 p.m. and 3:00 p.m.                                                                                                                                                                                                                                                                         |
| Introduction of Alcohol Gene Testing (FYE 3/2025)                                                                                          | Alcohol gene testing will be offered to new employees who wish to participate, helping them understand their genetic predisposition and encourage moderate drinking.                                                                                                                                                                                                                                     |
| Expansion of Dental Checkups at the Company Dental Clinic (FYE 3/2024)                                                                     | Recognizing that oral health affects overall health, dental checkups will be provided at the company's expense every three years for employees aged 35 and older at the Company Dental Clinic.                                                                                                                                                                                                           |
| Introduction of Advanced Medical Treatment Support System (FYE 3/2024)                                                                     | Support for the cost of advanced medical treatment as defined by the Ministry of Health, Labor and Welfare.                                                                                                                                                                                                                                                                                              |
| Introduced Fully Subsidized Colonoscopies (FYE 3/2024), Neurological Checkups (FYE 3/2016) and Comprehensive Medical Checkups (FYE 3/2015) | For employees aged 35 and over, the Company subsidizes comprehensive medical checkups received at external medical institutions, up to a maximum amount of 60,000 yen for men and 65,000 yen for women. This amount covers most costs for ordinary comprehensive medical checkups.<br>In addition, the Company subsidizes colonoscopies and neurological checkups for employees aged 45, 50, 55, and 60. |
| Introduction of Tumor Marker Tests (FYE 3/2021)                                                                                            | Added tumor marker tests to the regular health checkups for employees who are 35 years old or older to support the early detection of cancer.                                                                                                                                                                                                                                                            |
| Expansion of Cancer Screening Subsidies (FYE 3/2021)                                                                                       | Expanded screening subsidies for prostate cancer, uterine cancer, and breast cancer to support early detection.                                                                                                                                                                                                                                                                                          |
| Strengthening Anti-smoking Measures (FYE 3/2019)                                                                                           | Expansion of smoking cessation treatment cost subsidies, implementation of smoking cessation treatment programs, and introduction of smoking cessation app.                                                                                                                                                                                                                                              |
| Strengthening Measures for Employees Eligible for Specific Health Guidance (FYE 3/2019)                                                    | Provided health and nutrition guidance from occupational physicians, public health nurses, and registered dietitians at our company medical clinic not only to employees aged 40 and above who qualify for specific health checkups but also to younger employees. To improve the rate of receiving guidance, the HR Department recommends that eligible employees receive medical examinations.         |
| Implementation of Sleep Apnea Syndrome (SAS) Treatment Program at Company Medical Clinic (FYE 3/2018)                                      | Started sleep apnea syndrome screening and treatment at our company medical clinic.                                                                                                                                                                                                                                                                                                                      |
| Implementation of "Three-month intensive program" (FYE 3/2018), Improving Lifestyle and Exercise Habits Program (FYE 3/2024)               | With a total of eight lectures and exercises, the program aims to eliminate metabolic syndrome through daily dietary guidance and exercise. 18 employees participated in the program and all of these employees completed it in FYE 3/2024.                                                                                                                                                              |



| Measures (Initial fiscal year)                                                                         | Overview                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lifestyle Improvement Program Using Blood Glucose Monitoring and Lifestyle Habit Tracking (FYE 3/2025) | Targeting employees whose blood glucose levels exceed a certain threshold, registered dietitians and public health nurses provide personalized advice based on blood glucose monitoring data and lifestyle habits, with the aim of improving diet and daily habits. 17 employees participated in the program and 12 of these employees completed the program in FYE 3/2025. |
| Strengthening Health Guidance from Registered Dietitians (FYE 3/2011)                                  | Established a system from registered dietitians to provide specialized nutritional management and guidance, etc., at our company medical clinic.                                                                                                                                                                                                                            |
| Strengthening Health Guidance from Public Health Nurses (FYE 3/2009)                                   | Established a system for public health nurses to provide individual health guidance and consultations, etc., at our company medical clinic.                                                                                                                                                                                                                                 |
| Introduction of H. Pylori Testing (FYE 3/2009)                                                         | Added H. pylori test to health examination to enhance early detection and medical care system of diseases such as stomach cancer.                                                                                                                                                                                                                                           |
| Implementation of Hepatitis B and Hepatitis C Testing (late 1990s)                                     | Added viral hepatitis testing to health examination to enhance prevention and early detection of cirrhosis and liver cancer.                                                                                                                                                                                                                                                |

### 3. Strengthening Mental Health Measures

Marubeni recognizes mental health as an important issue for improving occupational health and safety and is taking the following measures for employees and their families.

| Measures (Initial fiscal year)                                                                                                                      | Overview                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Implementation of Mindful Seminars (FYE 3/2024)                                                                                                     | Held seminars to learn measures for stress reduction and mental and physical self-care by external experts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Introduction of Employee Assistance Program (EAP) Services (FYE 3/2007); Promotion of EAP Service Use; Trial Counseling Implementation (FYE 3/2019) | Established external counselor consultation service, available to employees and their families on a 24-hour, year-round basis (EAP Services).<br>Offered counseling sessions on a trial basis to all new employees and newly appointed section general managers in order to raise awareness of EAP services and strengthen self-care and awareness/care from managers. Also, provided online self-check and mental health study programs and articles to promote accurate knowledge and awareness of mental health care and to assist employees in monitoring their own mental condition. Sent information on the use of EAP services to employees returning from childcare leave and those working long hours. |
| Implementing Stress Checks (FYE 3/2017)                                                                                                             | Conducted stress checks for employees at all offices in Japan and overseas (including seconded employees), including offices where there is no legal requirement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Expansion of Examination Times for Mental Health Outpatients at Company Medical Clinics (FYE 3/2007)                                                | Increased number of examination times for mental-health related outpatients from one to two a week.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Mental Health Care-related Training (FYE 3/2007)                                                                                                    | Conducted training related to mental health care for new employees, line managers, employees posted overseas and their families.<br>Created and distributed a manual with information about mental health care and consultation service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

#### 4. Strengthening Initiatives for Maintaining and Promoting Women's Health

Recognizing that the maintenance and improvement of women's health is a new challenge, Marubeni will continue strengthening the following initiatives going forward.

| Measures (Initial fiscal year)                                                                               | Overview                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expansion of Gynecological Cancer Screenings Subsidies (FYE 3/2025)                                          | Increased medical screening subsidies for thorough physical checkup from 60,000 yen to 65,000 yen to support early detection of gynecological cancer (e.g., breast and cervical cancer.) Up to 5,000 yen is subsidized for screenings even if the employee does not undergo a thorough physical checkup. In FYE 3/2025, approx. 50% of female employees underwent the screenings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Trial Introduction of Femtech Program (Menstruation and Menopause Support) (FYE 3/2023)                      | <p>To create an environment where women can work actively from the time they join the company until they retire, the Company offers seminars tailored to stages in women's lives. We also provide online medical consultations, advice, medication guidance, and prescriptions for issues related to menstruation and menopause, one of our Company's health challenges. Among program participants, work performance during periods of discomfort associated with menstruation and menopause has improved by approx. 9% compared to before their participation in this program. In FYE 3/2025, 110 employees participated in the menstruation-related program and 63 employees participated in the menopause-related program.</p> <p>Also held seminars on women's physical health by specialist physicians. The percentage of positive survey answers regarding the participants' satisfaction and understanding was 100%.</p> <p>The total amount of expenses for the menstruation-related and menopause-related programs is approx. 14 million yen per year.</p> |
| Introduction of Tumor Marker Tests (FYE 3/2021)                                                              | Added tumor marker tests to the regular health checkups for employees who are 35 years old or older and supported the early detection of cancer.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Implementation of Seminars to Raise Literacy Regarding Maintaining and Promoting Women's Health (FYE 3/2019) | Held seminars by external experts to increase awareness of all employees regarding maintaining and promoting women's health.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Establishment of Dedicated Health Consultation Service for Women (FYE 3/2019)                                | Established a consultation service for women's health issues.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Dissemination of Articles on "Maintaining and Promoting Women's Health" to All Employees (FYE 3/2019)        | Used company-wide notification system to spread knowledge about maintaining and promoting women's health to all employees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## Other Policies and Initiatives

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### Appropriate Working Hour Management and Leave Policies

The Marubeni Group has established the following policies and initiatives regarding working hour management in order to realize sustainable growth through improved productivity and a working style that takes into consideration the safety and health of our employees.

#### Policies

- Reducing long working hours and ensuring proper working hour management.
- Marubeni creates a work environment where employees can maintain and care for their health, engage in work with enhanced well-being, and produce high quality results efficiently.

#### Initiatives

- Establishing Guidelines  
From the perspective of occupational safety (i.e., health management), our guidelines stipulate compliance under Article 36 of the Labor Standards Act, the reduction of long working hours, appropriate working hour management, and monitoring working hours for those in management and supervisory roles, who are traditionally outside the scope of working hour management.
- Addressing Employees with Longer Working Hours  
At Marubeni, the Human Resources Department regularly conducts individual interviews with departments that consistently register long working hours to check on which measures they are taking to improve this situation. This helps reduce the number of employees who are constantly working long hours.
- Establishment of Special Leave Systems  
In addition to annual paid leave, Marubeni also offers its own unique special leave systems, such as premium leave and family support leave. Every employee is encouraged to concentrate fully on work during work hours and to take time to fully relax during vacation periods.

### Measures to Combat Infectious Diseases

Our number one priority is to ensure the safety and health of our employees and stakeholders, and we are striving to achieve a balance between the prevention of the spread of infection and our business activities by thoroughly establishing appropriate behaviors and working environments. Based on the policies and guidelines set forth by the government and local authorities, we have established and made known to all employees our policies regarding attendance at work, business trips, dinners, and so forth, and in the event of an outbreak of illness or infection among employees, we place the highest priority on preventing the spread of infection.

### Establishment of Company Medical Clinics

The company medical clinics at the Tokyo Head Office and Osaka Branch play an important role in promoting health management. At the Tokyo Head Office medical clinic, specialist departments for internal medicine, dermatology, radiology, neuropsychiatry, and dental services are available for employees at any time. Regular annual and specified health examinations are conducted by the company medical clinics, and based on the results, employees can receive follow-up services including re-testing and other treatment for lifestyle diseases, as well as health guidance from an occupational physician, public health nurse, or registered dietician.

### Initiatives on Global Health Issues

Marubeni is expanding its business around the world. HIV/AIDS, tuberculosis, and malaria are serious problems in some of these countries/regions.

We take appropriate and timely measures against infectious diseases such as HIV/AIDS, tuberculosis, and malaria, overseas and in Japan. Overseas, we strive to collect information and understand the situation regarding the outbreak and spread of infectious diseases in collaboration with occupational physicians, based on information provided by the WHO and local authorities, and on-site surveys. Employees and their families receive health examinations prior to travel overseas, as well as vaccinations against infectious diseases that pose a risk at overseas postings. Furthermore, when employees based in Japan travel to areas where there is a high risk of infection, they are given appropriate precautions and business trips are restricted if necessary.

In Japan, we offer vaccinations against influenza to all employees, and our company medical clinics offer vaccinations against infectious diseases such as measles, rubella, and mumps. Furthermore, the Health Insurance Association subsidizes employee vaccinations at external medical institutions.

## Initiatives of Group Companies

Maynilad Water Services, Inc. (Maynilad), which provides water and wastewater services to the West Zone of the Metropolitan Manila area in the Philippines with a population of 10.5 million, has been conducting programs on health issues, measures to prevent infections, and hygiene education for its employees and local residents.

For its employees, Maynilad provides opportunity of regular physical examinations, in addition, care for their monitoring after physical examination results. From 2009, Maynilad has provided vaccination at reduced price each year for influenza, pneumonia, hepatitis A and B, meningitis, chickenpox, rabies, tetanus, cervical cancer, etc., and it vaccinated 1,077 employees and family members in 2022, 954 in 2023 and 736 in 2024.

On-site employees engaged in wastewater service were also provided with rabies and tetanus vaccinations, free of charge.

In 2024, Maynilad expanded its “GinhaWASH\*1” program by donating portable lavatories, drinking fountains, and bidets to priority beneficiaries such as medical facilities, LGU offices, public schools, and other establishments that provide vital public services. Through this initiative, Maynilad turned over 97 units of refrigerated drinking fountains and 35 units of bidets, helping to promote accessible hygiene and sanitation in key community spaces.

\*1 Maynilad’s “GinhaWASH” program aims to increase access to water, sanitation, and hygiene, as enshrined in the United Nations’ W.A.S.H (water, sanitation, and hygiene) agenda under the Sustainable Development Goals.

Maynilad’s Water, Sanitation, and Hygiene (W.A.S.H) education program, “Daloy Dunong”, continued to instill essential life skills such as proper handwashing among youth, benefiting five (5) schools in 2024. In celebration of Global Handwashing Day, the program further expanded its reach by engaging eight schools and around 800 students through interactive activities that reinforced the importance of good hygiene practices.



Lectures to residents of our service area



Lectures to residents of our service area

> [Click here to view Maynilad’s initiatives](#) 

## Support for Expatriates and Their Families

Currently, there are approximately 770 Marubeni employees and around 860 of their family members living overseas on assignment from Japan. Ensuring the health of employees and their families is essential for enabling expatriates to perform at their best.

Before and during overseas assignments, we conduct health examinations and training for employees and their families to get an accurate assessment of their health status and to raise their awareness of disease prevention and health maintenance. We place particular emphasis on health examinations to achieve prevention and early treatment of diseases, and in addition to the legally mandated examination for employees assigned overseas, we require each employee to undertake annual health examinations during their assignments. We have achieved close to 100% participation by following up with employees who have not had their examinations, and we are taking measures to ensure that employees continue to take health checkups. We also offer annual health examinations and examinations after repatriation to accompanying family members. If health examination services are not available at the overseas assignment location, our system for subsidizing travel to a nearby area with advanced medical facilities or to Japan ensures peace of mind for our employees. We encourage both employees and their families to consult with occupational physicians regarding examination results and their daily health status.

In the event of a dramatic outbreak of COVID-19 or a rapid deterioration of the medical environment in a foreign country, employees and their families posted in that respective country concerned will be repatriated as necessary.

We have systems in place to transport people to a nearby area with advanced medical facilities or Japan in the case of an emergency so that they can receive the necessary treatment. We also partner with specialist organizations to provide nursing care support for employees’ family members living apart from them in Japan.

## Initiatives on Crisis Management

We recognize that people at every business site of the Marubeni Group in Japan and overseas are exposed to various risks, including acts of terrorism, natural disasters, civil unrest, robbery, traffic accidents, aviation accidents, injury, and disease. In particular, we have positioned international crisis management as a highly important Company measure. When an incident occurs, the safety of employees and their families is our primary concern. Accordingly, we strive to foster everyday awareness of crises, and we have established a permanent International Crisis Management Headquarters that is able to respond immediately should a crisis occur. Specifically, the International Crisis Management Headquarters has prepared a manual summarizing crisis management measure, such as initial actions to be taken in the event of a crisis, and conducts crisis management training for employees who are assigned overseas and their accompanying family members. We have a system in place for gathering and analyzing the latest public security information from areas around the world and share it with the relevant people. In the event of an emergency, we have established a system in which relevant parties can centrally manage information and make timely and accurate decisions and actions in cooperation with overseas bases.

## Support for Health Management Initiatives at Other Companies

In partnership with LIFEM Inc., a company which our Company holds equity, we hold free seminars approximately twice a month for other companies that are led by health management specialists and physicians and focus on women's specific health issues. These sessions provide guidance on effective measures to take and how to evaluate their effectiveness.

## Marubeni Selected for 2025 Health & Productivity Stock Selection and Certified as a “White 500” Company 2025

Marubeni has been selected as a brand for the 2025 Health & Productivity Stock Selection, jointly organized by the Japanese Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange (TSE).

This selection is for outstanding listed enterprises on TSE which approach health and productivity management from a strategic business management perspective for their employees. 53 enterprises in 29 industries have been selected in 2025, and Marubeni was chosen as one of three companies in the wholesale trade category. This is the fourth time Marubeni has been selected and for three consecutive years following 2024, and it is also the eighth consecutive year the company has been certified as a “White 500” company.

Employees are a vital asset for Marubeni, and their health is of paramount importance. Therefore, Marubeni is working to create an environment where each employee can autonomously and proactively take steps to maintain and promote their health. Marubeni will work on promoting health and productivity management as well as deepening human capital management into the future to support employees' success, and these efforts link to the continued growth of the Marubeni Group.



Social

# Responsibility to Customers

| Policy ▼ | Structures and Systems ▼ | Initiatives ▼ | Collaborating with Stakeholders ▼ |

## Policy

### Policy on Responsible Advertising and Marketing

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. As such, Marubeni carries out responsible advertising and marketing activities. Through public relations, we build relationships of trust with our stakeholders, and by keeping an open mind and an ear to the ground, we will respond to the needs of society through our business activities.

#### Advertising

In order to convey the proper brand image to our stakeholders, we have established internal regulations for responsible advertising. In particular, in accordance with the Marubeni Group Compliance Manual, the expressions used in and the content of Marubeni Group advertising must give due consideration to such issues as slander, discrimination, exaggeration, religious or political beliefs, the environment, third party private information, personal information and intellectual property rights.

#### Marketing

We take sufficient consideration not to include misleading expressions in our marketing. We conduct our marketing activities in a fair and transparent manner, respecting the rights of our customers. In practicing this, we have established an implementation system that reflects the Marubeni Group Compliance Manual and other internal regulations.

### Issues and Approaches in the Food Business

In the food sector, which provides support for people in their daily lives, the Marubeni Group is engaged in a wide range of businesses both in Japan and overseas, supplying a wide range of products to meet the diversifying needs of the times. Through our involvement in downstream operations, we gain a timely grasp of the latest market trends and provide feedback to midstream and upstream producers, food processors and distributors, in order to build supply chains based on product procurement and development that reflect the increasingly sophisticated and diversified needs of consumers. In addition, as a general trading company, we are able to leverage our global network to procure products while ensuring “food safety and security.”

Marubeni Group has built a broad value chain which ranges from the procurement of raw materials to the delivery of products and services to consumers. As well as contributing to “food safety and security,” we also address nutritional issues by offering food products with superior functionality. In promoting our food business, we are aware of the various issues involved (see table below), and we are working to reduce negative impacts on “food safety and security” and sustainability by implementing controls and awareness-raising activities to address these issues.

| Key Issues                                         | Major Themes                                                                                                                                                                                      | Management Controls and Awareness                                                                                                                                                                                                                  |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ensuring consumer food safety and hygiene          | Safety of imported, processed and fresh foods (foreign substances, pesticide residues, pathogenic microbial contamination, quality deterioration, and food additives, genetic modification, etc.) | <ul style="list-style-type: none"> <li>• New transaction check</li> <li>• Supplier checks</li> <li>• Supplier factory audit</li> <li>• Pesticide residue risk checks by external experts</li> </ul>                                                |
| Responsible marketing of food products             | Compliance with food-related laws and regulations (including labeling of allergens and food additives)                                                                                            | <ul style="list-style-type: none"> <li>• Checking of specifications and food labeling by internal experts</li> <li>• Conduct training on food labeling (six times a year)</li> <li>• Conduct training on food compliance (twice a year)</li> </ul> |
| Responsible marketing of alcoholic beverages       | Information on prevention of alcohol consumption by those who are underage and pregnant women                                                                                                     | In-house training on liquor tax laws, etc.                                                                                                                                                                                                         |
| Ensuring nutritionally balanced food for consumers | Nutritional balance considerations for the elderly                                                                                                                                                | Gathering feedback from dietitians and patients, and promoting the development of products tailored to disease conditions                                                                                                                          |

## Policy on Initiatives for Food Safety and Reliability

In the Food Business, the Marubeni Group supplies a wide range of products to meet the increasingly diverse needs of the times. In a number of our businesses, through our ownership of manufacturing and processing facilities, we have built an extensive value chain stretching from raw material procurement to delivery of products and services to consumers. In this way, we are contributing to food safety and reliability, while addressing nutrition issues by providing food products with outstanding functionality.

## Policy and Approach Regarding Access to Better Nutrition

These days societies in developed countries are facing issues such as undernourishment and malnutrition, where people are lacking vital nutrients even when there is no shortage of food; rising numbers of patients with lifestyle-related diseases due to diets that are high in carbohydrates and salt; and undernourishment among the elderly. In developing countries, hunger and undernourishment caused by poverty and other factors are also social issues. Furthermore, with the global population expected to reach about 10 billion by 2050, the associated food crisis is a serious problem. We recognize that meeting nutritional needs so that people can lead healthy lives and ensuring that food is of sufficient quality is one of the major challenges facing the international community, and is also an important issue for our Group in promoting our food business.

The Marubeni Group will contribute to solving these social issues by improving nutrition through the stable supply of food and providing food and services with high added value in nutritional terms, thereby creating a society where people can live healthy and prosperous lives.

### Target

- Through its business the Marubeni Group will provide stable access to good quality sources of nutrition.
- The Marubeni Group aims to develop and supply specialty products that have high added value and meet diverse needs, including health- and nutrition-conscious products, and environmental and ethical consumption.

## Policy on Environmental and Social Initiatives in the Real Estate Business

The Marubeni Group's business activities contribute to solving environmental and social issues with the aim of providing people with comfortable places to live.

For the environment, in design, construction and property management, we not only apply existing environmental measures, but also take steps to improve energy efficiency and energy-saving performance in materials procurement as well as our various facilities and systems. In this way, we are helping to realize a low-carbon society and curb global warming.

For society, in every aspect of design, construction, and property management, we build relationships with tenants, the region, and communities, working together with them to tackle social issues. In urban redevelopment projects, we cooperate with stakeholders to create neighborhoods that contribute to the local community as a whole, thereby contributing to sustainable regional development.

## Structures and Systems

### Compliance System for Ensuring Safety and Reliability of Processed Food Products and Beverages

Marubeni has joined the Association for the Safety of Imported Food, Japan and the Japan Food Hygiene Association to keep pace with industry trends. Regarding technologies, we have been working in partnership with external specialists since 2004, thus accumulating expertise in food safety and hygiene management. In particular, we ensure the safety of imported agricultural, livestock, and marine produce and imported processed food products by gathering information and checking safety on our own. We also have our specialist investigators perform plant inspections of overseas suppliers.

If a food safety-related incident does occur, we have systems in place to implement immediate response measures in communication with relevant government agencies and suppliers. These initiatives help to build awareness of food safety among overseas suppliers, leading to the improvement of safety measures throughout our supply chain.

#### System to Control Supplier Risks

Marubeni considers "protection of consumer health" and "ensuring the safety and reliability of foods" as its highest priorities in the food business. To this end, we utilize our unique supplier management form, the "Supplier Checklist," to mitigate risks, as part of our efforts to ensure food safety and control our food supply chain. Specifically, we identify risks of suppliers meeting certain conditions from the standpoint of related laws and food safety, failure to deliver, and other factors.

#### Number of Supplier Checklists Submitted

| FYE 3/2021 | FYE 3/2022 | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|------------|------------|------------|------------|------------|
| 56         | 26         | 32         | 32         | 14         |



## Food Plant Inspections by Specialists

Marubeni imports various foods and grains from around the world by requiring a certain level of quality and hygiene control from supplier food plants. When starting transactions with a new supplier, we dispatch our specialists to its overseas food plant and have them inspect the quality, hygiene control, and other factors by using the Own Factory Inspection Sheet based on a program of Global Food Safety Initiative (GFSI). The system has been designed so that if the plant does not meet the acceptability criteria, transactions cannot commence until improvements are made based on the inspection findings and the criteria are met through repeated inspections. Even after the commencement of transactions, we carry out inspections when changes are made to manufacturing lines or manufacturing methods, or when complaints exceeding a certain level are received.

### Number of Inspections of Food Plants

|                 | FYE 3/2021 | FYE 3/2022 | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-----------------|------------|------------|------------|------------|------------|
| Domestic plants | 5          | 2          | 7          | 3          | 1          |
| Overseas plants | 9          | 12         | 32         | 29         | 22         |
| Total           | 14         | 14         | 39         | 32         | 23         |

## Managing the Risk of Residual Pesticide in Agricultural Produce and the Traceability Management System

Measures to reduce the risk of residual pesticide used in agricultural produce is one of Marubeni's priority issues. To ensure that residual pesticide in imported agricultural produce does not exceed the residual pesticide standards set in the Food Sanitation Act, an inquiry is conducted and internal approval is obtained prior to the commencement of transactions.

In the inquiry, we use the "Agricultural Produce Traceability Sheet" to identify the farmer and the pesticides and conduct onsite surveys of the surrounding farmland (to monitor the crops being cultivated and the pesticides being used), as well as carry out general inspections through a sampling of residual pesticide, etc. And transactions will commence only after the results of this inquiry are verified by a pesticide expert commissioned by Marubeni and confirmation is given that the risk of residual pesticide is low.

### Number of Agricultural Produce Traceability Sheets Submitted

| FYE 3/2021 | FYE 3/2022 | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|------------|------------|------------|------------|------------|
| 8          | 11         | 8          | 7          | 5          |

## Training to Ensure Food Safety and Reliability

To ensure that employees receive appropriate training and that relevant information is shared, the food related Divisions hold internal Group training for all newly assigned employees twice annually, and quarterly Group compliance liaison meetings with Group companies. We also hold seminars once or twice annually on selected topics and issues related to food safety, such as ensuring the safety of food product imports. Group companies are invited to participate in the seminar as part of our efforts to raise awareness of food safety.

# Initiatives

## Efforts for Appropriate Food Labeling

Food labels are an important source of information for consumers when choosing food products, so that they can understand the contents and use the products properly.

In order to ensure that the food products we handle are labeled appropriately, Marubeni has implemented specifications and food labeling verification rules. We also conduct regular training in order to maintain and improve the level of knowledge of food labeling in each sales department and to share information on revisions to laws and regulations.

## Addressing Negative Impacts of Processed Foods and Beverages

### <Initiatives at Marubeni Service Corporation>

#### Activities against the Negative Effects of Alcoholic Beverages

Marubeni Service Corporation, a consolidated subsidiary of Marubeni Corporation, is committed to reducing the negative effects of alcoholic beverages, including acute alcohol poisoning caused by excessive alcohol consumption. To customers 20 years of age and older, we are working to sell products with fewer negative effects, such as alcoholic beverages with lower alcohol content.

#### Efforts to Reduce Negative Impacts on Socially Vulnerable Groups

Marubeni Service Corporation is implementing the following initiatives to reduce negative impacts on socially vulnerable groups.

##### Preventing the Sale of Alcoholic Beverages to Persons under 20 Years of Age

Alcohol consumption by people under 20 years of age has a number of negative effects, including those on health, such as impeding physical growth, causing dependence to form earlier than in adults, and making people who start drinking at a younger age more likely to engage in risky behaviors related to alcohol consumption later in life.

As a responsible business operator, Marubeni Service Corporation, which sells alcoholic beverages, recognizes that drinking alcohol can have these negative effects on people under the age of 20. We take the following precautionary measures and work diligently to prevent the negative effects of alcohol consumption on people under the age of 20 and other vulnerable groups in society.

##### **1. Regular Attendance at Liquor Sales Management Course**

The person in charge of sales regularly attends at a liquor sales management course and displays a liquor sales management sign on the sales floor to show that he/she is responsible for the sale of alcoholic beverages.

##### **2. Reminder to Customers**

We remind customers by displaying posters stating that we do not sell alcoholic beverages to persons under 20 years of age.

##### **3. Age Verification at the Cash Register**

To prevent the sale of alcoholic beverages to persons under 20 years of age, we always check the age of customers when selling alcoholic beverages.

## Participation in Industry Initiatives on Alcohol Safety

Marubeni Service Corporation is a member of the Tokyo Liquor Retailers Association, which is concerned about the negative effects of alcohol on vulnerable groups in society, such as alcohol dependence, acute alcohol poisoning, lifestyle-related diseases and other health problems caused by excessive alcohol consumption, and drinking by people under 20 years old. Through membership of this association, we obtain the latest information on industry developments, including laws and regulations related to the sale of alcoholic beverages which we should be aware of as an alcoholic beverage vendor, thereby contributing to the maintenance and improvement of a proper drinking environment and ultimately to the welfare of the public.

➤ For an overview of the Tokyo Liquor Retailers Association, click here (Japanese only) [🔗](#)

### <Initiatives at Montoile Co., Ltd.>

## Developing and Providing Products and Services that Appeal to Health and Eliminate Negative Influences

Our consolidated subsidiary Montoile Co., Ltd. develops and sells low-carbohydrate products and products that supplement nutrients that are often deficient, in order to address social issues such as unbalanced nutrition related to lifestyle changes, and the increasing number of patients with lifestyle-related diseases such as obesity. Montoile also conducts product planning aimed at supporting women.

### “Low Carb Store” Series

We sell the “Low Carb Store” series, which specializes in low carbohydrate confectionery products that have been developed in pursuit of deliciousness. The series has been well received under the slogan, “Delicious as it is, but low in carbs.”

➤ Click here to view the details of “Low Carb Store” Series at Montoile Co., Ltd. (Japanese only) [🔗](#)



Baumkuchen of Low Carb Store



Dorayaki of Low Carb Store



Donut of Low Carb Store

### “ASHITAMO” Series

We design and sell tasty and healthy products to support women, focusing on ingredients and taste. In addition to displaying nutritional content and developing a wide lineup of ingredient snacks as “good-to-eat snacks,” we also support women as a backer of the Pink Ribbon, an initiative aimed at eliminating breast cancer. We sell our products at affordable prices and have received favorable reviews.

➤ Click here to view the details of ASHITAMO at Montoile Co., Ltd. (Japanese Only) [🔗](#)



ASHITAMO Logo



A series of ASHITAMO products

## Principles for Responsible Investment (PRI) Signed by Asset Management Company

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Japan REIT Advisors Co., Ltd. (Currently Marubeni REIT Advisors Co., Ltd.) (MRA), a Marubeni Group company in the real estate asset management business, has been conducting the investment management for United Urban Investment Corporation (UUR). In November 2018, MRA signed the Principles for Responsible Investment (PRI) and became a PRI signatory.

[Click here for details on PRI](#)

➤ [News Release: Japan REIT Advisors Co., Ltd. Recognized as a Principles for Responsible Investment \(PRI\) Signatory](#)

As a diversified J-REIT, UUR aims to reduce various risks and secure medium- to long-term stable earnings by making real estate investments in diverse assets and locations in each regional economic zone with the focus on the Tokyo Metropolitan Area. Aiming for the realization of a society that is sustainable, diverse and inclusive, UUR and MRA have been engaged in real estate investment and management with consideration for ESG. Upon acquisition of real estate properties, MRA will conduct adequate due diligence and carefully examines not only profitability but also impact on the environment (e.g. asbestos, soil contamination), tenants (e.g. antisocial forces, labor environment), and surrounding area (e.g. relationship with the relevant community, influence of traffic congestion on surrounding environment, etc.) before making investment decisions.

One of the metrics to manage climate-related risks and opportunities is the environment certification coverage rate for the portfolio of UUR. UUR and MRA set a medium-term target of an 80% rate (based on gross floor area) by 2024. As a result of acquiring new environmental certifications and continued efforts to re-acquire them for properties for which they would expire, they had reached 89.1% as of May 31, 2025. Additionally, as a new mid-term target from June 2024 to May 2027, they have set the goal to maintain an environment certification coverage rate of 80% or higher (based on gross floor area).

As a result of these initiatives, in the 2024 GRESB Real Estate Assessment, the annual benchmark that assesses sustainability practices in the real estate sector, UUR received “4 Stars” in GRESB Rating, which is the second from the top. It also won the highest “A Level” in GRESB Public Disclosure assessment.

In the MSCI ESG ratings, UUR received an “AA” rating, the second highest of seven ratings, and has been added to the constituents of MSCI Japan ESG Select Leaders Index (as of June 2025).

➤ [Click here to view the United Urban Investment Corporation website](#) 

[Click here to view the policies for ESG promotion and initiatives certification/evaluation](#) 

➤ [Click here to view the Marubeni REIT Advisors Co., Ltd. website](#) 

## Collaborating with Stakeholders

### Collaboration with Business Partners to Recycle Food Waste and Reduce Resource Usage

With the aim of realizing a recycling-based society, the Marubeni Group is promoting recycling of food waste and reduction of resource usage through collaboration with its business partners (waste generators, processors, consumers, etc.).

#### Example of Initiatives: Recycling of food waste

We continuously supply recycled feedstuff made from the inedible parts of marine/livestock products and food production by-products to formula feed manufacturers. Additionally, products made from livestock and fish fed with formula feed are sold to general consumers through Marubeni Group sales channels. Through these efforts, Marubeni realizes a recycling loop. We also collect waste edible oil from business activities such as supermarkets and convenience stores. Purified oil and fat made with this oil are supplied to chemical manufacturers as raw material for resin, paint, soap, etc.

#### Example of Initiatives: Collaboration with FANCL CORPORATION - Closed Loop Recycling<sup>\*1</sup> of Used Cardboard

Marubeni Corporation, and its subsidiary companies Marubeni Forest LinX Co., Ltd., and Koa Kogyo Co., Ltd. are providing FANCL CORPORATION (FANCL) with a circular economy<sup>\*2</sup> model that collects and recycles used cardboard boxes generated at FANCL's distribution centers.

This initiative involves collecting used cardboard from FANCL's distribution centers and using it as raw material for 100% recycled paper which is then made into paper bags. The three Marubeni Group companies manage the entire process within the Group, from the collection of used cardboard to the supply of raw materials, production of recycled paper, and arranging the manufacture of paper bags. The paper bags produced through this initiative are used at all FANCL directly-managed stores and for online sales from April 1, 2023. The three Marubeni Group companies will continue to encourage consumer interest in a circular economy society and contribute to its realization by promoting initiatives to recycle various types of used paper into familiar paper products, utilizing the Group's comprehensive strengths.

\*1 Recycling used materials collected by the company for reuse in the company's own operations.

\*2 Circular economy is an economic system in which products, raw materials, and other resources that would otherwise be discarded in conventional economic activities are considered "resources" and are recycled or reused in other ways to circulate resources.

Social

# HR Management

[Policy](#) ▾ | [Initiatives](#) ▾ |

## Policy

### GC2027 Marubeni Group Human Resources Strategy

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#### Strengthening the Marubeni Group HR Strategy

Our human capital is the Marubeni Group's greatest asset and the driving force behind value creation. In the Mid-Term Management Strategy GC2027, the Company has positioned strengthening the Marubeni Group HR Strategy as a mechanism to pursue the "Global crossvalue platform." The "place where employees with diverse backgrounds gather, thrive, and connect," which was established under the previous Mid-Term Management Strategies GC2021 and GC2024, is a strong foundation for implementing the Company's HR Strategy. In our HR Strategy under GC2027, we will leverage this foundation to further strengthen the mission-oriented and competence-based HR system that we have been pursuing so far. We believe that the source of human capital growth lies in the execution of high-quality missions. When each employee sets a greater mission that is aligned with the organizational strategy and does their best to realize it, organizational competitiveness will become stronger. By thoroughly reinforcing this approach, we aim to realize a state where both the organization and human capital grow together. The entire Marubeni Group will maximize the potential of its human capital and focus on "reallocation of employees to growth domains," "strengthening business investment and management professionals," and "expanding employee shareholder-oriented initiatives." By doing so, we will strengthen the Marubeni Group's human capital to achieve even higher goals.



## Implementing Initiatives for Sustainable Growth in Corporate Value



## Strengthen the Marubeni Group HR Strategy

### Enhancing the mission-oriented and competence-based HR System

#### Reallocation of employees to growth domains

- Reallocate employees to higher growth and capital efficiency business domains, leveraging HR data

#### Strengthen business investment and management professionals

- Enhance business investment professionals by sharing and consolidating knowledge across the company
- Recruit and develop management talent internally and externally to contribute to the enhancement of business value for Marubeni Group companies

#### Expanding employee shareholder-oriented initiatives

- Enhance the correlation between performance and remuneration
- Expansion of stock-based compensation
- Strengthen incentives for enhancing corporate value of Marubeni Group companies

### Ecosystem Where Employees with Diverse Backgrounds Gather, Thrive, and Connect

### Strengthening Initiatives Implemented during GC2021 and GC2024

#### Extending Marubeni Group HR Strategy

- Established the Marubeni Group HR Policy
- Developed and promoted the Marubeni Group HR Strategy

#### Thoroughly applying competence-oriented and optimal placement strategies

- HR System based on missions
- Eliminated the distinction between career and administrative tracks

#### Establishing the foundations for a diverse workforce

- Encouragement of Health and productivity management, Female Empowerment at Work 2.0, and Work-life management

#### Promoting open innovation

- Crossvalue Coin System
- 15% Rule
- M-Alumni

## Aligning with Management

### The Talent Management Committee

The source of our human capital strategy is linking management strategy with human capital strategy. The Talent Management Committee, a committee that holds meetings related to human capital strategy and comprises of the CEO, CHRO<sup>\*1</sup>, CSO, and CAO as key members, is aiming to realize a human capital strategy that aligns with management strategy. Specifically, the Talent Management Committee will continue to discuss key priorities such as human capital allocation, leader development, engagement, diversity, and HR system reform review, and they will promote the management-led changes with priority.

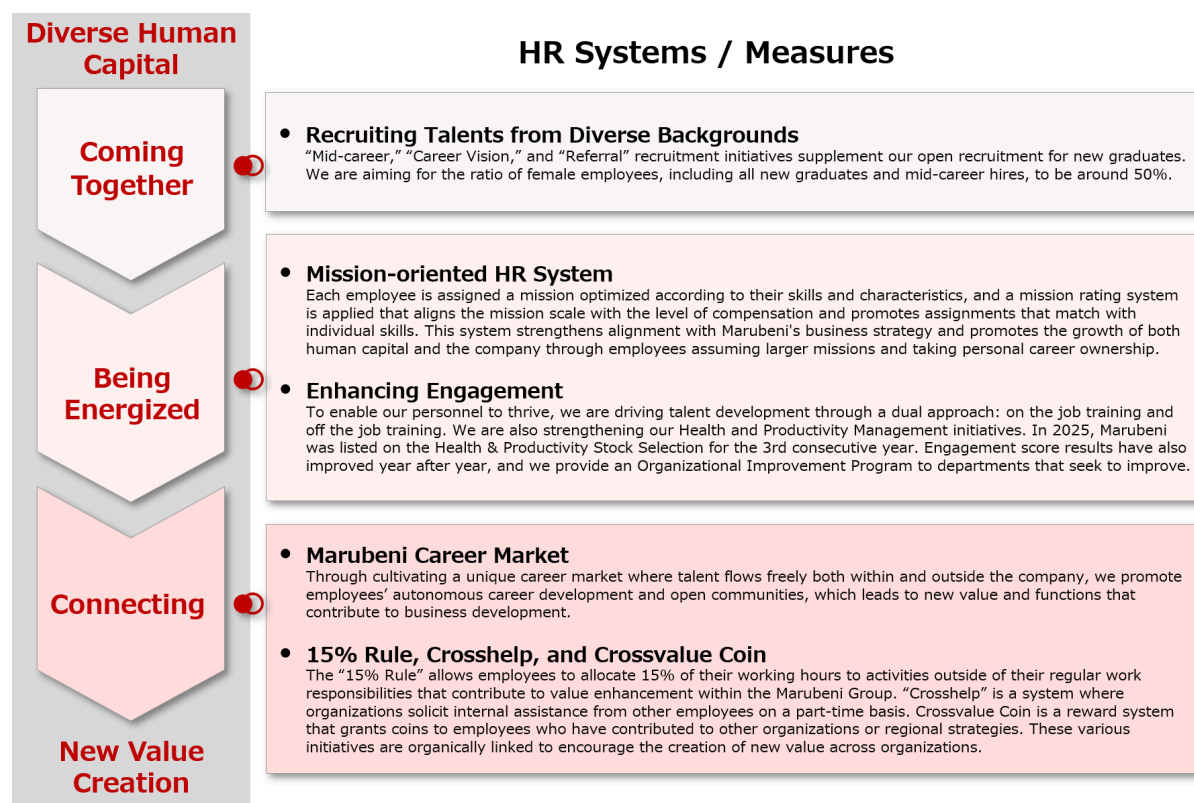
<sup>\*1</sup> From FYE 3/2024, the Marubeni Group newly established a CHRO position in order to strengthen the creation and promotion of HR-related systems and measures that contribute to management strategies, and from FYE 3/2025, the CHRO was moved to a direct report line to the CEO in order to further strengthen our Group HR Strategy. The CHRO advises the CEO and is involved in overall management related to HR strategy.

## Increasing Employee Awareness Towards Taking Part in Company Management

We are strengthening links with management and increase each employee's sense of unity to enhance corporate value through various initiatives, such as regular implementing opportunities for direct communication between management and employees, and implementing an employee stock ownership program (enrollment rate of 95.9% as of March 31, 2025) that aims to foster a stronger sense of collective responsibility towards enhancing corporate value.

## Reinforcing the Foundation of the HR Strategy under GC2021 and GC2024— the “Place Where Employees with Diverse Backgrounds Gather, Thrive, and Connect”

The Company will further enhance its efforts to create an environment where every individual can continue to play an active role and promote open innovation through initiatives related to diversity management, which includes the promotion of female empowerment, work life management, health and productivity management. Through these initiatives, we will continue to reinforce the foundation of our HR Strategy— the “place where employees with diverse backgrounds gather, thrive, and connect” —which was established under the previous Mid-Term Management Strategies GC2021 and GC2024.



## Initiatives

### Coming Together

To adequately address diverse social issues and customer needs, it is essential to have human capital from diverse backgrounds and move away from conventional uniformity and groupthink. To become even more diverse, the Marubeni Group is strengthening its approach and outreach to appeal to diverse talent.

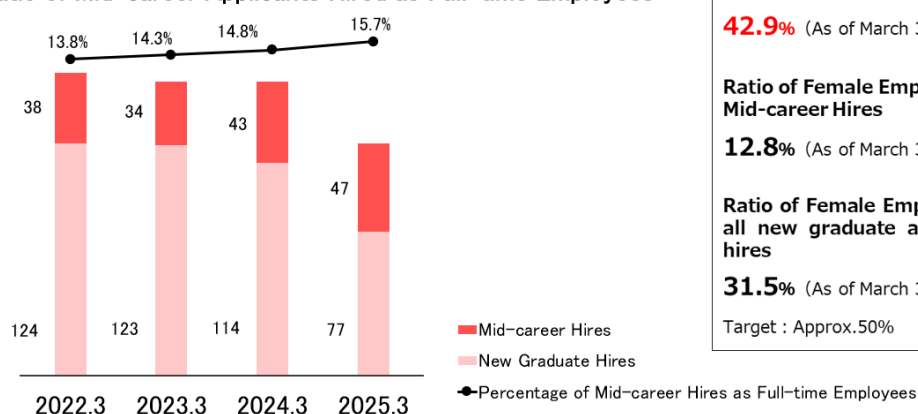


## Securing Diverse Talent

While incorporating distinctive hiring methods, we engage with a diverse pool of talent who can become the drivers of new value creation through leveraging their expertise, capabilities and individuality.

| Measures                  | Status of Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Career Vision Recruitment | Career Vision is a placement-specific recruitment program where the initial assignment is specified at the time of recruitment. It is designed to attract ambitious candidates who have a clear career vision. The advertising and assessment processes, from planning to candidate selection, are led by employees from the respective hiring departments. A total of 21 departments participated in new college graduate hiring activities for FYE 3/2025, with a total of 21 new hires. |
| Mid-career Hiring         | Based on the needs of each department, we recruit talent throughout the year who possess new insights and experiences. Marubeni hires approximately 30 to 50 mid-career employees every year. We recruit and hire early-career professionals from diverse backgrounds who initially gained work experience elsewhere and are expected to professionally develop further in the future. A total of 47 people were hired mid-career in FYE 3/2025.                                           |
| Referral Hiring           | Marubeni is trialing a referral hiring system where employees refer their friends and acquaintances as candidates for mid-career and early-career hires.                                                                                                                                                                                                                                                                                                                                   |

**New Graduates / Mid-career Hires**  
**Ratio of Mid-career Applicants Hired as Full-time Employees**



**Ratio of Female Employees Among New Graduate Hires**

**42.9%** (As of March 31 of 2025)

**Ratio of Female Employees Among Mid-career Hires**

**12.8%** (As of March 31 of 2025)

**Ratio of Female Employees Among all new graduate and mid-career hires**

**31.5%** (As of March 31 of 2025)

Target : Approx.50%

## External Recognition

Marubeni ranked fifth overall in ONE CAREER's<sup>\*2</sup> Shukatsu Kuchikomi Awards 2024<sup>\*3</sup> out of approximately 50,000 companies listed (first place for a trading company). Also, Marubeni ranked first place in the women's category of the "2025 [Spring] (Job Hunting Survey for Students Graduating in 2026, Second Half) Ranking of Most Attractive Companies for University Students"<sup>\*4</sup>, conducted by Diamond Human Resource, Inc.

\*2 ONE CAREER Inc. operates one of the largest job hunting website in Japan among students enrolled at universities in Japan and overseas.

\*3 An award given to companies based on job-hunting college students' experiences and reviews.

\*4 This ranking is based on a survey conducted among university and graduate students who are expected to graduate or complete their studies in March 2026. It consists of four categories: male students in humanities (ranked 3rd), male students in sciences (ranked 4th), female students in humanities (ranked 1st), and female students in sciences (ranked 1st).

## Promoting Employment of People with Disabilities

To promote the employment of people with disabilities, we established the Marubeni Office Support Corporation in FYE 3/2009, which is certified as a special subsidiary company. In FYE 3/2021, we were the first company in Tokyo to obtain the "Monisu Certification," awarded to small and medium-sized enterprises that excel in the employment of persons with disabilities. Additionally, in FYE 3/2022, we were recognized by the Tokyo Metropolitan Government as a barrier-free best practice company.

As of March 2025, Marubeni Corporation and the Marubeni Office Support employ a total of 107 people with disabilities, an employment rate of 2.97% that exceeds the legally-prescribed minimum employment rate.

## Being Energized

The Marubeni Group aims for human capital and the company to grow together by having each employee set their own missions and endeavor to achieve challenging objectives. To enable our employees to thrive, we have introduced a mission-oriented HR system and focus on initiatives such as human capital development and health and productivity management.

### Mission-oriented HR System

Each organization within the Company assigns employees a mission (expected role with quantitative and qualitative targets) based on each employee's skills and characteristics. The goal of this system is to enhance the strategic execution capabilities of the organization by encouraging each employee to boldly take on challenges aligned with their greater mission, which in turn promotes the growth of human capital.

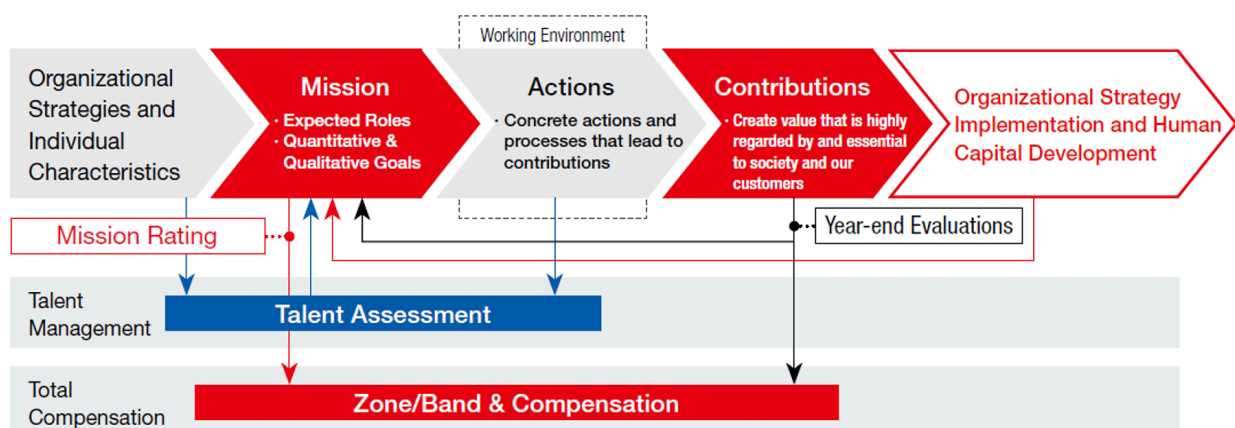
As the mechanism supporting the mission-oriented HR system, we have introduced Mission Ratings. Mission Ratings drive forth the action of assigning missions to match an employee's abilities by aligning the scale of the mission with the level of compensation, which thereby achieve a more objective and timely evaluation. The mission-oriented system, which traditionally applied only to management positions, has been expanded to non-management positions from FYE 3/2025. Additionally, we eliminated the job classification system that distinguished between the career track and the administrative track, which had different job requirements and career paths. These revisions will further encourage employees to take on the challenge of greater missions and career ownership, leading to the growth of both human capital and the Company and enhancing long-term corporate value.

To improve the quality of missions (= alignment with organizational missions x degree that stretches one's capabilities x personal ownership) that aim to achieve the quantitative targets and profit growth plan of GC2027, we are increasing focus more than ever before on internal dialogues for setting missions. We aim for each employee to wholeheartedly and persistently pursue high-quality missions. We believe that the achievement of each individual's mission leads to the achievement of each organization's mission, and that the sum of these achievements will make the goals in GC2027 a reality. By sharing this approach throughout the Marubeni Group, we will create a virtuous cycle in which the entire group unites to set and accomplish even greater missions.

### Missions Provide the Foundation for Executing Organizational Strategy and Furthering the Growth of Human Capital

- Pursuing the improvement of long-term corporate value by implementing strategies in each organization.
- Each employee is given a mission based on their skills and characteristics, with the goal of enhancing an organization's strategic execution capabilities by augmenting each individual's contribution.
- Each employee taking on bold challenges toward more significant missions and striving for excellence will lead to their further growth and their increased market value<sup>\*5</sup>.

<sup>\*5</sup> For each employee to take on more challenging roles and objectives, missions are set through active communication between supervisors and their employees, a year-end evaluation and individual feedback is conducted, and missions for the following year are set based on the results of the evaluation. This continuous cycle connects to the development of each employee's abilities and career.

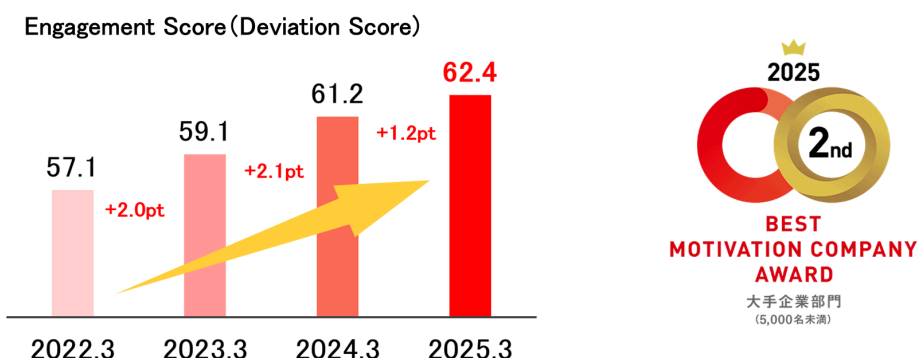


## Engagement Survey

Marubeni defines engagement as “a relationship where individuals and the organization come together and contribute to each other’s growth,” and we measure the engagement score\*6 of employees. In the fiscal year ended March 31, 2025, our engagement score improved compared with the previous survey. Also, Marubeni received the second prize at Link and Motivation Inc.’s Best Motivation Company Award 2025: Leading Companies Division (Less Than 5,000 Employees).

Based on the results of the survey, Marubeni provides organizational improvement programs to organizations that seek to improve. By creating and executing improvement action plans, most organizations that participate in this program see their engagement scores improve. The percentage of organizations with high engagement scores has also increased over the years.

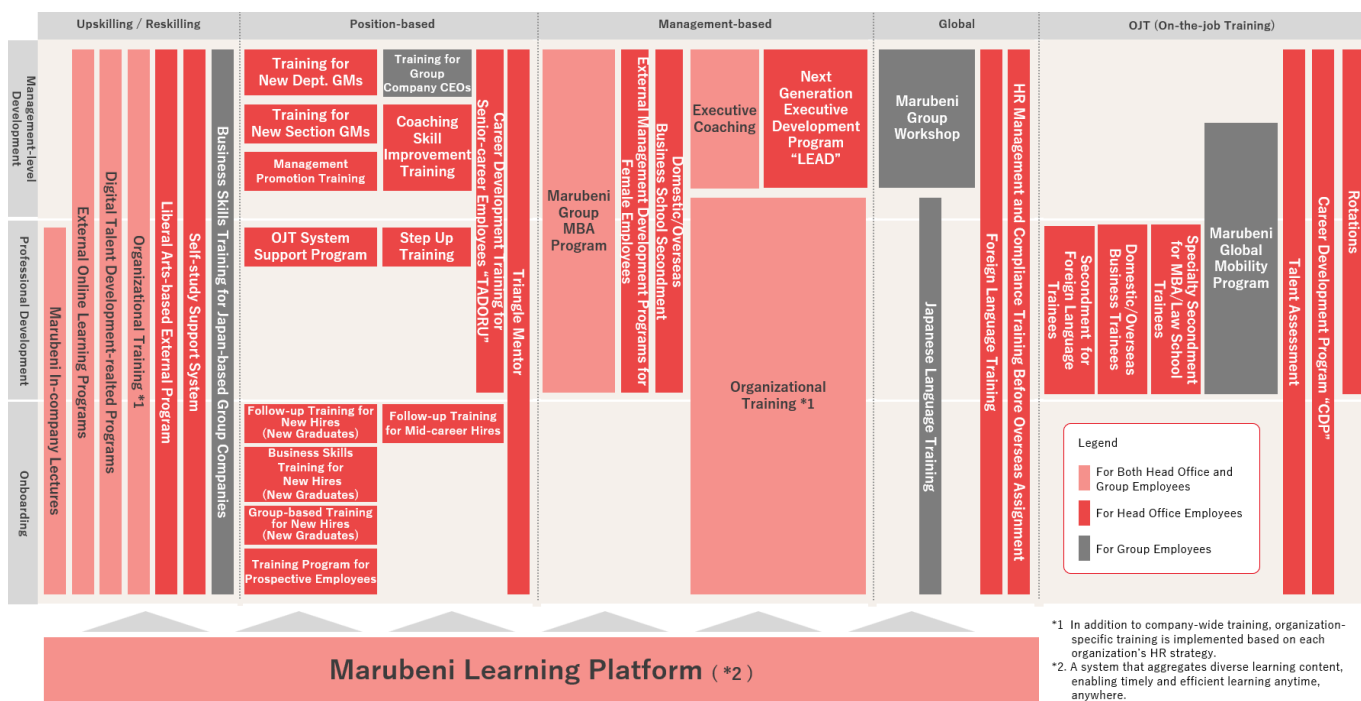
\*6 The engagement score (deviation score) reflects conditions in the organization. A deviation score of 50 is the average for companies that use services provided by Link and Motivation Inc.



## Human Capital Development

In order to promote the growth and success of our Group’s human capital, the source of our corporate value, we are driving talent development through a dual approach of on the job training and off the job training.

### Marubeni Human Capital Development Structure Chart





### On the Job Training

#### Talent Assessment

Through multifaceted observations and self-assessments, we visualize each employee's distinct behaviors, strengths, and challenges. In the fiscal year ended March 31, 2025, the scope of the assessments was expanded to 70% of all employees, including non-management employees. This information is utilized by each organization for transfers/placements, assigning missions, and daily team management. Individuals can also use this information for self-reflection and to help guide decisions on future skills training and plans for career development.

### Off the Job Training

#### Marubeni Executive LEAD Program

Under the theme of cultivating the next generation of leaders to lead the Marubeni Group, this selection program includes sessions customized exclusively for Marubeni by IMD, a business school based in Switzerland. Participants learn about cutting-edge management theories and leadership.

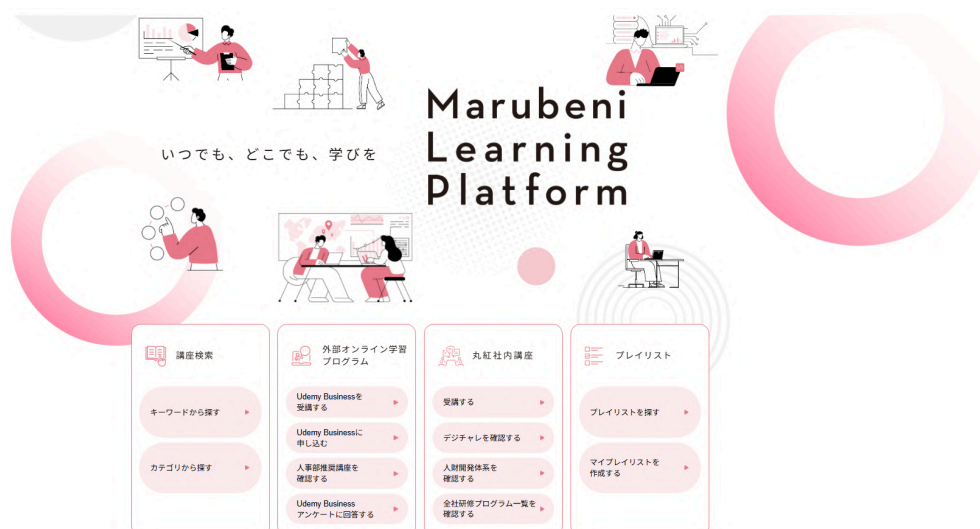
#### Marubeni Master Course

Professors are invited from Japan-based business schools to provide lectures on essential knowledge for business management, such as management strategy, accounting, finance, organizational management and marketing. Employees from various departments and of various ages participate in this program, which includes lectures, case studies, and discussions to enhance their skills.

#### Marubeni Learning Platform (MLP)

We have introduced MLP, a human resource development platform that aggregates diverse learning content and enables timely and efficient learning anytime, anywhere. Through MLP, employees actively work on upskilling and reskilling to achieve their mission and career goals, while supervisors strengthen support for their subordinates' growth through daily dialogue based on the visualized learning history, aiming to further accelerate employee growth.

#### Image of portal for MLP on our Intranet



## Talent Development for Digital Literacy

To strengthen talent that drives digital transformation (DX) within the Marubeni Group, we conduct various training programs and workshops. Through these efforts, as of the end of March 2025, we had trained more than 730 digital talents, i.e., people who can apply their digital skills on the front lines. In 2024, we added obtaining an IT passport to the list of requirements for promotions in order to encourage all employees to learn the basics of IT knowledge.

In 2023, we internally launched the Marubeni Digital Talent Profile website. By making these digital talents and their respective skills more visible within the Company, it has become possible to reach out to the right person at the right time. Personnel who learned skills through in-house training have started to participate in projects at other business units.

## Work/Life Management Countermeasures

➤ [Click here to view more details on Work/Life Management Countermeasures](#)

## Health and Productivity Management

➤ [Click here to view more details on Health and Productivity Management](#)

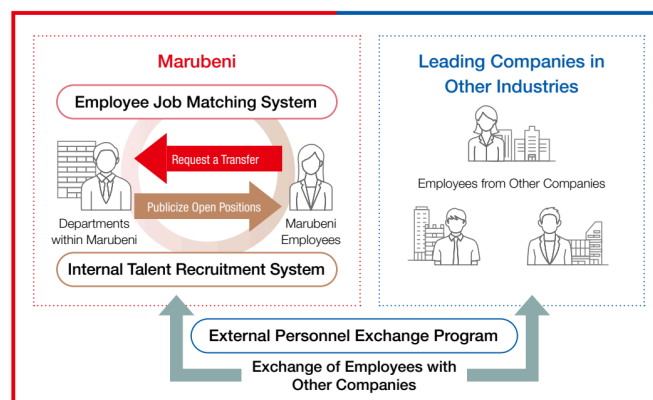
## Connecting

We believe that new value can be created by strengthening collaboration among talent across internal and external organizations, and we have established mechanisms to encourage collaboration among our employees. Globally, we are expanding efforts aimed at interactions with employees outside one's own department and fostering a culture of innovation.

### Marubeni Career Market

By focusing on our own career market, where personnel can move across organizations both inside and outside the Company, we foster an open community while helping employees develop their own careers. This has led to the discovery of new value and functions, as well as business development. Marubeni has created an Internal Talent Recruitment System where organizations can publicize internal job positions and an Employee Job Matching System where employees can request transfers to other organizations. Furthermore, in collaboration with other companies, we are implementing an External Personnel Exchange Program that entails the exchange of employees with leading companies in other industries.

### Marubeni Career Market



### 15% Rule

This measure makes it possible for employees to allocate up to a maximum of 15% of their work hours to activities aimed at developing business that will help to increase the value of the Marubeni Group. This rule aims to create an environment for each employee that makes it easier to search for and discover new solutions for customers and society by making use of the Marubeni Group's networks, business models, know-how and human capital.

### Crosshelp (System for Providing Value Across Organizations)

Crosshelp is a system where organizations can solicit internal assistance from other employees by openly recruiting people who can participate and cooperate on a part-time basis. Employees who wish to assist or participate can apply, facilitating collaboration across different organizations.

## Cross Value Coin

This is a reward system designed to promote cooperation and collaboration across organizations by rewarding contributions of various scopes, ranging from providing information on other organizational or regional strategies to creating new business ventures.

## Triangle Mentor

Three people of different generations and from different departments form a trio and regularly communicate to form connections that transcend one's organization and generation, to share experiences, to further mutual understanding of different values and ways of thinking, and to build a foundation for new employees.

## The Marubeni Digi-Challenge

Since FYE 3/2021, we have focused especially on the field of Data Science through the Marubeni Digi-Challenge initiative. This program emphasizes acquiring Data Science skills via practical, hands-on application rather than theoretical study. Participants use digital technology such as programming to address real business and operational issues that we source from Marubeni Group operations worldwide.

## Business Model Canvas (BMC)

We have created the BMC site to increase the visibility of the assets and business models of the Marubeni Group and share them with all employees. To help create new businesses, we will expand the functions of the site. At the same time, we will promote measures enabling us to use the BMC framework in business settings.

## Idea Box

This mechanism enables all Group employees to contribute proposals related to new business ideas, challenges they would like to take on, and business improvements.

## Business Plan Contest

This global contest is an open call for business proposal projects within the Marubeni Group. This contest has led to proposed projects being evaluated and commercialized, such as a digital maternal and child health record business in Indonesia, which was assessed and developed into a business. This project will continue to play an important role as a platform for fostering a culture of innovation.

## M-Alumni

In November 2023, we launched the M-Alumni as a community with the aim of creating a network of former employees who are connected to Marubeni through a dedicated social networking site, and acquiring human resources and collaborating together on business ideas through this network. The dedicated social networking site features information about the companies that former employees are currently affiliated with, the work they do and their interests.

This information can be searched, and users can directly approach others by actions such as sending personal messages to people they would like to connect with. Marubeni periodically includes information on the dedicated social networking site related to news releases, events and products. Aside from the dedicated social networking site, we are also working on holding in-person networking gatherings.

## Marubeni Global Mobility Program

Through the Marubeni Global Mobility Program, Marubeni Group employees from overseas offices, who are also future candidates for executive positions at their respective offices, are seconded to Marubeni Headquarters in Tokyo and Group companies in other countries for a set period of time. By expanding opportunities to gain experience at Marubeni Headquarters and overseas/Japan-based Group companies, Marubeni promotes the active participation of diverse human capital across the world.



## Work from Anywhere

A Work from Anywhere policy, aimed at raising the performance of the entire organization, has been adopted to encourage each employee to achieve greater quality, speed, and volume of output by increasing workplace options, such as working from home and satellite offices, and encouraging more effective time utilization.

## New Business Attire Guidelines: “Self-Biz”

“Self-Biz” is a policy for fostering a culture of autonomous thinking and conduct. This policy allows each employee to select the business attire that they personally feel is appropriate, based on guidelines that define minimum requirements while discarding the categories of business vs. casual.

# Communication with Employees

## Communication between Management and Employees

To foster unity at Marubeni, internal meetings are regularly held with the aim of encouraging communication between co-workers and between management and employees. By FYE 3/2025, a total of about 2,900 employees participated in these meetings.

By continuing to provide opportunities for direct dialogue between management and employees, we will further energize and deepen communication within the Company.

## Relationship with the Labor Union

The Marubeni Employees’ Union was established in 1949. As of March 31, 2025, it has 2,681 members, or about 62% of our employees. The Company and the Marubeni Employees’ Union share common goals such as improving the prosperity of the Company and the socioeconomic status of all employees. Both parties respect each other’s positions and engage in honest dialogue in order to build good labor-management relations. In the fiscal year ended March 31, 2025, five meetings were held, including management-union discussions, various collective bargaining meetings<sup>\*7</sup>, and committee meetings. In addition, the Company and the Marubeni Employees’ Union actively promote joint activities to introduce and implement systems and measures related to developing the working environment.

<sup>\*7</sup> The collective labor agreement stipulates that (1) matters concerning the working conditions of union members, and (2) other matters that have a significant impact on the Company, on the union, and on union members, are matters for collective bargaining. The agreement also stipulates that the Company and the union must respond in good faith to any legitimate request for collective bargaining by the other party and strive to resolve the issue promptly.



Harunori Ogata, Chairman of the Marubeni Employees’ Union

### From the Marubeni Employees’ Union

The Marubeni Employees’ Union aims to foster a company environment where each employee of the Marubeni Group can perform to their full potential and both the Company and employees can achieve sustainable growth. To achieve this goal, it is important for both management and each employee to continuously strive together with a strong commitment to improve the company and simultaneously contribute to society. Through dialogues with management (such as management-union discussions), the Marubeni Employees’ Union addresses all management issues with the company by connecting individuals beyond their organizations, gathering company-wide knowledge, and integrating diverse values and then proposing solutions to the Company to solve challenges together with an optimized approach. At the same time, the Marubeni Employees’ Union is expanding their network with other unions that share the same sense of challenges and collaborating with them to address these issues. Through these efforts, we strive to provide value to society in our daily activities.

## Participation in the Personnel Committee and Other Committees of the Japan Foreign Trade Council (JFTC)

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Marubeni participates in the Personnel Committee of the Japan Foreign Trade Council (JFTC), where it engages in exchanging opinions with external parties on issues such as overseas safety management measures, efforts to reform organizational culture and improve engagement, and the promotion of DE&I.

### Agenda for the Fiscal Year 2024

1. Initiatives to Strengthen Overseas Safety Management Measures
2. Efforts To Reform Organizational Culture and Improve Engagement
3. Initiatives for Strengthening Human Capital Capabilities
  - (1) Development of Global Talent
  - (2) Promotion of DE&I
  - (3) Improvement of the Educational Environment and Expansion of Facilities at Overseas Educational Facilities
4. Continuation of Trading Company Training Programs
5. Request Activities and Follow-ups for Promoting the Conclusion of Social Security Agreements with Other Countries
6. Response to the Disclosure of Human Capital Information

In addition, as a member of the “Human Capital Management Consortium” and the “Forum for Women’s Empowerment & Diversity Management Support (a Public Interest Incorporated Foundation)”, we participate in various trainings and seminars to gather information. We are utilizing the insights gained from collaborations outside the company to develop and promote human resource strategies, ensuring that our talents can exert their utmost power in driving our business strategy.



Social

# Diversity Management

Policy ▾ | Structures and Systems ▾ | Initiatives ▾ |

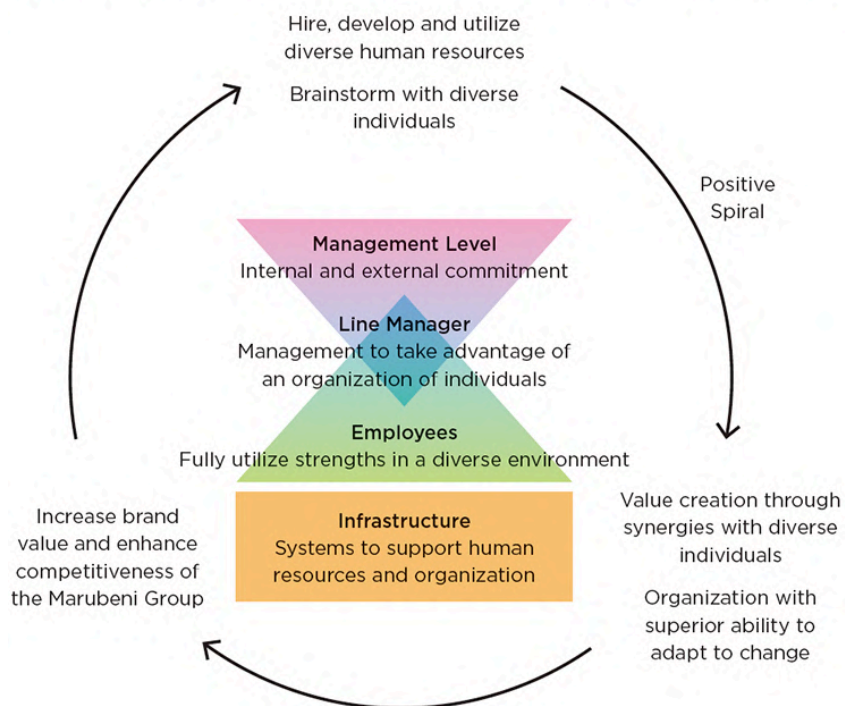
## Policy

➤ [Click here to view details on the GC2027 Marubeni Group Human Resources Strategy](#)

## Structures and Systems

### Marubeni Diversity Management

**Our Goal: A Strong Marubeni Group in Which Diverse Individuals Play Active Roles**



### TMC for Women

Since announcing “Female Empowerment at Work 2.0” in August 2022, the Company has been tracking the status of female empowerment in the workplace at the Talent Management Committee (TMC), a human capital strategy meeting whose main members are the President, CHRO, CSO, and CAO.

# Initiatives

## Empowering Female Employees

Marubeni is working to strengthen recruitment and training of female employees, to second them overseas proactively, and to create an environment where they can play an active role regardless of life events. As of March 31, 2025, there are 1,209 women (30.1% of all full-time employees in Marubeni Corporation) working in Japan and overseas.

Furthermore, in accordance with the Act on the Promotion of Female Participation and Career Advancement in the Workplace, we have formulated Phase 2 of the Action Plan for Empowering Female Employees for five years starting from April 1, 2021. Under this action plan, we have set targets for the ratio of new female graduates hired, the ratio of female full-time employees, the ratio of female employees in all management positions, and the annual paid leave usage ratio. We will focus further on encouraging the success of women in the workplace.

In addition, Marubeni has established “Female Empowerment at Work 2.0” as our new policy in August 2022. In addition to the various initiatives taken to create an environment where female employees can continue thriving at work, “Female Empowerment at Work 2.0” aims to create an environment where women are more deeply involved in corporate management and business decisions making at Marubeni. Also, we will focus further on “expanding the talent pipeline” to enhance growth opportunities for women and strengthen their career paths towards positions that involve decision making.

In 2024, we revised the job classification system by eliminating the distinction between the career track and administrative track job classifications in order to achieve competence-based placements. At the same time, we expanded the Mission Rating system, a system that determines compensation based on the scale of one’s mission, to non-management positions after its initial introduction to management positions. Administrative track employees, who were primarily responsible for clerical and admin-related work in the organization, were all female, but with the revision of the job classification system, we are aiming to make the further advancement of motivated female employees and the creation of a more diverse organization a reality.

### Action Plan for Empowering Female Employees (Phase 2: April 1, 2021–March 31, 2026)

- > Click here to view the Action Plan (Japanese only)  [93KB]
- > Click here to view the Ministry of Health, Labour and Welfare Database (Japanese only) 

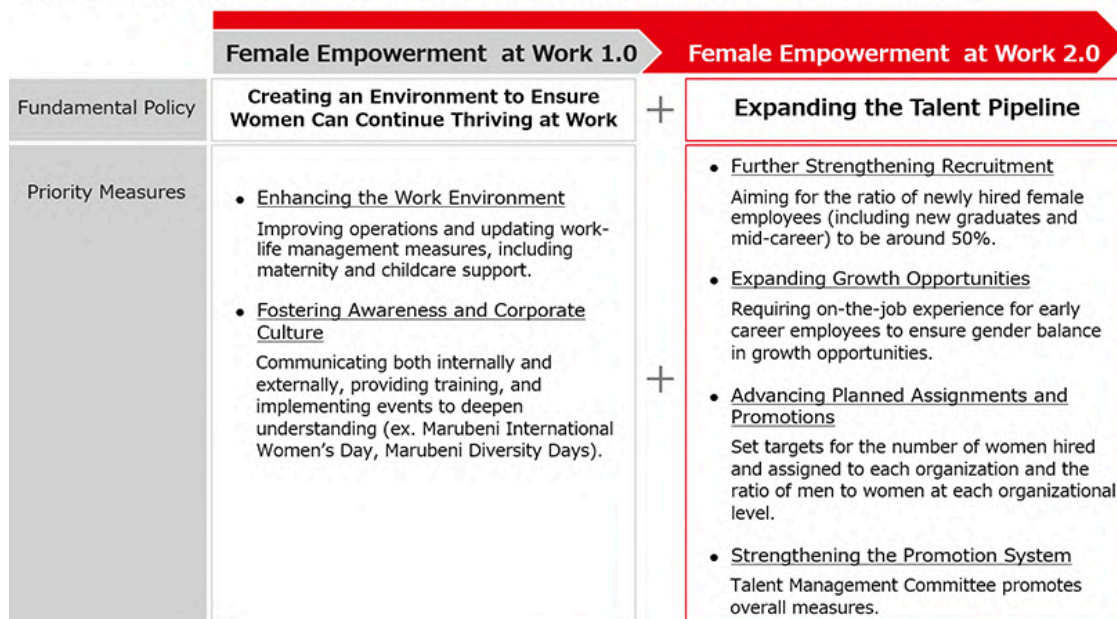
|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Goals | <div>I. Providing equal opportunities for women<ul style="list-style-type: none"><li>Ratio of new female graduates hired will be raised to around 40-50%.</li><li>Ratio of female full-time employees will be at least 30%.</li><li>Ratio of females in all management positions will be at least 10%.</li></ul></div> <div>II. Establishing an environment conducive to balancing work and family life<ul style="list-style-type: none"><li>Increasing the annual paid leave usage ratio to at least 70%.</li></ul></div> |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

\* Based on the revisions of the job classification system implemented in FYE 3/2025, we have updated our numerical targets (previously related to career track employees) as of October 1, 2024.

## Female Empowerment at Work 2.0 (Established in August 2022)

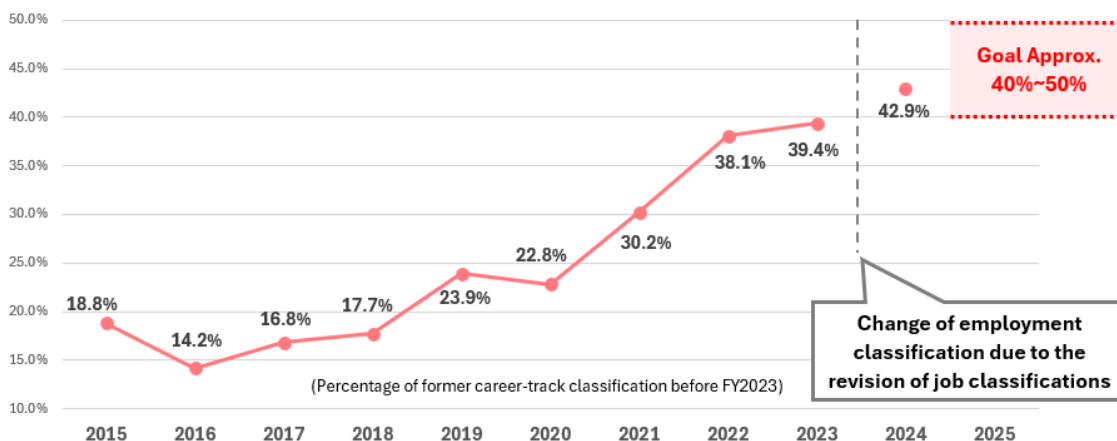
## Female Empowerment at Work 2.0

More focus on "Expanding the Talent Pipeline" to enhance growth opportunities for women and strengthen their career paths towards positions that involve decision making

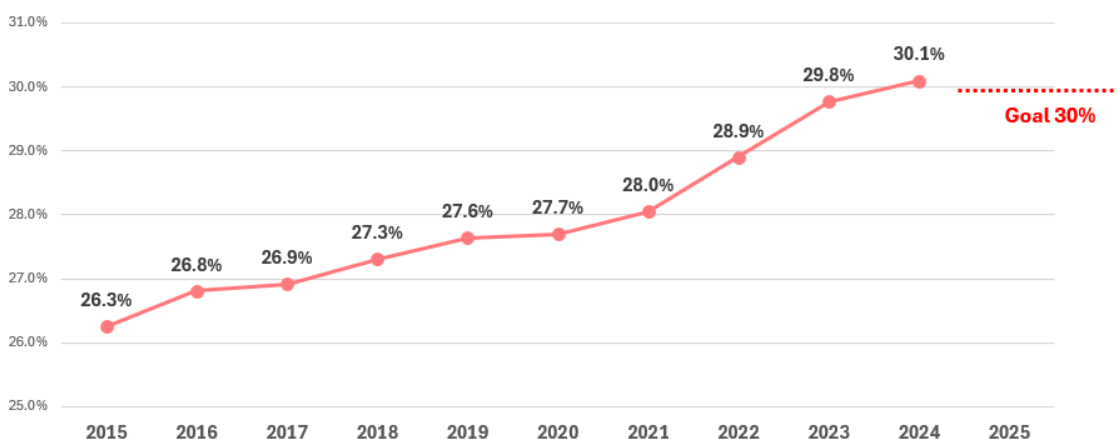


➤ Click here to view the News Release "New Policy for Promoting Female Empowerment at Work"

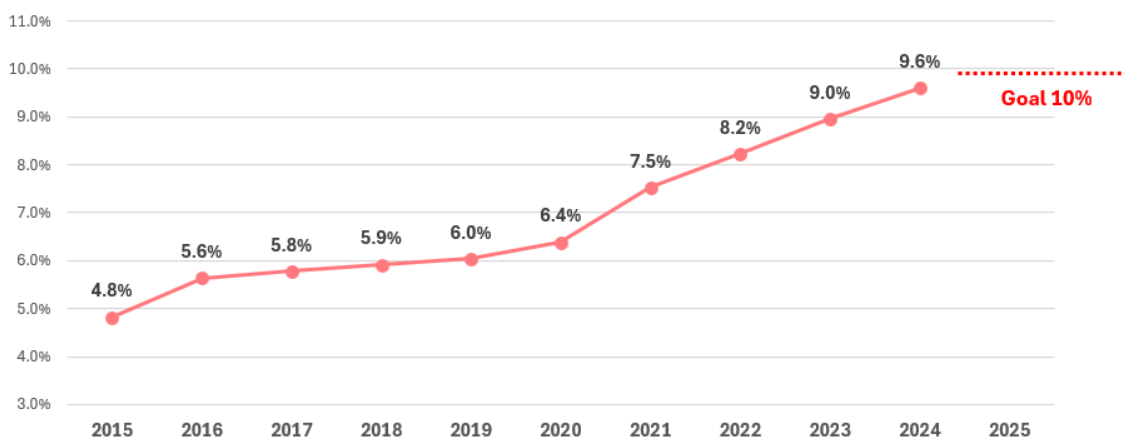
Ratio of Female Employees Among New Graduate Hires (As of March 31 of Each Fiscal Year)



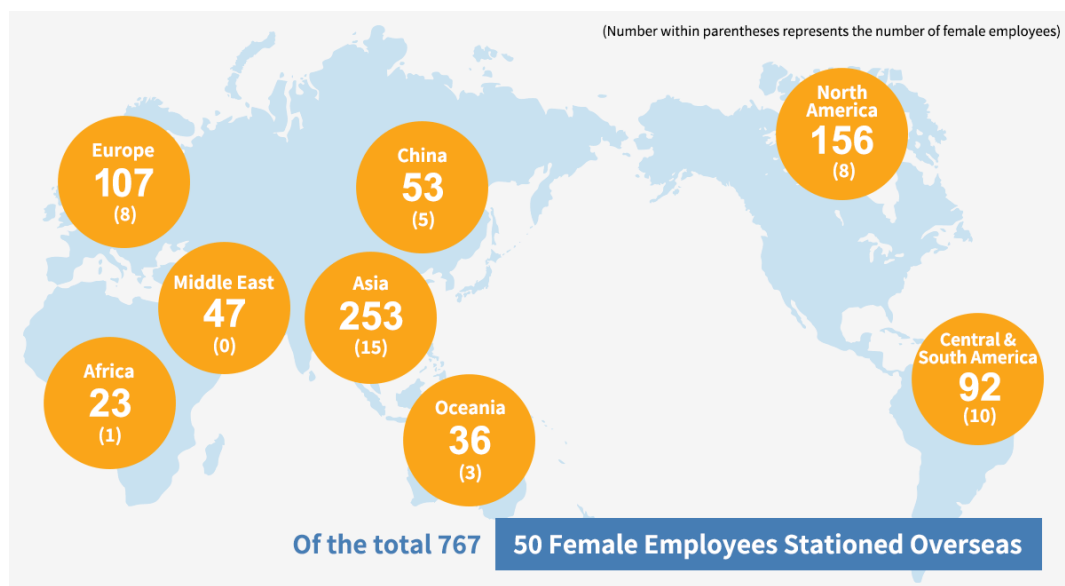
Ratio of Female Full-time Employees (As of March 31 of Each Fiscal Year)



Ratio of Female Employees in all Management Positions (As of March 31 of Each Fiscal Year)



Employees Stationed Overseas (As of April 1, 2025)



## Marubeni International Women's Day

March 8 is designated as International Women's Day by the United Nations and since FYE 3/2018, we have held Marubeni International Women's Day (MIWD) on this day each year to support active working women.

In FYE 3/2025, we held programs such as showing a video recorded dialogue and having a live panel discussion between female employees and their mentors, creating video that showcased Group leaders, commitments towards "individual actions that can be taken to promote female empowerment," and implementing a donation project towards "learning about women's health and contributing to society."

In addition, a variety of other initiatives were implemented to further enliven the event, such as a project inspired by mimosa—the symbolic flower of International Women's Day—and "gratitude," a dress code initiative, and MIWD collaboration menu items at our employee cafeteria ○Café themed around IWD's symbolic colors and support for women's health. Through these efforts, we aim to foster a culture and mindset throughout our Group that encourages renewed reflection and action on diversity promotion and gender equality.



Purple Dress Code Photo from Our Overseas Office in Indonesia



○Café×MIWD Collaboration Menu

## Measures to Support Overseas Postings After Childbirth

For employees stationed overseas who will be accompanied only by their children, Marubeni implements various support measures such as providing allowances equivalent to the case of an accompanying spouse and supplementing the costs of childcare and childcare support by relatives. As working styles and family circumstances diversify, we ensure that the right people can be placed in / promoted to the right positions so that these individuals can achieve ongoing career and skills development.

## External Executive Development Programs for Female Employees

With the aim of providing growth opportunities that cannot be gained internally and networking opportunities with female employees from external organizations, we have sent a total of 100 female employees to these external development programs.

# Creating an Environment and Network to Promote the Participation of Diverse Human Resources

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## Marubeni Global Mobility Program

Through the Marubeni Global Mobility Program, Group employees from overseas offices, who are also future candidates for executive positions at their respective offices, are seconded to Marubeni Headquarters in Tokyo and Group companies in other countries for a set period of time. By expanding opportunities to gain experience at Marubeni Headquarters and overseas/domestic Group companies, Marubeni promotes the active participation of diverse human capital across the world.

## Marubeni Diversity Days

Marubeni Diversity Days is held with individual events under the themes of "Diversity as a Corporate Growth Strategy," "Unconscious Bias," "Disability Inclusion," "Multicultural Co-creation in the Workplace," and "Learning More about LGBTQ." Through lectures and panel discussions by external speakers and Marubeni Group employees over the five-days event, employees have the opportunity to learn more about diversity and reaffirm its importance.

## Marubeni Group Workshop

The Marubeni Group Workshop is held annually for selected senior managers from Japan-based and overseas Marubeni Group companies to deepen their understanding of the Marubeni Group and share information regarding their respective businesses. As an opportunity to promote collaboration and exchanges beyond one's company and organization, this workshop also encourages networking among Group employees from diverse backgrounds who are active in Japan and other countries.

# Opportunities for Senior Employees

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The Continuing Employment System has been introduced to make full use of the abundant knowledge and experience possessed by our more senior personnel, covering in principle employees over the age of 60 years who wish to continue working after normal retirement age. (As of April 1, 2025, 250 employees are currently working under the Continuing Employment System.) For the HR system reforms in FYE 3/2021, in addition to realizing mission-based compensation, enhanced measures to support senior careers have also been implemented. To ensure that each senior employee can (1) define and choose their unique career path and (2) be able to grow and work actively with a sense of fulfillment both inside and outside the Group, and that the Company/organization (1) promotes the right people into the right jobs, regardless of age or years with the company, so that strengths and experience can be fully utilized and (2) supports employees who wish to pivot their careers outside of the Marubeni Group, the Career Counseling Section was established within the Human Resources Department to further the roles of senior personnel in the workplace.



## Promoting Employment of People with Disabilities

To promote the employment of people with disabilities, we established the Marubeni Office Support Corporation in 2008, which is certified as a special subsidiary company<sup>\*1</sup>.

<sup>\*1</sup> A subsidiary that has been certified by the Minister of Health, Labour and Welfare as satisfying the conditions specified in the Act on Employment Promotion of Persons with Disabilities. The number of workers with disabilities employed by such a subsidiary can be included in the calculation of the employment rate of people with disabilities of the parent company.



In December 2020, Marubeni Office Support Corporation (Marubeni Office Support) became the first company in Tokyo to obtain the “Monisu Certification” mark, awarded to small and medium-sized enterprises that excel in the employment of people with disabilities. Marubeni Office Support was also certified by the Tokyo metropolitan government as a best practice company for Barrier-free Mindset in March 2022. This certification was awarded for Marubeni Office Support’s efforts toward creating a safe working environment for employees with disabilities and actively communicating the employees’ experience and achievements publicly.

As of March 2025, the company has a total of 84 employees with disabilities, and employees without disabilities who aim to help each other and improve together.

Employees with physical, mental, and intellectual disabilities engage in a variety of tasks, including business card printing, document PDF conversion, building cleaning, in-house logistics, general office work, and welfare support.

As of March 2025, Marubeni Corporation and the Marubeni Office Support employ a total of 107 people with disabilities, an employment rate of 2.97% that exceeds the legally-prescribed minimum employment rate.

Marubeni Corporation and Marubeni Office Support will continue striving to create workplaces where everyone can work together, regardless of disabilities.

## Fair Recruiting and Hiring Practices

Marubeni’s fundamental hiring policy is to select applicants according to their capabilities and competence based on a fair recruitment process in which no form of discrimination is tolerated.

For example, we use an “open entry” system that provides equal opportunities to anyone regardless of citizenship, home country, gender, disability, or alma mater. Moreover, the job application form does not ask for details such as home country, religion, family situation, or any other information not required for us to determine an applicant’s capabilities and competence. During interviews, we respect each applicant’s basic human rights by avoiding inappropriate questions and select employees based only on capabilities and competence. To ensure that fair recruiting activities are conducted across the entire Marubeni Group, we have created the recruiting manual for fair recruiting and strive to ensure that our policies are thoroughly understood across Marubeni Group companies.

## Recruiting Diverse, Top Talent

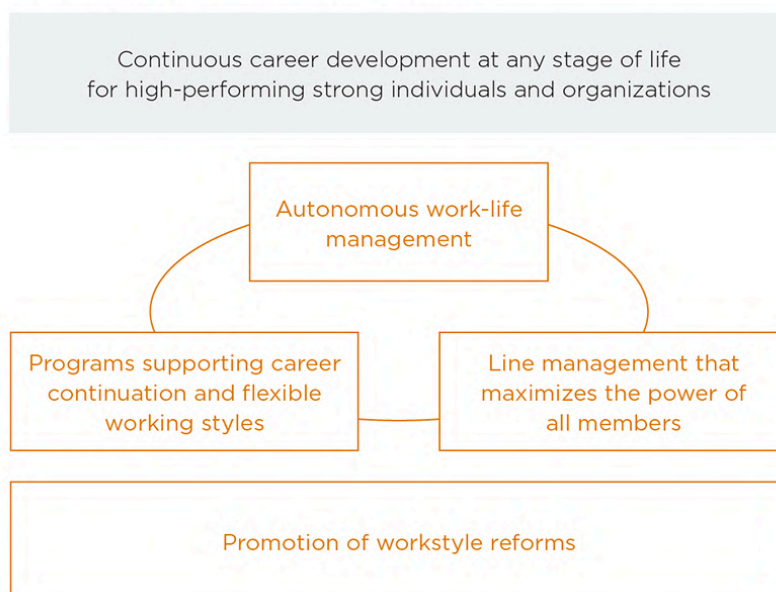
While incorporating distinctive hiring methods, we engage with a diverse pool of talent who can become the drivers of new value creation by leveraging their expertise, capabilities and individuality.

| Measures                  | Status of Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Career Vision Recruitment | Career Vision is a placement-specific recruitment program where the initial assignment is specified at the time of recruitment. It is designed to attract ambitious candidates who have a clear career vision. The advertising and assessment processes, from planning to candidate selection, are led by employees from the respective hiring departments. A total of 21 departments participated in new college graduate hiring activities for FYE 3/2025, with a total of 21 new hires. |
| Mid-career Hiring         | Based on the needs of each department, we recruit talent throughout the year who possess new insights and experiences. Marubeni hires approximately 30 to 50 mid-career employees every year. We recruit and hire early-career professionals from diverse backgrounds who initially gained work experience elsewhere and are expected to professionally develop further in the future. A total of 47 people were hired mid-career in FYE 3/2025.                                           |
| Referral Hiring           | Marubeni is trialing a referral hiring system where employees refer their friends and acquaintances as candidates for mid-career and early-career hires.                                                                                                                                                                                                                                                                                                                                   |

## Promotion of Work/Life Management

We are promoting work/life management as a foundation for employees with diverse backgrounds to create results and support balancing work and parenting regardless of gender. We implement various measures for work-life management in order to achieve “continuous career development” and “high performance” regardless of an employee’s stage in life.

### Marubeni Work-Life Management



## Major Measures Related to Work/Life Management

### Measures for Balancing Work and Parenting

In addition to self-management by individuals who take advantage of this system, we are working to create a system built on mutual cooperation, one that managers and their team understand, fosters mutual respect, and can be utilized effectively regardless of gender. This system offers programs that go further than what the law requires such as “Maternity leave,” which can be used during pregnancy, “Shortened Working Hours for Childcare,” and “Family support leave” to support family members. There is also a system that allows part of the childcare leave to be taken as paid leave in order to encourage male employees to take paternity leave. Also, all employees can use flextime and remote working, which enable autonomous and flexible working styles. Furthermore, starting from FYE 3/2025, we introduced a remote work program for family support that allows full remote work. This program supports career continuity for employees who need to relocate to remote areas in Japan due to childcare responsibilities.

### Providing Information to Deepen Understanding of Supporting Systems

Employees who are pregnant or will have children in their family and their respective managers are provided with a “Childbirth and Childcare Support Handbook.” As requested, consultations are provided as well. Additionally, we provide information to deepen employees’ understanding of our support systems and provide consultation services regarding balancing work and childcare.

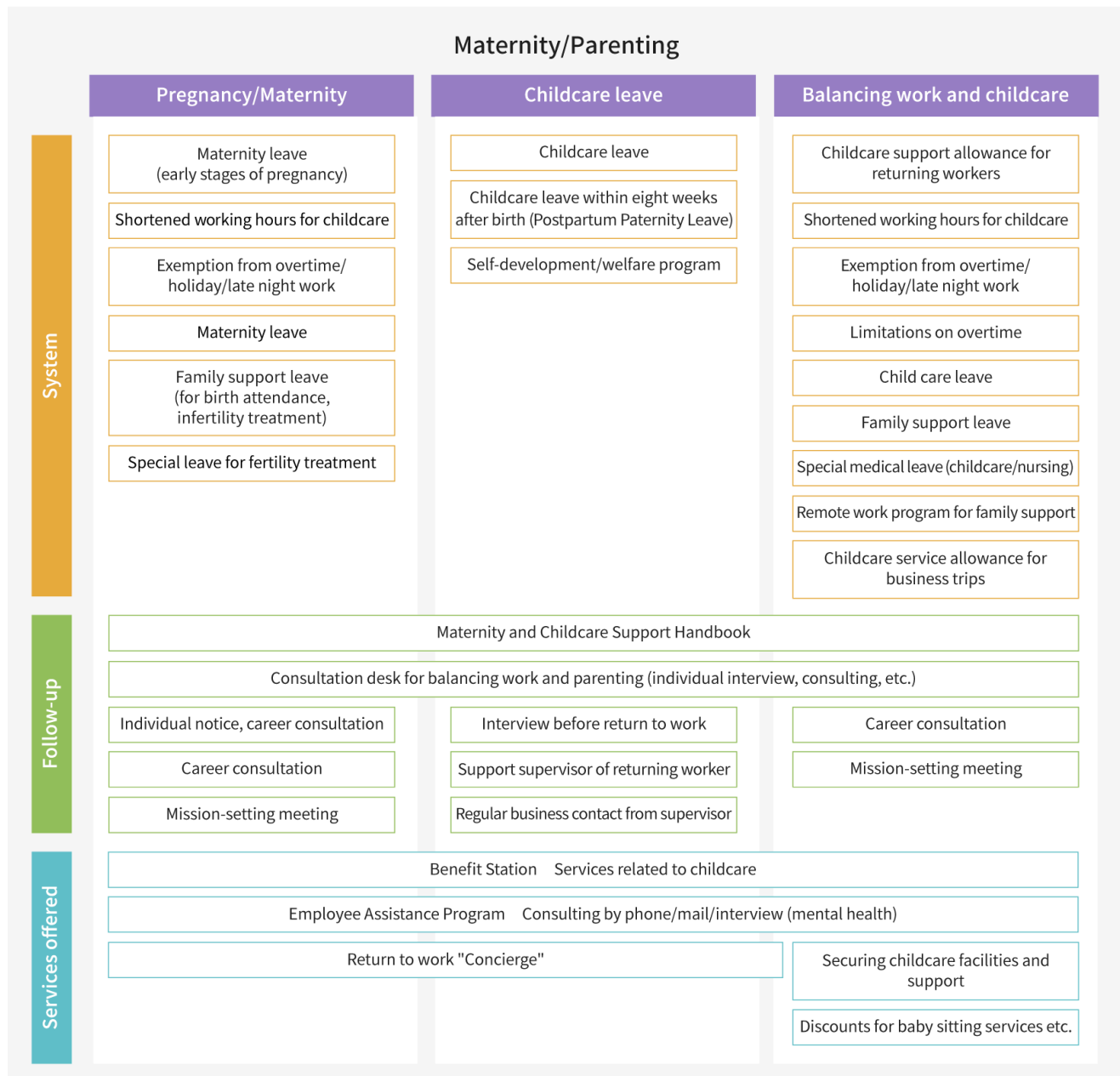
### Interview Before Returning to Work

To reduce the anxiety of employees returning to work after childcare leave, the Company distributes materials on points to check and upon request conducts interviews with employees before returning to work.

### Securing Places at Childcare Facilities

Marubeni introduced a childcare support allowance for returning employees, which covers part of the cost of childcare services, so that employees can return to work when they desire. In FYE 3/2019, we began securing permanent places at a daycare center near our Tokyo Head Office to support employees in returning to work smoothly. Moreover, from FYE 3/2025, we introduced a support measure for employees with childcare responsibilities who wish to travel for business. Under this measure, the Company covers the cost of childcare services during business trips for employees who request it, which enables employees to participate in business trips while also caring for their children.





## External Recognition

Marubeni received the Eruboshi Certification<sup>\*2</sup> in FY2017 and the Platinum Kurumin Certification<sup>\*3</sup> in FY2019. Also, the Company additionally received the Platinum Kurumin Plus Certification<sup>\*4</sup> in April 2025.

<sup>\*2</sup> Among companies that have applied in accordance with the Act on the Promotion of Women's Participation and Advancement in the Workplace (Act to Promote Women's Participation), this certification is given to companies that meet certain criteria and have implemented excellent initiatives to promote women's advancement in the workplace.

<sup>\*3</sup> This certification system was established in accordance with the Amendment to the Act on Advancement of Measures to Support Raising Next-Generation Children on April 1, 2015, which recognizes companies that provide a higher level of support for employee child rearing.

<sup>\*4</sup> This certification system was established in accordance with the Amendment to the Act on Advancement of Measures to Support Raising Next-Generation Children on April 1, 2022. This system recognizes Platinum Kurumin certified companies that, in addition to providing a high level of support for employees who are child-rearing, actively support employees with balancing work and infertility treatment and meet certain criteria.



## Measures for Supporting the Balance Between Work and Family Care

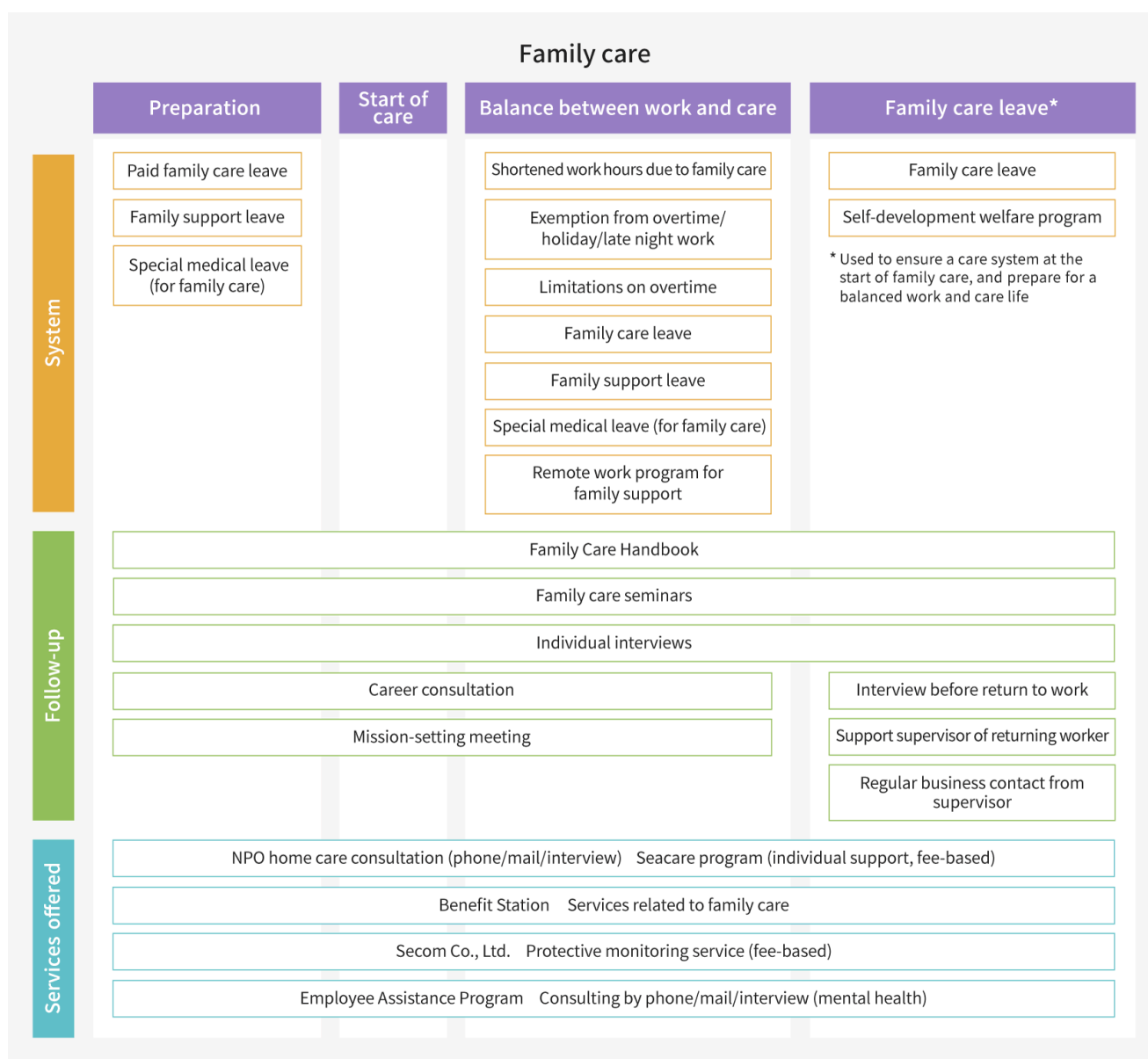
We live in a world characterized by declining birthrates, an aging population, fewer siblings, more people remaining single, and more dual income households. This means that family care, which was traditionally taken care of mostly by stay-at-home family members, is now an issue that working family members must take the initiative in addressing. Marubeni has established support programs so that employees can balance between working and caring for relatives while playing an active work role in the medium and long term. Additionally, all employees can use flextime and remote working, which enables autonomous and flexible working styles.

## Providing Information to Deepen Understanding of Supporting Systems

Marubeni has created and distributes a Family Care Handbook and has also been holding nursing care seminars on various topics since FYE 3/2011. The handbook and seminars not only explain our programs but also strongly encourage employees to seek external professional help rather than trying to take on family care themselves, so that they can better manage their situation and balance work with family care.

## Partnership with External Services Including Personal Consultations and Remote Family Care

We provide free consultation by telephone, e-mail, or in person in collaboration with Umi wo Koeru Care no Te, an NPO dedicated to supporting family care. We have also concluded contracts with various companies to make elderly monitoring services available to employees. As part of such services, online security systems are installed at the homes of parents who live far away or are alone during the day, thereby enabling 24-hour monitoring and emergency calls.



Social

## Social Data

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 [Hiring and Turnover](#) ▼ | 
 [Diversity Management](#) ▼ | 
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 [Employee Awareness Towards Taking Part in Company Management](#) ▼ | 
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 [Occupational Health and Safety](#) ▼

## Fundamental Information

### Employee Data

|                                                                       |                                                | FYE 3/2023    | FYE 3/2024    | FYE 3/2025    |
|-----------------------------------------------------------------------|------------------------------------------------|---------------|---------------|---------------|
| No. of Employees (Consolidated)* <sup>1</sup>                         |                                                | 45,995        | 50,200        | 51,834        |
| No. of Employees<br>(Non-consolidated)* <sup>2,3</sup>                |                                                | 4,340         | 4,337         | 4,304         |
|                                                                       | Male                                           | 3,115         | 3,077         | 3,032         |
|                                                                       | Female                                         | 1,225         | 1,260         | 1,272         |
|                                                                       | Male and Female Percentages<br>(Male : Female) | 71.8% : 28.2% | 70.9% : 29.1% | 70.4% : 29.6% |
|                                                                       | Total Working in Japan                         | 3,529         | 3,546         | 3,538         |
|                                                                       | Total Working Overseas                         | 811           | 791           | 766           |
| Average Age<br>(Non-consolidated)* <sup>3</sup>                       |                                                | 42.3          | 42.4          | 42.5          |
|                                                                       | Male                                           | 43.3          | 43.5          | 43.6          |
|                                                                       | Female                                         | 39.6          | 39.7          | 40.1          |
| Average Length of Service<br>(Non-consolidated)* <sup>3</sup>         |                                                | 17.6          | 17.9          | 17.9          |
|                                                                       | Male                                           | 18.4          | 18.7          | 18.7          |
|                                                                       | Female                                         | 15.6          | 15.7          | 16.0          |
| Average Annual Salary per Individual (Non-consolidated)* <sup>3</sup> |                                                | ¥15,939,292   | ¥16,546,676   | ¥17,087,936   |

\*<sup>1</sup> : Total as of March 31.

\*<sup>2</sup> : The total number includes the number of Marubeni Corporation employees seconded to other companies and exclude secondees to Marubeni Corporation from other companies (as of March 31).

\*<sup>3</sup> : Marubeni Corporation Data (as of March 31).

## Number of Employees by Business Segment

|                                                   |                                               | FYE 3/2025 |
|---------------------------------------------------|-----------------------------------------------|------------|
| No. of Employees (Consolidated)* <sup>1</sup>     |                                               | 51,834     |
|                                                   | Lifestyle                                     | 7,503      |
|                                                   | Forest Products                               | 2,873      |
|                                                   | IT Solutions                                  | 8,325      |
|                                                   | Food- I                                       | 2,804      |
|                                                   | Food- II                                      | 4,484      |
|                                                   | Agri Business                                 | 7,482      |
|                                                   | Chemicals                                     | 1,547      |
|                                                   | Metals & Mineral Resources                    | 511        |
|                                                   | Energy                                        | 950        |
|                                                   | Power                                         | 2,024      |
|                                                   | Infrastructure Project                        | 655        |
|                                                   | Aerospace & Ship                              | 444        |
|                                                   | Finance, Leasing & Real Estate Business       | 1,101      |
|                                                   | Construction, Industrial Machinery & Mobility | 7,672      |
|                                                   | Next Generation Business Development          | 415        |
|                                                   | Next Generation Corporate Development         | 446        |
|                                                   | Other                                         | 2,598      |
| No. of Employees (Non-consolidated)* <sup>3</sup> |                                               | 4,304      |
|                                                   | Lifestyle                                     | 149        |
|                                                   | Forest Products                               | 167        |
|                                                   | IT Solutions                                  | 180        |
|                                                   | Food - I                                      | 210        |
|                                                   | Food- II                                      | 146        |
|                                                   | Agri Business                                 | 49         |
|                                                   | Chemicals                                     | 254        |
|                                                   | Metals & Mineral Resources                    | 256        |
|                                                   | Energy                                        | 228        |
|                                                   | Power                                         | 299        |
|                                                   | Infrastructure Project                        | 184        |
|                                                   | Aerospace & Ship                              | 128        |
|                                                   | Finance, Leasing & Real Estate Business       | 258        |
|                                                   | Construction, Industrial Machinery & Mobility | 188        |
|                                                   | Next Generation Business Development          | 89         |
|                                                   | Next Generation Corporate Development         | 15         |
|                                                   | Other                                         | 1,504      |

\*1 : Total as of March 31.

\*3 : Marubeni Corporation Data (as of March 31).

## Number of Employees by Position (Non-consolidated)

|                                                                                          |                                                | FYE 3/2023    | FYE 3/2024    | FYE 3/2025    |
|------------------------------------------------------------------------------------------|------------------------------------------------|---------------|---------------|---------------|
| No. of Full-time Employees <sup>*4</sup>                                                 |                                                | 4,076         | 4,061         | 4,010         |
|                                                                                          | Male                                           | 2,898         | 2,852         | 2,801         |
|                                                                                          | Female                                         | 1,178         | 1,209         | 1,209         |
|                                                                                          | Male and Female Percentages<br>(Male : Female) | 71.1% : 28.9% | 70.2% : 29.8% | 69.9% : 30.1% |
| No. of Employees in Management Positions <sup>*3</sup>                                   |                                                | 2,466         | 2,490         | 2,495         |
|                                                                                          | Male                                           | 2,263         | 2,267         | 2,255         |
|                                                                                          | Female                                         | 203           | 223           | 240           |
|                                                                                          | Male and Female Percentages<br>(Male : Female) | 91.8% : 8.2%  | 91.0% : 9.0%  | 90.4% : 9.6%  |
| No. of Employees in Management Positions (Dept. General Manager and Above) <sup>*3</sup> |                                                | 236           | 236           | 226           |
|                                                                                          | Male                                           | 233           | 232           | 222           |
|                                                                                          | Female                                         | 3             | 4             | 4             |
|                                                                                          | Male and Female Percentages<br>(Male : Female) | 98.7% : 1.3%  | 98.3% : 1.7%  | 98.2% : 1.8%  |

\*3 : Marubeni Corporation Data (as of March 31).

\*4 : Total for Marubeni Corporation (as of March 31). Due to the revision of the job classification system that was implemented in the fiscal year ended March 2025 which eliminated the previous job track classifications including the career track, the number of full-time employees has been retroactively updated for the fiscal year ended March 2024 and earlier. A full-time employee is an employee hired directly by Marubeni Corporation without a fixed contract period.

## Number of Directors, Audit & Supervisory Board Members, and Executive Officers

|                                                                   |                                                | FY 2023       | FY 2024       | FY 2025       |
|-------------------------------------------------------------------|------------------------------------------------|---------------|---------------|---------------|
| No. of Directors, Audit & Supervisory Board Members <sup>*5</sup> |                                                | 15            | 15            | 16            |
|                                                                   | Male                                           | 13            | 11            | 11            |
|                                                                   | Female                                         | 2             | 4             | 5             |
|                                                                   | Male and Female Percentages<br>(Male : Female) | 86.7% : 13.3% | 73.3% : 26.7% | 68.8% : 31.3% |
| No. of Executive Officers <sup>*5</sup>                           |                                                | 40            | 41            | 41            |
|                                                                   | Male                                           | 40            | 41            | 40            |
|                                                                   | Female                                         | 0             | 0             | 1             |
|                                                                   | Male and Female Percentages<br>(Male : Female) | 100.0% : 0.0% | 100.0% : 0.0% | 97.6% : 2.4%  |

\*5 : Marubeni Corporation Data. The figures for each year reflect the organization after the conclusion of the Ordinary General Meeting of Shareholders and Board of Directors' Meeting in June of the respective year.

## Hiring and Turnover

### Number of Hires<sup>\*6</sup>

|                                                                                               |                                             | FYE 3/2023    | FYE 3/2024    | FYE 3/2025    |
|-----------------------------------------------------------------------------------------------|---------------------------------------------|---------------|---------------|---------------|
| No. of New Hires (College Graduates + Mid-career Hires)                                       |                                             | 157           | 157           | 124           |
|                                                                                               | Male                                        | 95            | 90            | 85            |
|                                                                                               | Female                                      | 62            | 67            | 39            |
|                                                                                               | Male and Female Percentages (Male : Female) | 60.5% : 39.5% | 57.3% : 42.7% | 68.5% : 31.5% |
| No. of College Graduates                                                                      |                                             | 123           | 114           | 77            |
|                                                                                               | Male                                        | 65            | 57            | 44            |
|                                                                                               | Female                                      | 58            | 57            | 33            |
|                                                                                               | Male and Female Percentages (Male : Female) | 52.8% : 47.2% | 50.0% : 50.0% | 57.1% : 42.9% |
| No. of Mid-career Hires                                                                       |                                             | 34            | 43            | 47            |
|                                                                                               | Male                                        | 30            | 33            | 41            |
|                                                                                               | Female                                      | 4             | 10            | 6             |
|                                                                                               | Male and Female Percentages (Male : Female) | 88.2% : 11.8% | 76.7% : 23.3% | 87.2% : 12.8% |
| Percentages for College Graduates and Mid-career Hires (College Graduates : Mid-career Hires) |                                             | 78.3% : 21.7% | 72.6% : 27.4% | 62.1% : 37.9% |

\*6 : Marubeni Corporation Data.

### Number of Employees by Hiring Classification<sup>\*3</sup>

|                            |                                                                                                                        | FYE 3/2023           | FYE 3/2024           | FYE 3/2025           |
|----------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|
| No. of Full-time Employees |                                                                                                                        | 4,076                | 4,061                | 4,010                |
|                            | No. of College Graduates                                                                                               | 3,441                | 3,409                | 3,337                |
|                            | No. of Mid-career Hires <sup>*7</sup>                                                                                  | 581                  | 600                  | 628                  |
|                            | No. of Other Type                                                                                                      | 54                   | 52                   | 45                   |
|                            | Percentages for College Graduates, Mid-career Hires and Other Type (College Graduates : Mid-career Hires : Other Type) | 84.4% : 14.3% : 1.3% | 83.9% : 14.8% : 1.3% | 83.2% : 15.7% : 1.1% |

\*3 : Marubeni Corporation Data (as of March 31).

\*7 : Including those who were hired as full-time employees after transitioning from dispatch workers.

## Turnover Rate and Voluntary Turnover Rate<sup>\*6</sup>

|                         |        | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-------------------------|--------|------------|------------|------------|
| Turnover Rate           |        | 2.8%       | 2.8%       | 3.0%       |
|                         | Male   | 3.4%       | 2.9%       | 3.4%       |
|                         | Female | 1.4%       | 2.6%       | 2.0%       |
| Voluntary Turnover Rate |        | 1.3%       | 1.5%       | 1.3%       |
|                         | Male   | 1.5%       | 1.4%       | 1.4%       |
|                         | Female | 0.8%       | 1.8%       | 1.3%       |

\*6 : Marubeni Corporation Data.

## Diversity Management

### Gender Pay Differential<sup>\*3</sup>

|               |                      | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|---------------|----------------------|------------|------------|------------|
| All Employees |                      | 60.2%      | 60.2%      | 61.7%      |
|               | Full-time Employees  | 60.4%      | 60.5%      | 62.0%      |
|               | Contingent Employees | 41.8%      | 39.8%      | 42.3%      |

\*3 : Total for Marubeni Corporation (as of March 31).

### Sponsoring Female Employees for External Executive Development Programs

|              | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|--------------|------------|------------|------------|
| Total Number | 10         | 15         | 15         |



## Marubeni Global Mobility Program

|                     |                              | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|---------------------|------------------------------|------------|------------|------------|
| Number of Secondees |                              | 7          | 12         | 21         |
|                     | Americas                     | 0          | 0          | 0          |
|                     | Europe                       | 2          | 0          | 0          |
|                     | Africa                       | 0          | 0          | 0          |
|                     | Middle East and Central Asia | 0          | 0          | 0          |
|                     | ASEAN and Southwest Asia     | 0          | 2          | 8          |
|                     | China                        | 3          | 8          | 9          |
|                     | East Asia                    | 2          | 2          | 4          |
|                     | Oceania                      | 0          | 0          | 0          |

## Employment Rate of People with Disabilities

|                                               | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-----------------------------------------------|------------|------------|------------|
| Employment Rate of People with Disabilities*8 | 2.57%      | 2.73%      | 2.97%      |

\*8 : The percentage is the combined total for Marubeni Corporation and its certified special subsidiary company, Marubeni Office Support Corporation (as of March 1).

## Work-Life Management

### Working Hours and Leave

|                                               | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-----------------------------------------------|------------|------------|------------|
| Average Total Actual Working Hours per Year*6 | 2,055.1    | 2,032.2    | 2,006.3    |
| Average Overtime Hours per Month*6            | 18.4       | 17.3       | 15.8       |
| Use of Annual Paid Leave (%)*6                | 55.0%      | 60.3%      | 71.1%      |

\*6 : Marubeni Corporation Data.

## Childcare-related Support Systems

|                                                                                 |        | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|---------------------------------------------------------------------------------|--------|------------|------------|------------|
| Number of Employees Taking Spouse Childbirth Leave                              |        | 15         | 33         | 17         |
| Number of Employees Taking Childcare Leave <sup>*9</sup>                        |        | 129        | 147        | 163        |
|                                                                                 | Male   | 59         | 88         | 99         |
|                                                                                 | Female | 70         | 59         | 64         |
| Childcare Leave Usage Rate                                                      |        | 81.6%      | 85.4%      | 95.1%      |
|                                                                                 | Male   | 66.7%      | 79.3%      | 95.0%      |
|                                                                                 | Female | 100%       | 95.5%      | 95.2%      |
| Return to Work Rate (Following Childcare Leave) <sup>*10</sup>                  |        | 98.0%      | 97.2%      | 98.6%      |
|                                                                                 | Male   | 100%       | 100%       | 100%       |
|                                                                                 | Female | 95.3%      | 93.0%      | 95.5%      |
| Number of Employees Taking Shortened Working Hours for Childcare <sup>*11</sup> |        | 101        | 120        | 125        |
|                                                                                 | Male   | 1          | 2          | 2          |
|                                                                                 | Female | 100        | 118        | 123        |
| Number of Employees Taking Nursing Care Leave for Children                      |        | 115        | 123        | 128        |
|                                                                                 | Male   | 28         | 29         | 33         |
|                                                                                 | Female | 87         | 94         | 95         |
| Number of Employees Taking Leave for Children's School Events <sup>*12</sup>    |        | 140        | 109        | 125        |
|                                                                                 | Male   | 42         | 28         | 46         |
|                                                                                 | Female | 98         | 81         | 79         |

\*9 : Marubeni Corporation Data. Represents the number of employees who began taking leave during the respective fiscal year. Note that childcare leave taken within 8 weeks after childbirth ("Postpartum Paternity Leave") and subsequent childcare leave are each counted as one person.

\*10 : Marubeni Corporation Data. Indicates the percentage of employees who returned to work among those who completed childcare leave during the respective fiscal year.

\*11 : Marubeni Corporation Data. Represents the number of users during the respective fiscal year.

\*12 : Marubeni Corporation Data. Represents the number of employees who took Family Support Leave specifically for school events.

## Family Care-related Support Systems

|                                                                                  |        | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|----------------------------------------------------------------------------------|--------|------------|------------|------------|
| No. of Employees Who Took Paid Family Care Leave <sup>*13</sup>                  |        | 52         | 53         | 56         |
|                                                                                  | Male   | 20         | 14         | 24         |
|                                                                                  | Female | 32         | 39         | 32         |
| No. of Employees Who Took Family Care Leave <sup>*13</sup>                       |        | 0          | 2          | 0          |
|                                                                                  | Male   | 0          | 1          | 0          |
|                                                                                  | Female | 0          | 1          | 0          |
| No. of Employees Who Took Shortened Work Hours Due to Family Care <sup>*11</sup> |        | 0          | 0          | 2          |
|                                                                                  | Male   | 0          | 0          | 0          |
|                                                                                  | Female | 0          | 0          | 2          |

\*11 : Marubeni Corporation Data. Represents the number of users during the respective fiscal year.

\*13 : Marubeni Corporation Data. Represents the number of employees who began taking leave during the respective fiscal year.

## Other Support Systems<sup>\*11</sup>

|                                                                        | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|------------------------------------------------------------------------|------------|------------|------------|
| Number of Employees Using Family Remote Support Program <sup>*14</sup> | -          | -          | 4          |
| Number of Employees Using Leave for Spouse Relocation                  | 9          | 21         | 19         |
| Number of Employees Using the Re-hiring Policy for Spouse Relocation   | 1          | 5          | 5          |

\*11 : Marubeni Corporation Data. Represents the number of users during the respective fiscal year.

\*14 : Implemented from the fiscal year ended March 2025.

## Human Capital / Organizational Development

### Human Capital Development Time and Costs<sup>\*15</sup>

|                                                                 | FYE 3/2023        | FYE 3/2024        | FYE 3/2025        |
|-----------------------------------------------------------------|-------------------|-------------------|-------------------|
| Number of Participants Trained Per Year                         | 43,320            | 56,994            | 65,004            |
| Total Number of Training Days Per Year                          | 27,029            | 29,237            | 28,445            |
| Total Number of Training Hours Per Year                         | 196,000           | 211,968           | 206,229           |
| Annual Training Hours (Days) Per Employee <sup>*16</sup>        | 46hours (6.3days) | 49hours (6.8days) | 48hours (6.7days) |
| Average Training and Education Cost Per Employee <sup>*17</sup> | -                 | -                 | ¥311,528          |

\*15 : In addition to training programs held by the Human Resources Department, training programs provided by Corporate Staff Departments or Business Groups and company-wide e-learning programs are also included in the above aggregated data.

\*16 : The calculation method has been changed starting from the fiscal year ended March 2025. Figures for the fiscal year ended March 2024 and earlier are based on the previous method.

\*17 : Calculation began with the figures for the fiscal year ended March 2025.

### Training Results (Number of Employees) by Employee Classification

|                                                 | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-------------------------------------------------|------------|------------|------------|
| General Training / Onboarding for New Employees | 127        | 116        | 78         |
| Follow Up Training for Mid-career Hires         | 22         | 34         | 46         |
| Step Up Training                                | 76         | 87         | 97         |
| Career Development Program for Senior Employees | 89         | 138        | 120        |
| Management Promotion Training <sup>*14</sup>    | -          | -          | 93         |
| Coaching Skills Enhancement Training            | 40         | 28         | 84         |
| Training for New Section GMs                    | 61         | 81         | 68         |
| Training for New Dept. GMs                      | 24         | 20         | 25         |
| Training for New Executive Officers             | 8          | 8          | 7          |
| Triangle Mentorship Program                     | 320        | 290        | 240        |

\*14 : Implemented from the fiscal year ended March 2025.

## Upskilling / Reskilling Training Results (Number of Employees)

|                                                  | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|--------------------------------------------------|------------|------------|------------|
| Basic Practical Training                         | 154        | 149        | 459        |
| Training for Recruitment Interviewers            | 248        | 410        | 441        |
| External Online Learning Programs <sup>*18</sup> | -          | -          | 1,852      |

\*18 : Implemented through e-learning from the fiscal year ended March 2025. The number refers to the total number of participants.

## Executive Training Results (Number of Employees)

|                                                                              | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|------------------------------------------------------------------------------|------------|------------|------------|
| Next Generation Executive Development Program "LEAD"                         | 10         | 10         | 10         |
| Internal MBA Program "Marubeni Master Course"                                | 21         | 27         | 24         |
| Assigning to Domestic and Overseas Business Schools                          | 21         | 18         | 30         |
| Assigning to External Management Development Programs (for Female Employees) | 10         | 15         | 15         |
| Executive Coaching <sup>*14</sup>                                            | -          | -          | 7          |

\*14 : Implemented from the fiscal year ended March 2025.

## Global-based Training Results (Number of Employees)

|                                                               | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|---------------------------------------------------------------|------------|------------|------------|
| Language Training Programs                                    | 33         | 41         | 51         |
| Overseas HR Management and Compliance Training <sup>*19</sup> | 329        | 307        | 465        |

\*19 : The Overseas HR Management and Compliance Training consists of multiple courses, the number refers to the total number of participants.

## Internal Certifications for Digital Talent

|                               | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-------------------------------|------------|------------|------------|
| Number of Certified Employees | 242        | 572        | 738        |

## Open Innovation<sup>\*20</sup>

|                                                             | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-------------------------------------------------------------|------------|------------|------------|
| Number of Crossvalue Coin Awards Granted                    | 586        | 575        | 669        |
| Number of Crossvalue Coins Awarded                          | 2,763      | 2,500      | 2,399      |
| Number of Registered M-Alumni (Marubeni Corporation Alumni) | 97         | 246        | 393        |

\*20 : For details on each initiative, please refer to the HR Management page.

## Employee Engagement

|                                                                                                              | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|--------------------------------------------------------------------------------------------------------------|------------|------------|------------|
| Engagement Survey Score (Deviation Score) <sup>*21</sup>                                                     | 59.1       | 61.2       | 62.4       |
| Ratio of Organizations with High Engagement Scores                                                           | 52%        | 54%        | 65%        |
| Regarding Opportunities to Realize One's Own Career Ambitions (Affirmative Response Ratio)                   | 56%        | 60%        | 61%        |
| Regarding A Work Environment that Makes Work-life Management Possible (Affirmative Response Ratio)           | 58%        | 58%        | 64%        |
| Regarding Enhancing Systems and Measures for Health Maintenance and Improvement (Affirmative Response Ratio) | 54%        | 57%        | 63%        |

\*21 : The engagement score (deviation score) reflects conditions in the organization. A deviation score of 50 is the average for companies that use services provided by Link and Motivation Inc.

## Employee Awareness Towards Taking Part in Company Management

### Employee Stock Ownership Program

|                 | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-----------------|------------|------------|------------|
| Enrollment Rate | 86.0%      | 94.5%      | 95.9%      |

## Health and Productivity Management

### Marubeni Health Project Indicators

|                                                 | Goal                          | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|-------------------------------------------------|-------------------------------|------------|------------|------------|
| Regular Health Checkup Rate (Japan)             | 100% Each Fiscal Year         | 100%       | 100%       | 100%       |
| Regular Health Checkup Rate (Overseas)          | 100% Each Fiscal Year         | 99.7%      | 98.3%      | 98.9%      |
| Rate of Employees Undergoing Stress Check Tests | 90% or Above Each Fiscal Year | 95.5%      | 96.5%      | 98.1%      |

### Indicators for Health and Productivity Management<sup>\*3</sup>

|                                                                                          | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|------------------------------------------------------------------------------------------|------------|------------|------------|
| Ratio of Employees Undertaking a Detailed Checkup after Their Regular Health Examination | 66.0%      | 60.6%      | 61.0%      |
| Ratio of Employees Maintaining an Appropriate Weight <sup>*22</sup>                      | 68.3%      | 68.5%      | 68.1%      |
| Ratio of Employees Having a Regular Exercise Habit <sup>*23</sup>                        | 38.4%      | 38.3%      | 38.5%      |
| Ratio of Employees with High Stress                                                      | 8.7%       | 8.8%       | 7.7%       |
| Employee Performance (Presenteeism) <sup>*24</sup>                                       | 82.1%      | 82.3%      | 82.8%      |
| Days Absent from Work Due to Health Problems (Sick Leave) (Absenteeism) <sup>*25</sup>   | 1.7        | 1.6        | 1.2        |
| Work Engagement <sup>*26</sup>                                                           | 75%        | 77%        | 74%        |

<sup>\*3</sup> : Marubeni Corporation Data (as of March 31).

<sup>\*22</sup> : Individuals with a BMI of 18.5 to 24.9.

<sup>\*23</sup> : Percentage of individuals who answered “yes” to the following question on the health checkup questionnaire: “Do you engage in exercise that makes you sweat lightly for at least 30 minutes per session, at least twice a week, for more than a year?”

<sup>\*24</sup> : Average response to the University of Tokyo's single-item stress check “Please evaluate your work performance over the past four weeks, assuming your performance is at 100% when you are not ill or injured.” Approximately 4,000 individuals were surveyed (response rate of 96.5%). This measurement started from the fiscal year ended March 2023 to assess presenteeism.

<sup>\*25</sup> : Average number of days of leave due to injury or illness (including temporary leave of absence and absenteeism) for employees based in Japan.

<sup>\*26</sup> : Until the fiscal year ended March 2024, the affirmative response rate to the work engagement question “I find my work meaningful” on the stress check. From the fiscal year ended March 2025, the affirmative response rate to two questions: “Do you feel energized while working?” and “Do you take pride in your work?” From the fiscal year ended March 2026, an engagement survey to measure satisfaction with the working environment was conducted, and this fiscal year, approx. 2,400 participants participated with a response rate of 98.3% and an affirmative response rate of 73%.

## Occupational Health and Safety

### Performance Management for Occupational Health and Safety<sup>\*27</sup>

|                                                                                            | Goal | FYE 3/2023 | FYE 3/2024 | FYE 3/2025 |
|--------------------------------------------------------------------------------------------|------|------------|------------|------------|
| Lost-time Injuries Frequency Rate <sup>*28</sup>                                           | 0    | 0          | 0          | 0          |
| Lost-time Injuries Severity Rate <sup>*29</sup>                                            | 0    | 0          | 0          | 0          |
| Average Annual Working Days Lost Per Case <sup>*30</sup>                                   | 0    | 0          | 0          | 0          |
| Occupational Illness Frequency Rate <sup>*31</sup>                                         | 0    | 0          | 0          | 0          |
| No. of Occupational Accident or Incidents Leading to Injuries or Fatalities <sup>*32</sup> | 0    | 1          | 2          | 0          |
| No. of Fatal Occupational Accidents                                                        | 0    | 0          | 0          | 0          |

<sup>\*27</sup> : Marubeni Corporation Data. The results of the “Survey on Occupational Accidents Trend (2024)” conducted by the Ministry of Health, Labour and Welfare are used as a benchmark.

<sup>\*28</sup> : Marubeni Corporation Data. The LTIFR is the frequency rate of occupational injury cases that result in one or more days of employee absence. Lost-time injuries frequency rate=Lost-time injuries/Total working hours×1 million.

<sup>\*29</sup> : Number of lost workdays per 1,000 of actual working hours. This represents the severity of accidents (severity rate = total lost workdays / total actual working hours×1,000).

<sup>\*30</sup> : Total lost workdays due to occupational accidents divided by the number of casualties.

<sup>\*31</sup> : Frequency of occupational diseases per million of actual working hours. Occupational disease rate = number of occupational disease cases / total actual working hours × 1,000,000.

<sup>\*32</sup> : Workers with occupational accidents who did not take time off are also included.