

Financial Results for the Fiscal Year Ended March 31, 2026

18 May 2026



Agenda

1. FY2025 Summary of Consolidated Financial Results

2. FY2026 Summary of Consolidated Financial Forecasts

3. FY2025-2027 Medium-term Business Plan Initiatives

4. Shareholder Returns

5. About Marubun

1. FY2025 Summary of Consolidated Financial Results

FY2025 Summary of Consolidated Financial Results

| (Millions of Yen) | FY2025 | | FY2026 | | | YoY Changes | Compared to forecast |
|--------------------------------------|---------|-------------------|-----------------|----------------|-------------------|--------------------|----------------------|
| | Actual | Composition Ratio | Forecast (11/4) | Actual | Composition Ratio | | |
| Net Sales | 210,837 | — | 210,000 | 213,425 | — | +2,587 (+1.2%) | +3,425 (+1.6%) |
| Gross Profit | 26,223 | 12.4% | 24,000 | 24,701 | 11.6% | -1,521 (-5.8%) | +701 (+2.9%) |
| SG&A expenses | 17,068 | 8.1% | 17,000 | 16,938 | 7.9% | -130 (-0.8%) | -61 (-0.4%) |
| Operating profit | 9,155 | 4.3% | 7,000 | 7,763 | 3.6% | -1,391 (△15.2%) | +763 (+10.9%) |
| Ordinary profit | 6,541 | 3.1% | 5,000 | 4,218 | 2.0% | -2,322 (-35.5%) | -781 (-15.6%) |
| Profit attribute to owners of parent | 4,409 | 2.1% | 3,000 | 3,303 | 1.6% | -1,105 (-25.1%) | +303 (+10.1%) |

- ▶ Net sales increased as robust demand for mobility and consumer equipment offset the sluggish demand for industrial equipment, and strong growth in demand in the satellite-related fields in the Electronic Systems Business drove overall improvement in performance.
- ▶ Gross profit decreased due to changes in the product mix and a decrease in agency transactions.
- ▶ Ordinary profit and net income decreased due to the recording of foreign exchange losses (1.8 billion yen) resulting from the ongoing yen depreciation towards the end of the fiscal year.

(*) Refer to “Mechanism of Accounting Recognition for FX Gains/Losses under J-GAAP” for foreign exchange gains/losses. Unrecognized and unrealized valuation gains in the inventories for the end of this fiscal year (profit to be realized by recording net sales for the next fiscal year and beyond) is estimated to be equivalent to 2.1 billion yen.

* From the first quarter of the fiscal year ended March 31, 2026, we have made changes to the evaluation method of inventories. Figures for the corresponding period of the previous fiscal year have been retroactively adjusted for comparison and analysis.

FY2025 Performance Summary by Business

Electronic Devices Business

| (Millions of Yen) | FY2024 | FY2025 | YoY Changes |
|-------------------|---------|----------------|--------------------|
| Net sales | 150,525 | 152,245 | +1,719 (+1.1%) |
| Ordinary Profit | 2,965 | 562 | -2,403 (-81.0%) |

► Net sales increased due to boosted demand for semiconductors for mobility and consumer equipment. On the other hand, profit decreased due to reduced agency transactions and the fluctuation of foreign exchange.

Electronic Systems Business

| (Millions of Yen) | FY2024 | FY2025 | YoY Changes |
|-------------------|--------|---------------|-------------------|
| Net sales | 57,336 | 58,623 | +1,287 (+2.2%) |
| Ordinary Profit | 3,342 | 3,670 | +328 (+9.8%) |

► Net sales and profit increased due to significant growth in space & defense equipment, such as high-reliability components for satellites, against a backdrop of expanding space & defense-related markets.

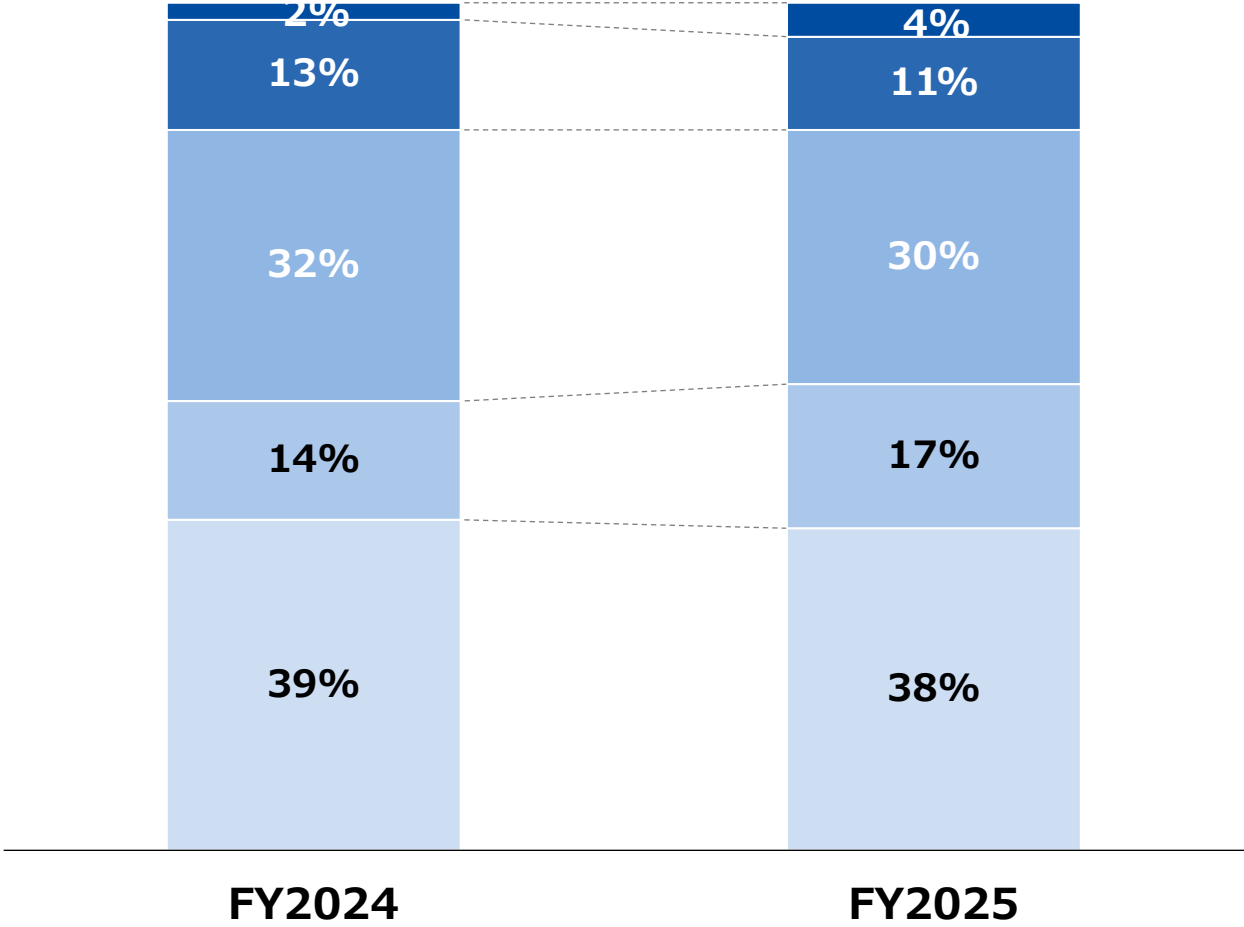
Entrepreneur Business

| (Millions of Yen) | FY2024 | FY2025 | YoY Changes |
|-------------------|--------|--------------|------------------|
| Net sales | 2,975 | 2,556 | -419 (-14.1%) |
| Ordinary Loss | 231 | (14) | -245 (-) |

► Net sales and profit declined due to reduced demand for time synchronization systems for communication infrastructure and software products.

* From the first quarter of the fiscal year ended March 31, 2026, we have made changes to the evaluation method of inventories. Figures for the corresponding period of the previous fiscal year have been retroactively adjusted for comparison and analysis.

FY2025 Net Sales Breakdown by Product Category

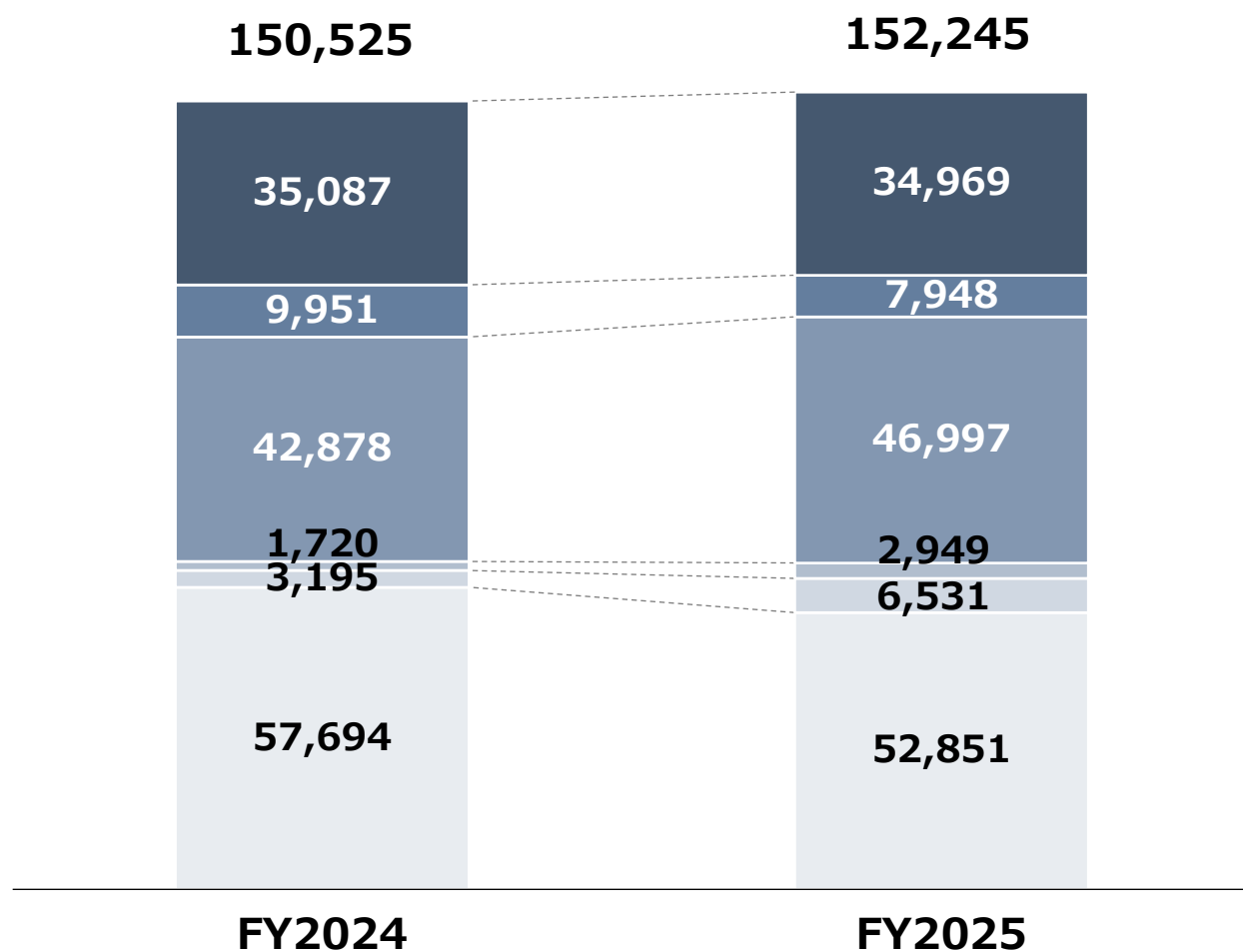


| Reason for Changes | |
|--|--|
| <div><div></div><div>Aerospace/Defense (+2pt)</div></div> | <div>The sales composition ratio increased due to solid demand for space & defense equipment.</div> |
| <div><div></div><div>Medical/Healthcare (-2pt)</div></div> | <div>The sales composition ratio decreased due to reduced demand for medical equipment field.</div> |
| <div><div></div><div>Industrial Equipment (-2pt)</div></div> | <div>The sales composition ratio decreased due to continued inventory adjustments.</div> |
| <div><div></div><div>Mobility (+3pt)</div></div> | <div>The sales composition ratio significantly increased due to the expansion of our business domains.</div> |
| <div><div></div><div>Consumer Equipment (-1pt)</div></div> | <div>The sales composition experienced a relative decrease, despite an increase in sales</div> |

*From the fiscal year ended March 31, 2026, we have made changes to the disclosure of the net sales breakdown by product category from “Electronic Devices Business” alone to a “consolidation” basis.

FY2025 Electronic Devices Business Net Sales Breakdown by Product Category

(Millions of Yen)



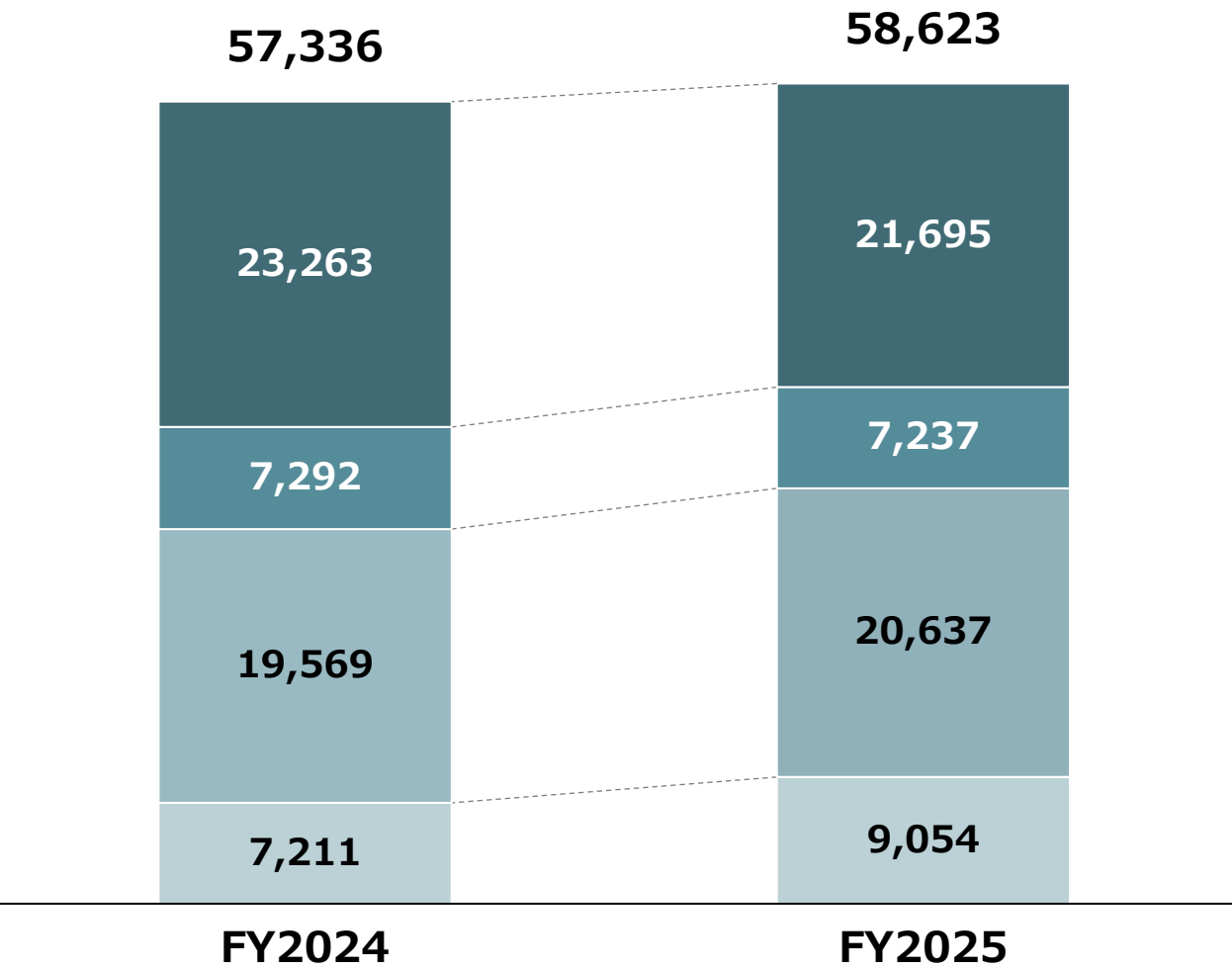
| Reasons for changes | |
|---------------------|--|
| ■ | Electronic Components (-118/-0.3%) – Flat year-on-year |
| ■ | Custom IC (-2,003/-20.1%) – Decrease in industrial equipment |
| ■ | Special-Use IC (+4,119/+9.6%) – Increase in mobility |
| ■ | Micro-Processor (+1,229/71.4%) – Decrease in industrial equipment and increase in mobility |
| ■ | Memory IC (+3,336/+104.4%) – Increase in consumer equipment and mobility |
| ■ | Analog IC (-4,843/-8.4%) – Decrease in industrial equipment |

* The segment composition has been changed from the fiscal year ended March 31, 2026.

Figures for the fiscal year ended March 31, 2025 have been retroactively adjusted for comparison and analysis.

FY2025 Electronic Systems Business Net Sales Breakdown by Product Category

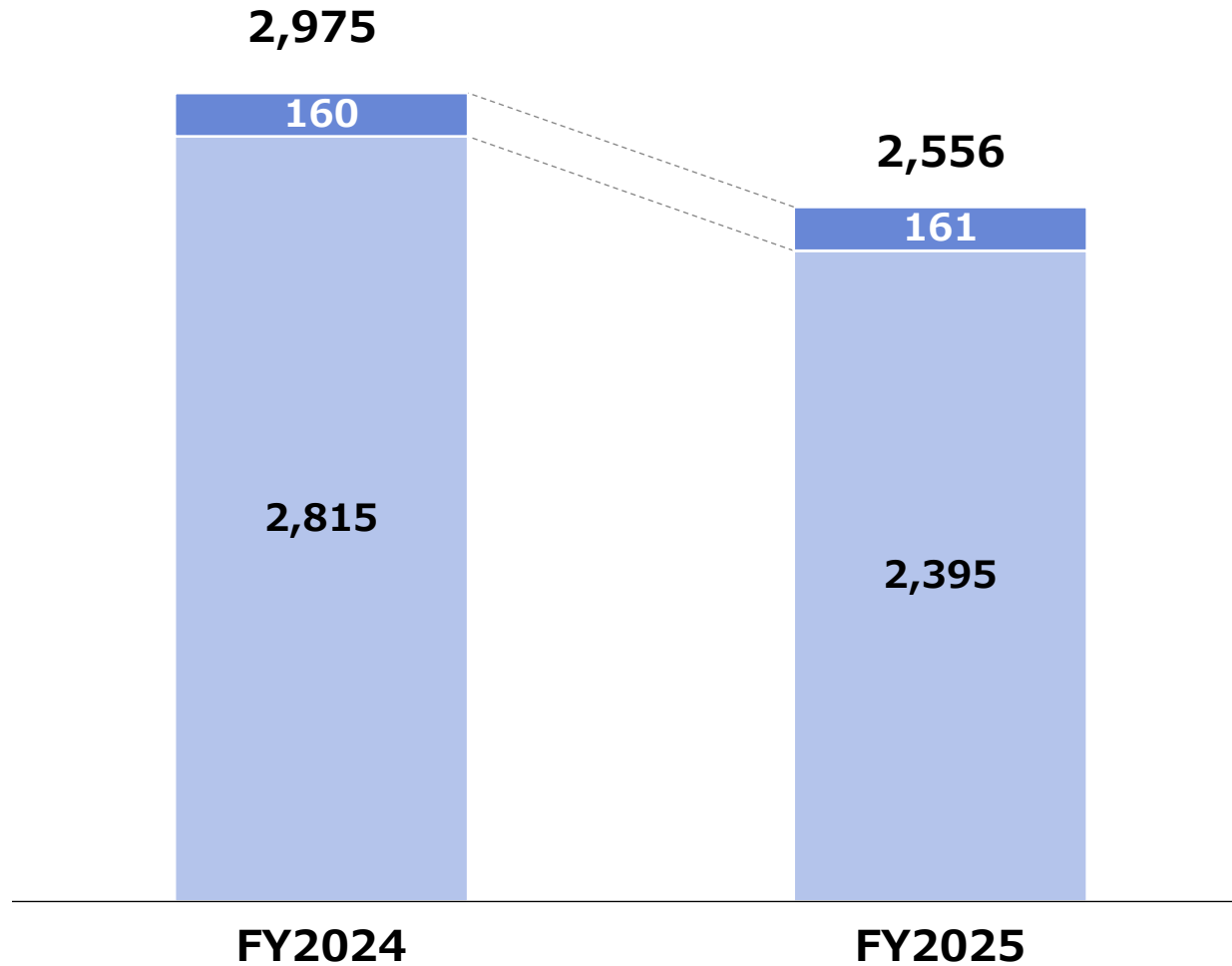
(Millions of Yen)



| Reasons for changes | |
|---|---|
| Medical Equipment (-1,568/-6.7%) | – Decrease in radiation therapy equipment |
| Laser Equipment (-55/-0.7%) | – Flat year-on-year |
| Industrial Equipment (+1,068/+5.5%) | – Increase in electronic components assembly, inspection and analysis equipment |
| Space & Defense Electronics (+1,844/+25.6%) | – Increase in high-reliability components for satellites |

FY2025 Entrepreneur Business Net Sales Breakdown by Product Category

(Millions of Yen)



Reasons for changes

- AI · Robotics (+1/+0.5%)**
 - Flat year-on-year
- ICT Solution (-420/-14.9)**
 - Decrease in time synchronization systems and software products

* The segment composition has been changed from the fiscal year ended March 31, 2026.
Figures for the fiscal year ended March 31, 2025 have been retroactively adjusted for comparison and analysis.

FY2025 Summary of Balance Sheets

| (Millions of Yen) | FY2024 | FY2025 | Changes Amount |
|---------------------------------------|----------------|----------------|----------------|
| Total assets | 145,173 | 145,001 | -172 |
| Current assets | 130,607 | 129,298 | -1,308 |
| Cash and deposits | 24,246 | 24,735 | +489 |
| Notes and accounts receivable – trade | 52,313 | 53,961 | +1,648 |
| Merchandise and finished goods | 49,558 | 43,440 | -6,118 |
| Other current assets | 4,488 | 7,161 | +2,672 |
| Noncurrent assets | 14,566 | 15,702 | +1,136 |
| Total liabilities | 84,390 | 82,211 | -2,179 |
| Current liabilities | 79,222 | 76,137 | -3,084 |
| Notes and accounts payable - trade | 25,593 | 25,751 | +158 |
| Short-term borrowings | 46,360 | 44,766 | -1,594 |
| Other current liabilities | 7,267 | 5,619 | -1,648 |
| Non-current liabilities | 5,168 | 6,074 | +905 |
| Total net assets | 60,782 | 62,790 | +2,007 |

- ▶ Total assets decreased by 0.1 billion yen compared to the end of the previous fiscal year. This includes an increase of 1.6 billion yen in notes and accounts receivable-trade, following the increase in net sales, and an increase of 2.6 billion yen in other current assets, while there was a decrease of 6.1 billion yen in merchandise and finished goods.
- ▶ Total liabilities decreased by 2.1 billion yen compared to the end of the previous fiscal year. This includes a decrease of 1.5 billion yen in short-term borrowings due to enhanced efficiency of working capital, and a decrease of 1.6 billion yen in other current liabilities.
- ▶ Total net assets increased by 2.0 billion yen.

<Reference>

Mechanism of Accounting Recognition for FX Gains/Losses under J-GAAP

▶ I. Our policy for addressing FX (foreign exchange) risk

- Since the majority of our purchases are denominated in US dollars (USD), we employ a "natural hedge" method for our corresponding sales denominated in USD, thereby conversion to Japanese yen (JPY) not taking place, while we adopt a "forward contract hedge" method for our sales denominated in JPY.

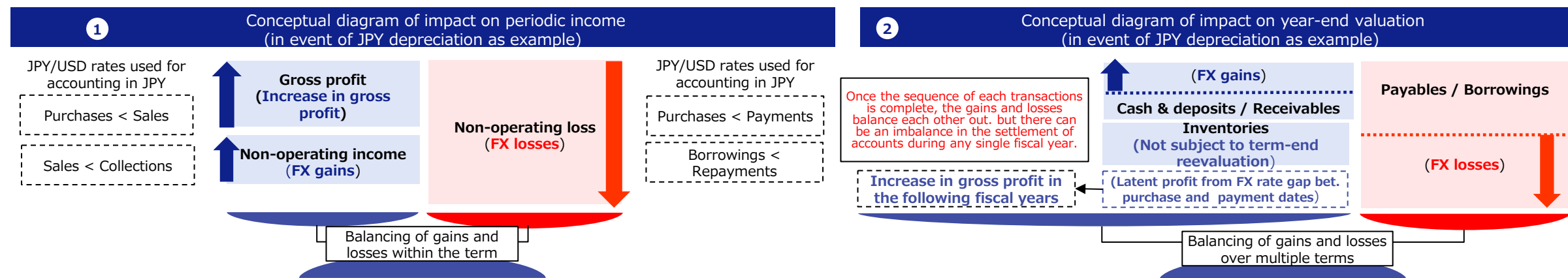
(1) Sales denominated in US dollars

The terms of the "sequence of each transaction" from purchase/payment to sales/collection, as well as the corresponding assets and the liabilities, are all denominated in US dollars, and upon our sales, we generate profit in US dollars on each such transaction.

(2) Sales denominated in Japanese yen

For each transaction detail, we enter into an FX forward contract to fix payable obligations in JPY, and upon our sales we generate profit in JPY on each such transaction.

▶ II. Accounting impact of FX fluctuation in case of natural hedge (for transactions with both buys and sells denominated in USD)



- Since we execute the "sequence of transactions" constantly in USD and therefore generate profits (by way of cash) also in USD, our cashflows along the way through to realization of economic profits are not impacted by FX fluctuations; however, there may be a nominal impact on term profits and year-end valuations when recorded/presented in JPY (as under J-GAAP).

(1) Impact on profit for the current period

See figure above on the left. Since we account for FX rate differences in the "sequence of transactions" under gross profit and/or FX gains/losses, when the transactions denominated in US dollars are presented in Japanese yen, there may be some cross accounting entries separately under "increase/decrease in gross profit" and "increase/decrease in FX gains/losses." However, net gains and losses should always balance each other out within the same accounting period.

(2) Impact on year-end reevaluation

See figure above on the right. Cash & deposits, trade receivables, inventories, trade payables and borrowings recognized in the "series of transactions" maintain balance of values in USD terms. For each account item, we conduct term-end reevaluation using the USD/JPY spot rate determined at each end of accounting periods"; however, for inventories account only, especially in the event of yen depreciation, we conservatively do not reevaluate nor mark-to-market the inventory values using the term end rate (at relatively lower yen), and rather maintain the original (or lower) value based on the FX rate referenced when the inventories were earlier purchased (at relatively higher yen). Therefore, in JPY terms, the assets and liabilities may lose its balance at the end of financial terms, and FX gains/losses may be once accounted for. The temporary difference may be regarded as unrecognized valuation gains in the inventories, and such unrecognized gains on inventories are expected to push up future gross profits as such inventories are sold in the following fiscal years.

→ To the contrary, in the case of yen appreciation toward the term ends, there will, in principle, be reverse effects as explained above. However, the inventory valuation difference may *not* appear in the same accounting period, when inventory accounting of "lower of cost or market (LCM) method" is to be applied, in accordance with accounting guidelines and then FX rate levels.

2. FY2026 Summary of Consolidated Financial Forecasts

FY2026 Summary of Consolidated Financial Forecasts

| (Millions of Yen) | FY2025 | | FY2026 | | YoY Changes |
|---|---------|-------------------|-----------|-------------------|--------------------|
| | Results | Composition Ratio | Forecasts | Composition Ratio | |
| Net sales | 213,425 | — | 225,000 | — | +11,574 (+5.4%) |
| Gross profit | 24,701 | 11.6% | 25,800 | 11.5% | +1,098 (+4.4%) |
| SG&A expenses | 16,938 | 7.9% | 18,000 | 8.0% | +1,061 (+6.3%) |
| Operating profit | 7,763 | 3.6% | 7,800 | 3.5% | +36 (+0.5%) |
| Ordinary profit | 4,218 | 2.0% | 6,000 | 2.7% | +1,781 (+42.2%) |
| Profit attributable to owners of parent | 3,303 | 1.5% | 4,000 | 1.8% | +696 (+21.1%) |

* Assumed exchange rate for the fiscal year ending March 2027: 150 JPY/USD

- ▶ Net sales are expected to increase due to higher demand for space & defense equipment and medical equipment in the Electronics Systems Business.
- ▶ SG&A expenses are expected to increase due to an increase in personnel expenses and facility-related expenses.
- ▶ Operating profit is expected to be flat year-on-year, following the increase in SG&A expenses.
- ▶ Ordinary profit is expected to increase on the assumption of no foreign exchange gains or losses.
- ▶ Net income is also expected to increase.

FY2026 Summary of Business Forecast by Business Segment

Electronic Devices Business

| (Millions of Yen) | FY2025 | FY2026 | YoY Changes |
|-------------------|---------|----------------|---------------------|
| Net sales | 152,245 | 152,000 | -245 (-0.2%) |
| Ordinary Profit | 562 | 1,900 | +1,337 (+237.9%) |

- ▶ Net sales are expected to remain solid at almost the same level as the previous fiscal year. Ordinary profit is expected to increase on the assumption of balanced foreign exchange gains and losses.

Electronic Systems Business

| (Millions of Yen) | FY2025 | FY2026 | YoY Changes |
|-------------------|--------|---------------|---------------------|
| Net sales | 58,623 | 69,000 | +10,376 (+17.7%) |
| Ordinary Profit | 3,670 | 3,800 | +129 (+3.5%) |

- ▶ Net sales and profit are expected to increase compared to the previous fiscal year, due to solid demand for the space & defense-related and medical-related equipment.

Entrepreneur Business

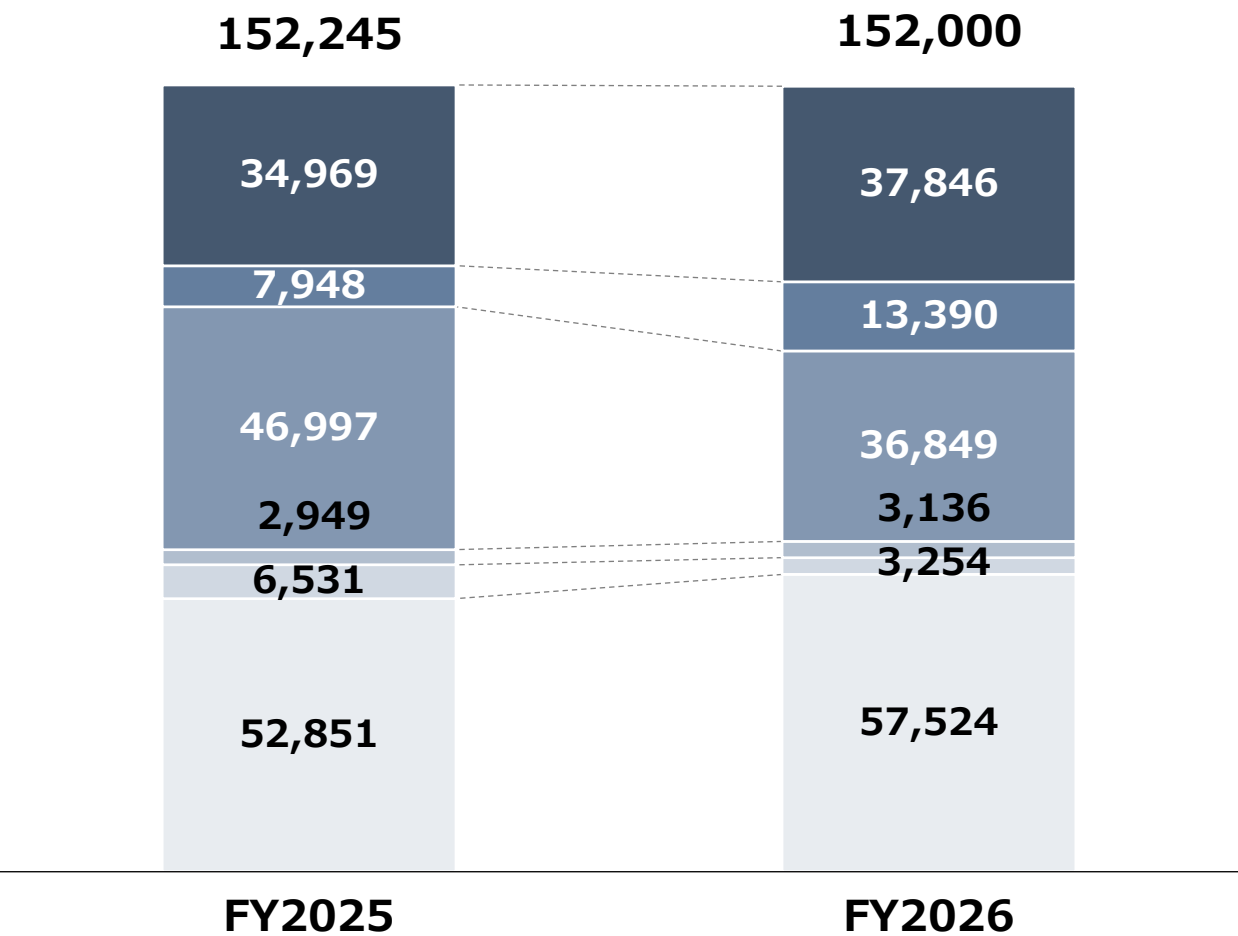
| (Millions of Yen) | FY2025 | FY2026 | YoY Changes |
|-------------------|--------|--------------|--------------------|
| Net sales | 2,556 | 4,000 | +1,443 (+56.5%) |
| Ordinary Loss | (14) | 300 | +314 (-) |

- ▶ Net sales and profit are expected to increase due to the acquisition of new projects by market development for AI and Robotics products.

FY2026 Electronic Devices Business

Net Sales Forecast Breakdown by Product Category

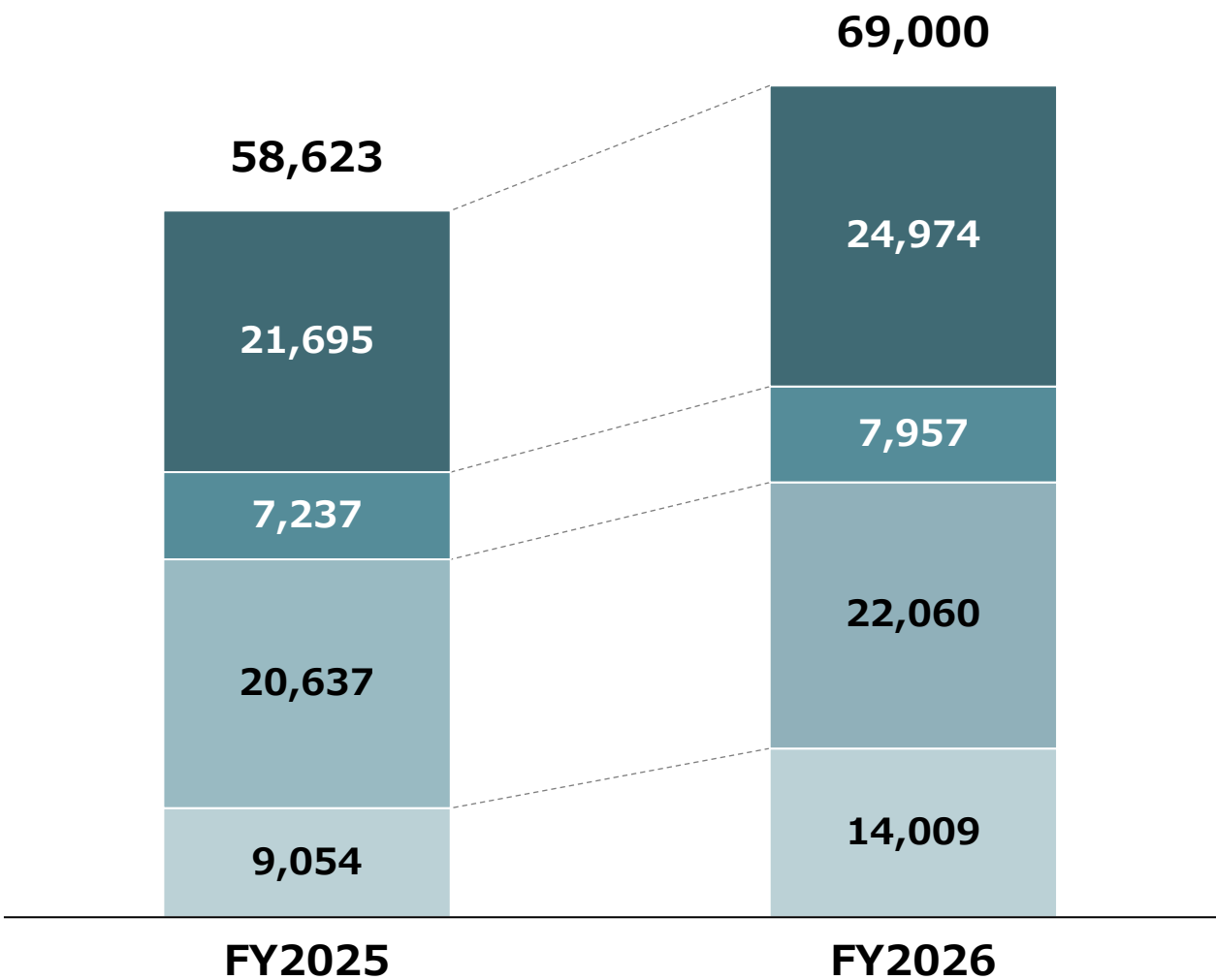
(Millions of Yen)



| Reasons for changes | |
|---------------------|---|
| ■ | Electronic Components (+2,877/+8.2%) – Increase in industrial equipment |
| ■ | Custom IC (+5,442/+68.5%) – Increase in consumer equipment |
| ■ | Special-Use IC (-10,148/-21.6%) – Decrease in consumer equipment and industrial equipment |
| ■ | Micro-Processor (+187/+6.4%) – Flat year-on-year |
| ■ | Memory IC (-3,277/-50.2%) – Decrease in consumer equipment |
| ■ | Analog IC (+4,673/+8.8%) – Increase in consumer equipment |

FY2026 Electronic Systems Business Net Sales Forecast Breakdown by Product Category

(Millions of Yen)

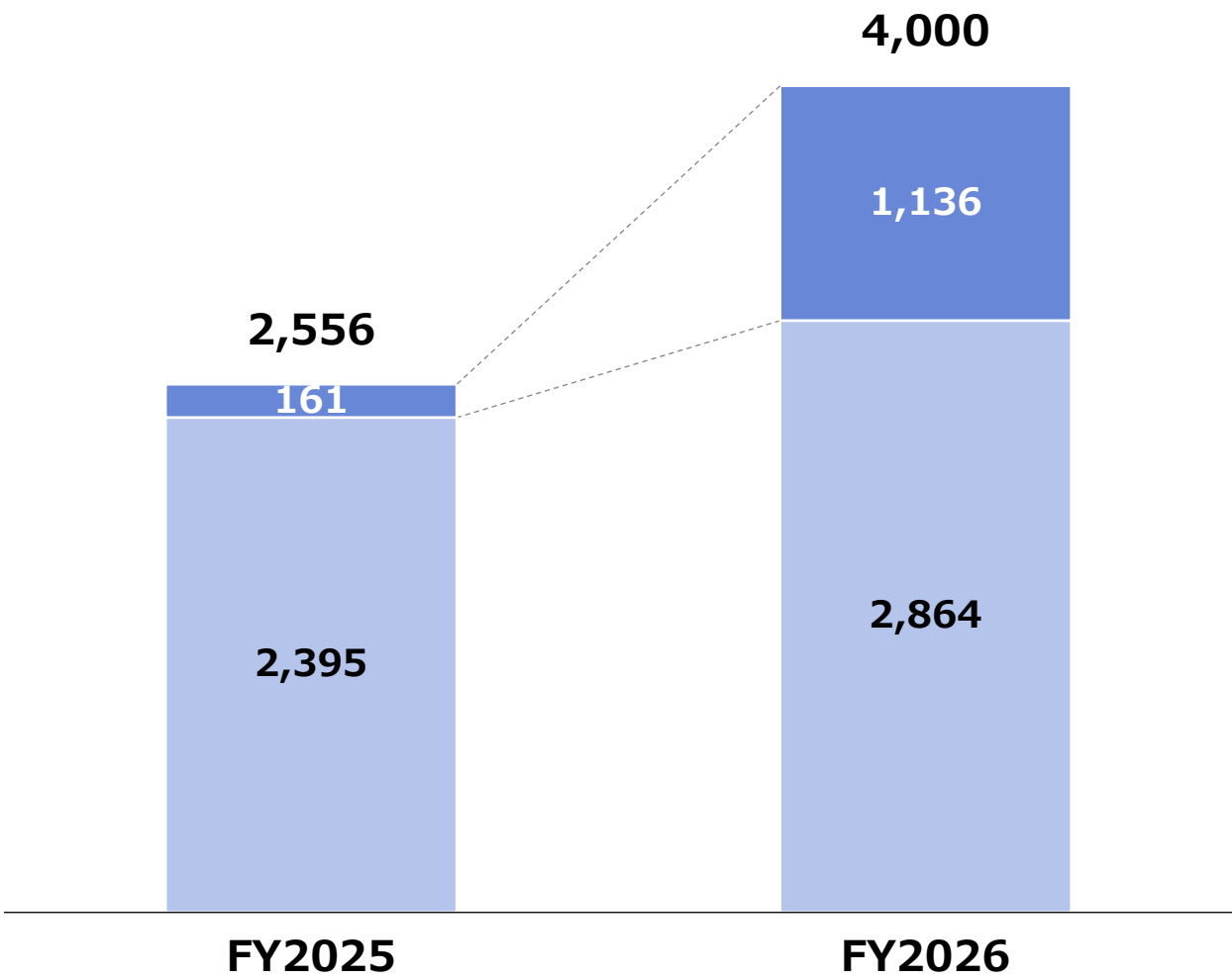


Reasons for changes

- Medical Equipment (+3,279/+15.1%)**
 - Increase in diagnostic imaging equipment
- Laser Equipment (+720/+9.9%)**
 - Increase in laser material processing systems
- Industrial Equipment (+1,423/+6.9%)**
 - Increase in electronic components assembly inspection and analysis equipment
- Space & Defense Electronics (+4,955/+54.7%)**
 - Increase in electronic materials

FY2026 Entrepreneur Business Net Sales Forecast Breakdown by Product Category

(Millions of Yen)



Reasons for changes

AI · Robotics (+975/+604.2%)
– Increase in general-purpose ultrasound diagnostic devices and AI-equipped robots

ICT Solution (+469/+19.6%)
– Increase in communication-related products

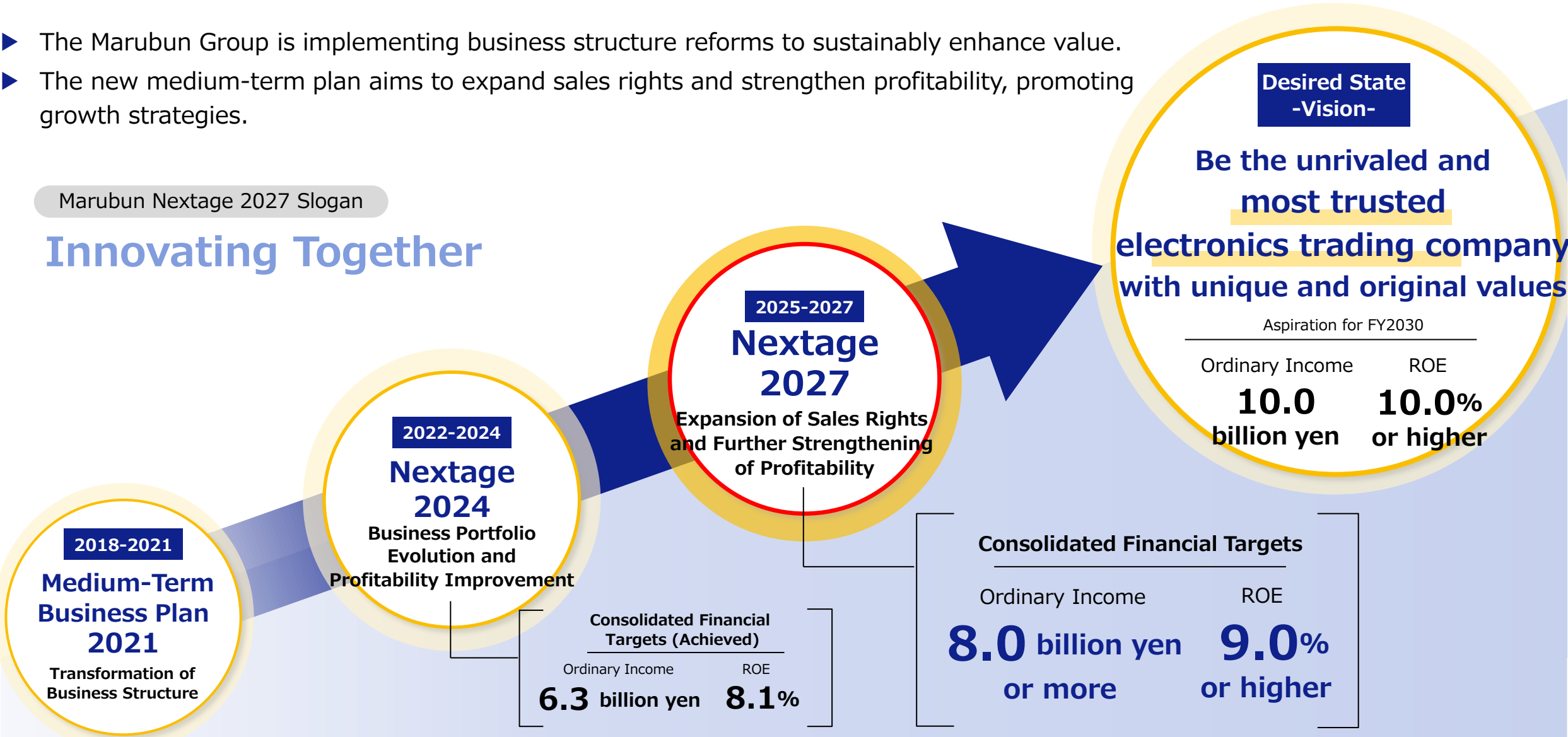
3. FY2025-2027 Medium-term Business Plan Initiatives

Medium-Term Business Plan “Marubun Nextage 2027” – Positioning (Reposted)

- ▶ The Marubun Group is implementing business structure reforms to sustainably enhance value.
- ▶ The new medium-term plan aims to expand sales rights and strengthen profitability, promoting growth strategies.

Marubun Nextage 2027 Slogan

Innovating Together



Medium-Term Business Plan “Marubun Nextage 2027” – Basic Policies (Reposted)

- ▶ After re-examining the basic policies of the previous medium-term plan from three perspectives, this medium-term plan will be advanced based on six policies.
- ▶ Aim to achieve growth in both businesses and human resources, and maximize business value.

Basic Policies of “Marubun Nextage 2027”

(1) Perspective of "Responsible Business"

Pursuit "Responsible Business"

Aim for business operations geared towards a "better future" by strengthening initiatives related to material issues and deepening sustainability management.

(2) Perspective of Business Strategy

Achieve Profitability in New Businesses

Approach the launch of new businesses with a spirit of challenge and perseverance, and establish a revenue base early. Also, actively explore strategic alliances and investment opportunities.

Expand the Foundations in Existing Businesses

Solidify business foundations while enhancing resilience by expanding customer bases, strengthening supplier collaboration, improving operational excellence, and enhancing productivity and efficiency.

Reinforce Group Synergy

Provide unique added value through collaboration with domestic and overseas group companies, and the promotion of solution development and cross-selling among business segments.

(3) Perspective of Foundational Strategy

Enhance Strategic Management to Promote the Value Creation Model

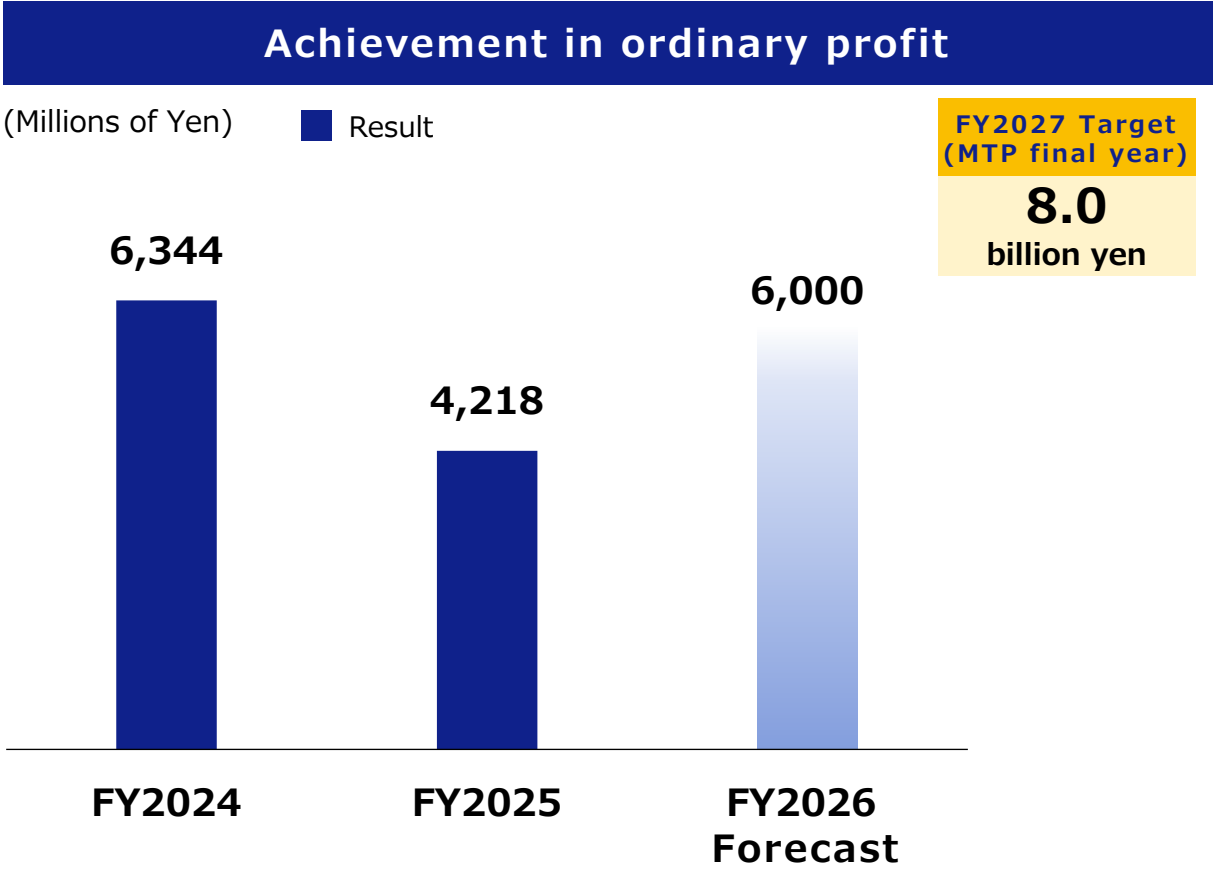
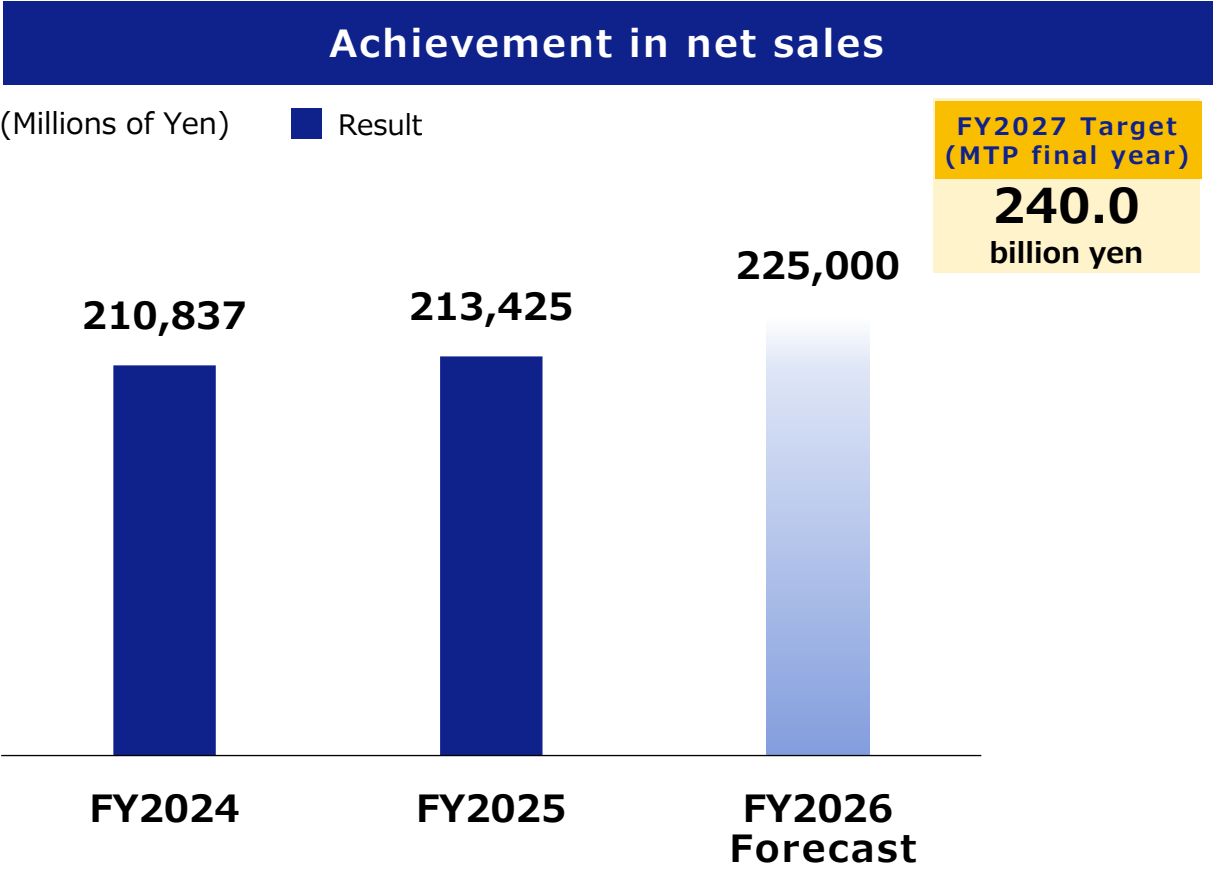
Promote the effective circulation of the "Marubun Value Cycle" and develop foundations of growth for businesses by strengthening management of strategies and measures as well as enhancing integrated risk management.

Develop Human Capital Strategy

Develop a human capital strategy that is aligned with the corporate philosophy and management strategy; build a "corporate culture of innovation and challenge that does not fear failure"; and aim to be a professional group of experts.

Progress and Outlook for FY2026

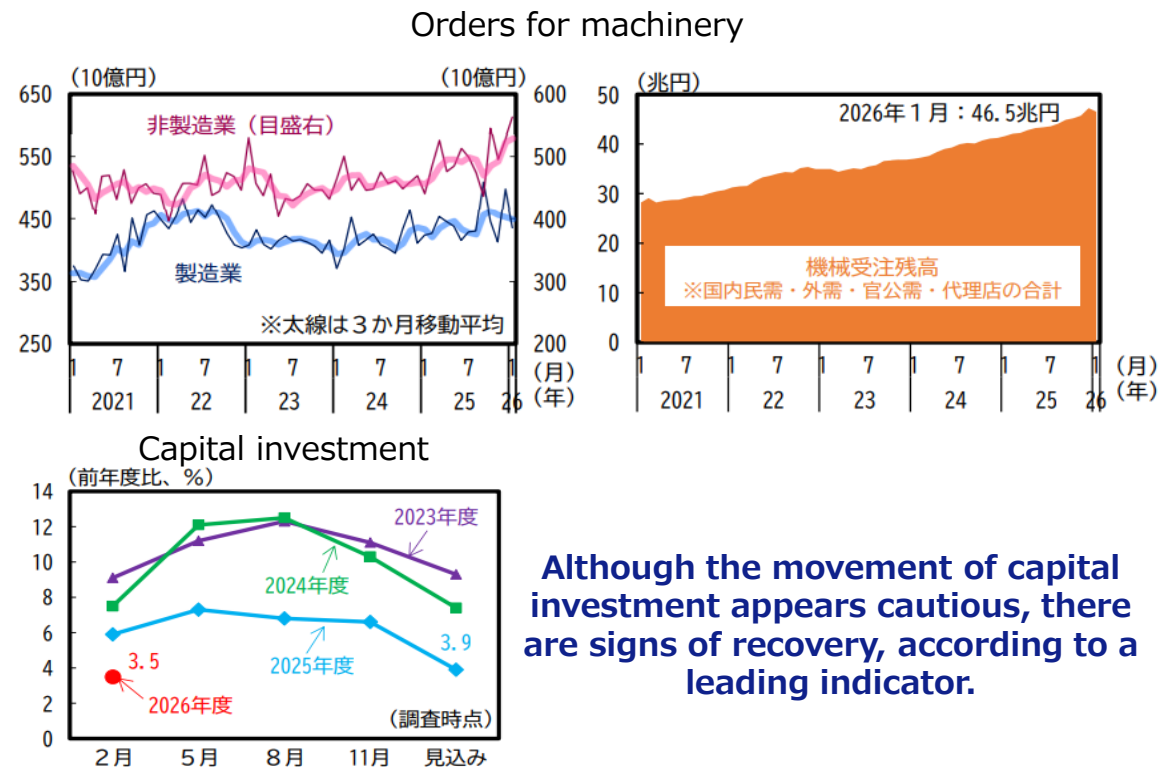
- ▶ We will aim to further expand business to achieve the net sales target of the Medium-Term Business Plan, while striving to achieve the ordinary profit target by accumulating revenue.
- ▶ Net sales and profit for FY2026 are expected to increase compared to the previous fiscal year. We will continue to accelerate the implementation of priority strategies to improve profitability.



Assessment of the Business Environment

- ▶ In the domestic industries, qualitative investment in labor-saving and automation due to labor shortages and equipment renewal is expected to remain stable, while capital investment appears to have been carefully planned. Currently, there are signs of recovery in orders for machinery.
- ▶ Government-driven initiatives to strengthen semiconductor supply network and expand the defense budget are considered to be favorable to our business domains.

Orders for machinery / Capital investment plan



Source: "Materials of the Meeting of Cabinet Members on Monthly Economic Report for March, 2026" by Cabinet Office

Government's FY2026 draft budget

| Sector | Budget | (YoY) |
|---------------------------------|--------------|--------|
| Strengthening of defense forces | 9.4 Trillion | (+) |
| Science and technology research | 0.9 Trillion | (+) |
| JAXA's research and development | 0.1 Trillion | (flat) |
| AI and semiconductor industries | 1.2 Trillion | (+) |

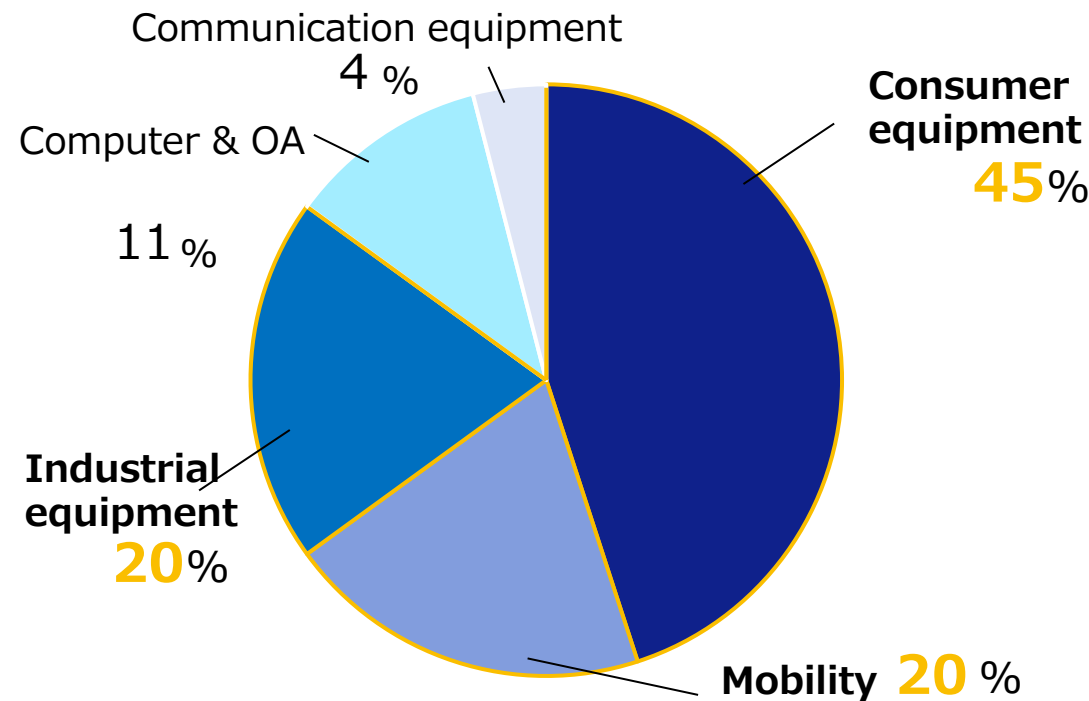
Budgets for focus markets have been increasing.

Source: "FY2026 Draft Budget" by Ministry of Finance

Progress of Initiatives in the Electronic Devices Business

- ▶ We have strived to strengthen our business foundation by balancing selection and concentration. Our priority markets are consumer equipment, industrial equipment, and mobility.
- ▶ We have accelerated our shift to a streamlined revenue structure that is resilient to the market environment by focusing on expanding high-profit products, including passive components, and optimizing inventory. However, the future-oriented mass market is currently slow to set up, and needs to be urgently reorganized to become profitable.

Sales composition ratio* by market for three fiscal years



* Average for the period from FY2022 to 2024

Accounting for approx. 85% of operating sales

Consumer equipment **Industrial equipment** **Mobility**

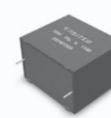
Pursuing in-depth sales efforts in these three markets by leveraging the strong relationships cultivated over many years

+

Recategorization
of product mix
Examples of Passive Components



Electronic
components



Connectors

Focus on mass market







Collaboration with sales partners

Progress of Initiatives in the Electronic Systems Business

Growth
Driving
Business

- ▶ We have enhanced sales expansion activities to expand the high-profit model with technical service and SI function on product sales as a growth-driving business. In addition, we have firmly captured robust demand in the space & defense market and, at the same time, have expanded the service business, including maintenance services. We aim to achieve the targets in the Medium-Term Business Plan by establishing a strong competitive presence in each designated sector.

Our forecast by sub-segment*

| Sub-segment (Target market) | Short-term forecast |
|--|--|
| Space & defense equipment (Space and defense) |  |
| Industrial equipment (Manufacturing and DX) |  |
| Laser equipment (Processing and advanced research) |  |
| Medical equipment (Medical institutions) |  |

Priority initiatives by sub-segment



Enhance our information gathering and supply capabilities and proactively propose products by capitalizing on the growing trend toward increased investment in space development and defense budgets.



Nurture a strong demand for semiconductor manufacturing bases (Kyushu, east Japan, etc.). Accelerate the creation of projects by expanding both software and hardware products.



Pursue technology innovations in optical devices, survey on new products in the measurement and infrastructure fields, and develop overseas sales channels (Indonesia, etc.), while deepening relationships with existing OEM customers.












Improve the profitability of Marubun Tsusyo, which has an established customer base and sales network. Proactively work on expanding our shares in the domestic medical market and entering new business domains.

* This forecast is based on our current subjective recognition of the external environment surrounding our businesses and market trends.

Progress of Initiatives in the Entrepreneur Business (1)

- ▶ The marketability of AI and data center-related infrastructure is extremely high in the medium-to-long term, given the increasing use of generative AI. Although that demand has been temporarily satisfied due to key projects being in the transition period, we will establish the revenue foundation for the next growth phase by continuing sales promotion and application development in the AI and data center field, as well as the next generation high-speed communication field.

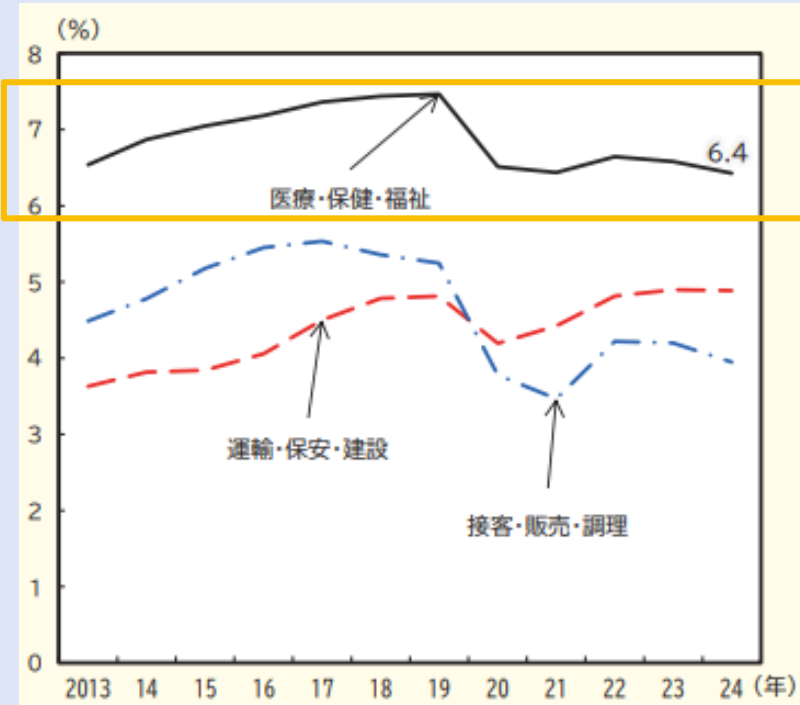
Our forecast by sector*

| Sector | Main product and technology | Short-term forecasts | Medium-to- long term forecast | Progress |
|--|--|---|---|--|
|  AI/healthcare | AI communication robots Humanoid AI robots General-purpose ultrasound diagnostic devices |  |  | Expanded sales of AI communication robots for nursing and education fields to solve social issues. Currently working on expanding use cases by promoting proposal by AI robots for the security industry. |
|  Data centers | Optical matrix switch GNSS reception and measuring service |  |  | Projects involving optical switch and time synchronization for commercial data centers and advanced research are taking the lead. Currently strengthening our proposals for products designed to automate data center operations. |
|  Next generation communication | 5G/6G and advanced synchronization system |  |  | Continued trend survey and examination support, though we are encountering challenges in implementing a portion of the 5G/local 5G projects. Steadily making progress on the selection of measuring equipment for the next-generation standard (800 Gbps) and business negotiations in space and advanced technology fields. |

Progress of Initiatives in the Entrepreneur Business (2)

- We have captured automation/labor-saving needs in the medical, nursing, and security fields, which are essential for maintaining social infrastructure in the face of severe labor shortage. To address Japan's structural labor productivity challenges, we strengthened our sales promotion efforts, focusing on AI robotics and digital medical equipment sectors where we have competitive advantages. We will continue to promote sustainable social implementation with the aim of establishing this business as our third source of revenue.

Job vacancy rate in social infrastructure-related sectors by occupation group



Job vacancy rate in medical, healthcare, nursing-related sectors remains the highest at 6.4%.

Examples of our solutions

Automation in education and nursing sites where labor shortage is severe

AI robot "Kebbi Air"

- Reduced labor requirements by utilizing it for reception operations and conversations with users in nursing facilities
- Ensuring steady project execution through continuous optimization tailored to site conditions
- Accelerating the expansion of these systems into other fields experiencing severe labor shortages by leveraging the know-how acquired to support autonomous learning in educational settings



Image of chatting with a user

Improving diagnosis efficiency by shortening the leadtime to diagnosis

General-purpose ultrasound diagnostic device "Clarius Ultrasound Scanner"

- Sold a total of 55 devices, expanding new clinical departments (cardiovascular, obstetrics/gynecology, etc.)
- Promoting the establishment of service systems, including application for permits and licenses for repairing medical equipment for long-term revenue expansion

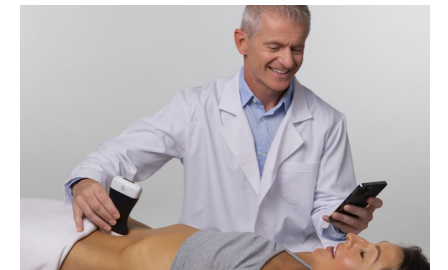


Image of using products

Source: "2025 edition Analysis of labor economy (labor economic white paper)" by Ministry of Health, Labour and Welfare

Initiatives to Strengthen Management Foundation Supporting the Enhancement of Medium-to-Long Term Corporate Value (1)

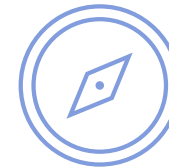
- ▶ Maximize the effectiveness and accuracy of strategies in the rapidly changing market environment by implementing knowledge integration across the Group, as well as objective verification of business strategies from the external viewpoint.

Marubun Collaboration Forum



| | |
|------------------------|--|
| Frequency | Monthly |
| Attendee | Executives and division managers of domestic and overseas affiliate companies |
| Purpose | Achieve sustainable growth by combining management resources across the Group and enhancing business collaboration |
| Main functions | Discuss specific collaboration themes on business strategies, synchronization of knowledge in each business site, possible cross-selling and M&As, and other topics |
| Expected effect | <ul style="list-style-type: none">• Maximize the number of project acquisitions across the Group• Integrate the latest knowledge from each Group company and improve the ability to identify promising investment opportunities |

Marubun Advisory Forum



| | |
|------------------------|--|
| Frequency | Quarterly |
| Attendee | Executives, division managers, and external advisors/observers |
| Purpose | Enhance the accuracy of strategies and contribute to the training of human resources for future potential executives, in order to achieve the Medium-Term Business Plan |
| Main functions | Critically verify the existing strategies by utilizing the expert knowledge of external professionals, and seek new growth opportunities |
| Expected effect | <ul style="list-style-type: none">• Establish market recognition that is not bound by existing frameworks through discussion with external advisors• Be more sensitive to potential risks |

Initiatives to Strengthen Management Foundation Supporting the Enhancement of Medium-to-Long Term Corporate Value (2)

- ▶ Flexibly design programs that enable employees to maximize their capabilities, and renew system infrastructure to accelerate management decision-making.
- ▶ Establish a management foundation that supports the implementation of strategies in the Medium-Term Business Plan while eliminating the constraints based on attributes or roles.

Promotion of human capital management

Unification of job categories for various personnel to maximize their capabilities

- ✓ Unified the job categories of a general employee and a core employee into a comprehensive employee, effective on April 2025
- ✓ Eliminated constraints based on gender or roles by abandoning job categories, and established flexible career paths to help each employee to maximize their capabilities

Core employee

General employee

Unification

Comprehensive employee

Acceleration of personnel acquisition due to diversified recruiting channels

- ✓ Introduced the alumni/referral employment system, effective on October 2025
- ✓ Accelerated the strengthening of organizational capabilities by hiring people who can make an immediate contribution with external knowledge or have a deep understanding of the Company

Result of alumni employment

2 people

As of May 2026

Promotion of enhanced operational infrastructure

Full-fledged operation of a new enterprise resource planning system

- ✓ Started full-fledged operation in August 2025
- ✓ Promoted significant improvements in operation quality and productivity by standardizing operational processes and utilizing real-time data
- ✓ Gradually modified the system to respond to operational needs (expansion of electronic data interchange (EDI) with customers and enhancement of the function for data utilization, etc.)

4. Shareholder Returns

Shareholder Returns Policy

- ▶ We have decided to revise the dividend policy and introduce the shareholder benefit system to shift management’s focus to capital efficiency. Our objective is to cultivate a medium- to long-term relationship of trust with shareholders by returning stable and proactive profits.

Revision of Dividend Policy

Establishing proper market evaluation and optimizing capital efficiency by raising the level of shareholder returns to meet market expectation

Consolidated Dividend Payout Ratio

40%

or

DOE*

2.5%

▶

Consolidated Dividend Payout Ratio

50%

or

DOE*

3.5%

Target the higher of the above two

Target the higher of the above two

* Dividend on equity ratio:
Calculated as Total Dividends ÷ Shareholder Equity

Introduction of Shareholder Benefit System

Purpose

- Acquire medium- to long-term shareholders
- Enhance recognition and attractiveness as an investment target

Target

Shareholders who have held shares for more than one year

Details

| Number of shares held | Details of benefits |
|-----------------------|--|
| 100 to 499 | Shareholder benefit points equivalent to 1,000 yen |
| 500 or more shares | Shareholder benefit points equivalent to 3,000 yen |

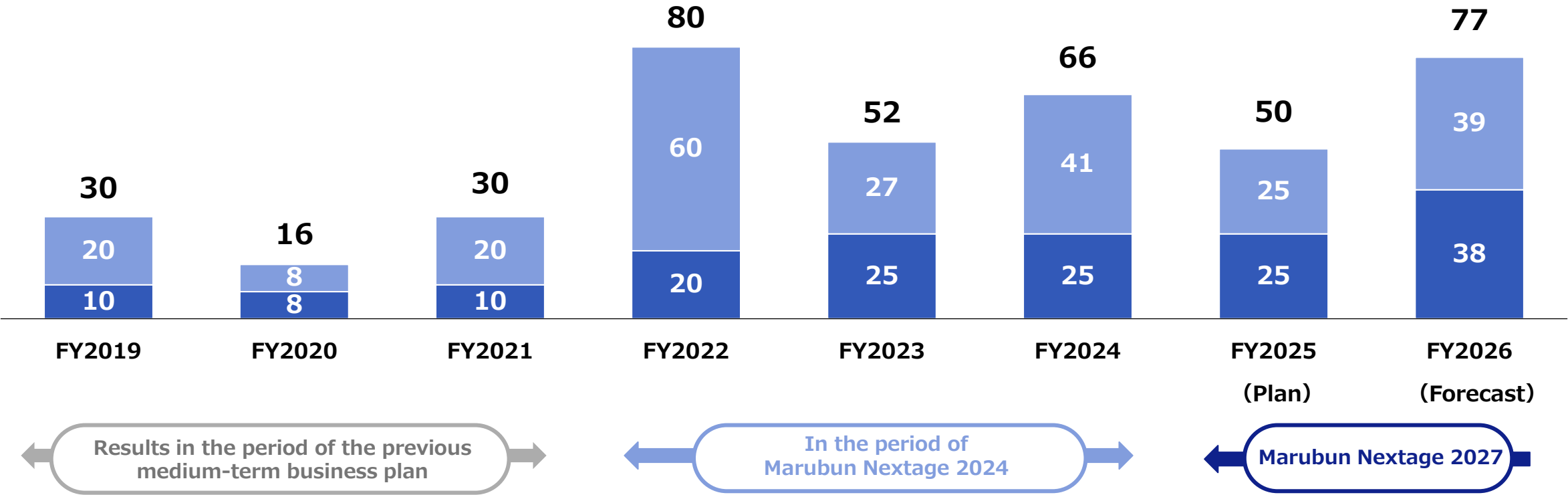
Please refer to [our website](#) for details, including the exchange of benefit points.

Shareholder returns

Dividend for FY2025

Dividend for FY3/25: Annual dividend of 50 yen planned, consisting of an interim dividend of 25 yen and a year-end dividend of 25 yen.
Payout ratio: 39.6%, Dividend on equity (DOE): 2.6%

(yen) ■ Interim dividend ■ Year-end dividend



About Marubun

Company Profile

Company name MARUBUN CORPORATION
Tokyo Stock Exchange Prime Market
(Code: 7537)

Representative President and Representative Director,
CEO
Hiroshi Horikoshi

Address 8-1, Nihonbashi Odenmacho, Chuo-ku,
Tokyo 103-8577 JAPAN

Business A trading company that sells semiconductors,
electronic components, system equipment,
and other advanced electronics products from
Japan and overseas.



Company Profile



Established

1947

(Founded 1844)



Capital

**6,214
million yen**



Net Sales

**213,432
million yen**

(FY2025)



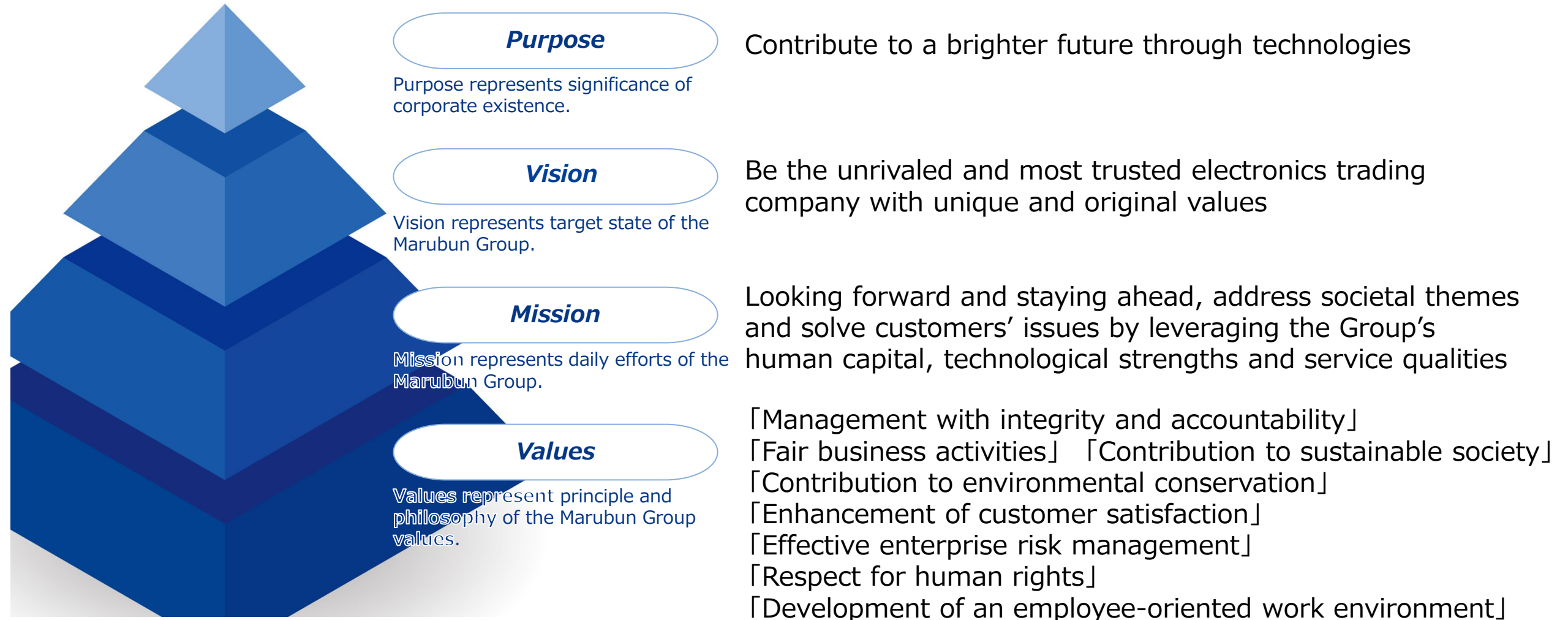
Number of
employees

1,193

(FY2025)

Corporate Philosophy

■ The Marubun Group aims to become the unrivaled and most trusted electronics trading company that offers unique value, based on the pursuit of “Contribute to a brighter future through technologies.”

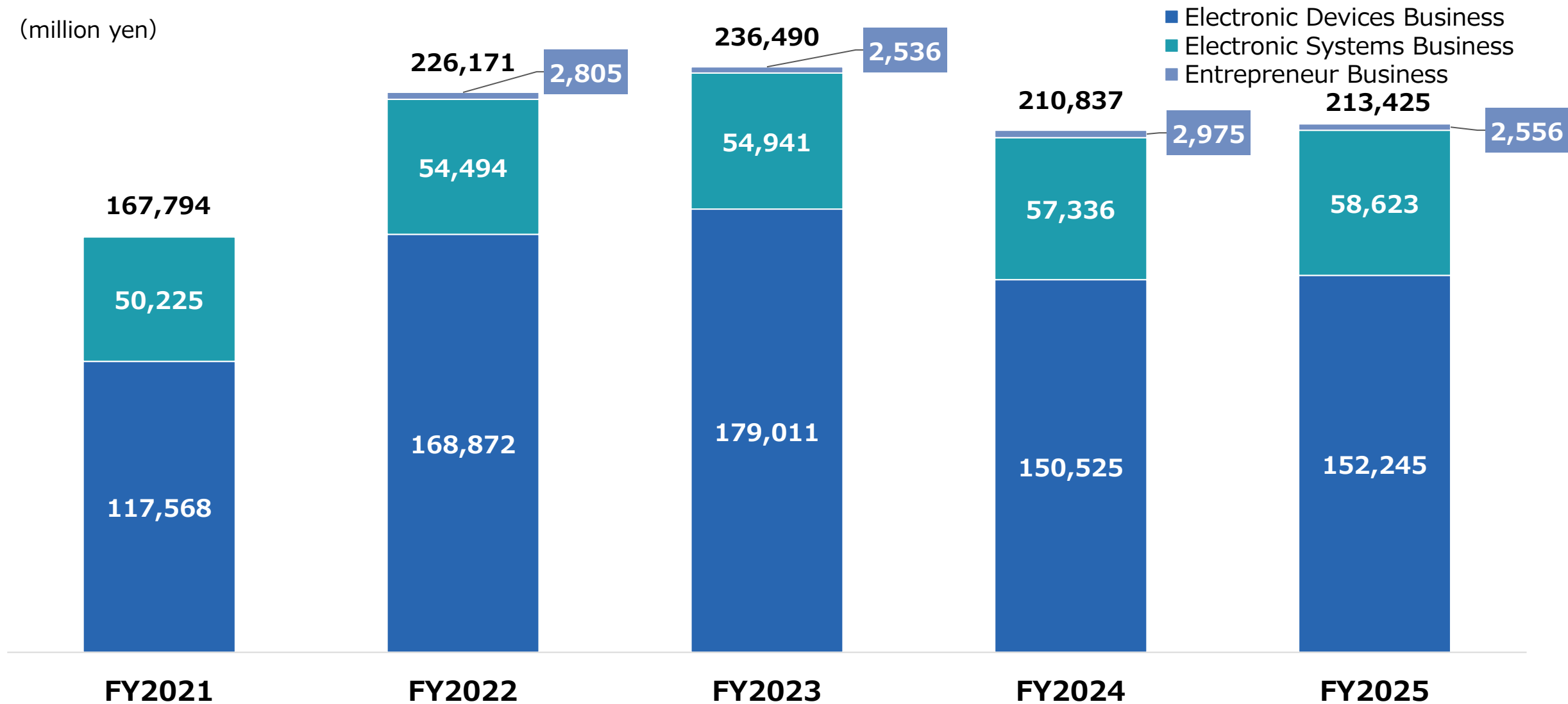


Business Overview

- An electronics trading company selling cutting-edge semiconductors, electronic components, and electronic equipment.
- We operate at more than 50 locations around the world, providing products and services from over 800 suppliers to over 3,000 customers.

| Electronic Devices Business | Electronic Systems Business | Entrepreneur Business | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--|---------|---------|---------|--------|--------|--------|--------|--------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--|--|-------|-------|-------|-------|--------|--------|--------|--------|--------|
| <p>Products Handled : Semiconductors, electronic components (crystal oscillators, connectors, passive components, etc.)</p> <p>Main Sales Partners : Consumer equipment-, industrial equipment-, communication equipment-, and automotiverelated manufacturers</p> <div><p>Consolidated Subsidiaries</p><ul style="list-style-type: none">• Marubun USA Corporation• Marubun Taiwan, Inc.• Marubun/Arrow Asia, Ltd.</div> | <p>Products Handled : Space and defence equipment, manufacturing and inspection equipment, laser equipment, medical Equipment</p> <p>Main Sales Partners : Industrial equipment-, automotive-, and aerospace-related manufacturers; medical facilities</p> <div><p>Consolidated Subsidiaries</p><ul style="list-style-type: none">• MARUBUN TSUSYO CO., LTD.• MARUBUN WEST CORPORATION• FORESIGHT TECHNO CO., LTD.</div> | <p>Products Handled : ICT solutions, AI robots, millimeter wave radar Modules</p> <p>Main Sales Partners : Communication equipment and industrial equipment manufacturers; medical and nursing care facilities</p> <div><p>Consolidated Subsidiaries</p><ul style="list-style-type: none">• FORESIGHT TECHNO CO., LTD.</div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>【Net Sales】 (million yen)</p> <table><tr><td>117,568</td><td>168,872</td><td>179,011</td><td>150,525</td><td>152,245</td></tr><tr><td>FY2021</td><td>FY2022</td><td>FY2023</td><td>FY2024</td><td>FY2025</td></tr></table> | 117,568 | 168,872 | 179,011 | 150,525 | 152,245 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | <p>【Net Sales】 (million yen)</p> <table><tr><td>50,225</td><td>54,494</td><td>54,941</td><td>57,336</td><td>58,623</td></tr><tr><td>FY2021</td><td>FY2022</td><td>FY2023</td><td>FY2024</td><td>FY2025</td></tr></table> | 50,225 | 54,494 | 54,941 | 57,336 | 58,623 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | <p>【Net Sales】 (million yen)</p> <p>※ The Entrepreneur Business was established in April 2022.</p> <table><tr><td></td><td>2,805</td><td>2,536</td><td>2,975</td><td>2,556</td></tr><tr><td>FY2021</td><td>FY2022</td><td>FY2023</td><td>FY2024</td><td>FY2025</td></tr></table> | | 2,805 | 2,536 | 2,975 | 2,556 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
| 117,568 | 168,872 | 179,011 | 150,525 | 152,245 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 50,225 | 54,494 | 54,941 | 57,336 | 58,623 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2,805 | 2,536 | 2,975 | 2,556 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Trend in Sales by Business(Consolidated)



※The Entrepreneur Business was established in April 2022.

Corporate History

1844 - 1959

Founded, First steps as an electronics trading company



1844 Founded

1947 Established MARUBUN CORPORATION

1949 Began sales of Japan's first domestically produced tape recorder

1952 Concluded a general agent agreement with Rocke International, Inc. and began the import and sales of U.S.-made equipment in Japan.

1958 Began technical service work for imported equipment

1960 - 1979

Contribution to the advancement of science and technology in Japan



1961 Established Marubun Kanazawa Co., Ltd. (currently MARUBUN TSUSHO CO., LTD.)

1965 Became the first company in Japan to import and sell integrated circuits

1968 Established a representative office in the United States

1970 Held the Marubun Electronics Show to commemorate the 125th anniversary of the Company's founding

1975 Became the only trading company to participate in the launch project of the N-I Rocket Project of the National Space Development Agency of Japan (currently JAXA)

1980 - 1999

Global expansion



1983 Established Marubun USA Corporation

1985 Established logistics center

1988 Began expansion into Asia

1989 Established Marubun Taiwan, Inc.

1997 Listed on the 2nd Section of the Tokyo Stock Exchange

1998 Established Marubun/Arrow Asia, Ltd. As a 50-50 joint venture with Arrow Electronics, Inc. in the United States

1999 Established Marubun/Arrow USA, LLC and FORESIGHT TECHNO CO., LTD.

2000 - Currently

Toward further growth



2001 Listed on the 1st Section of the Tokyo Stock Exchange

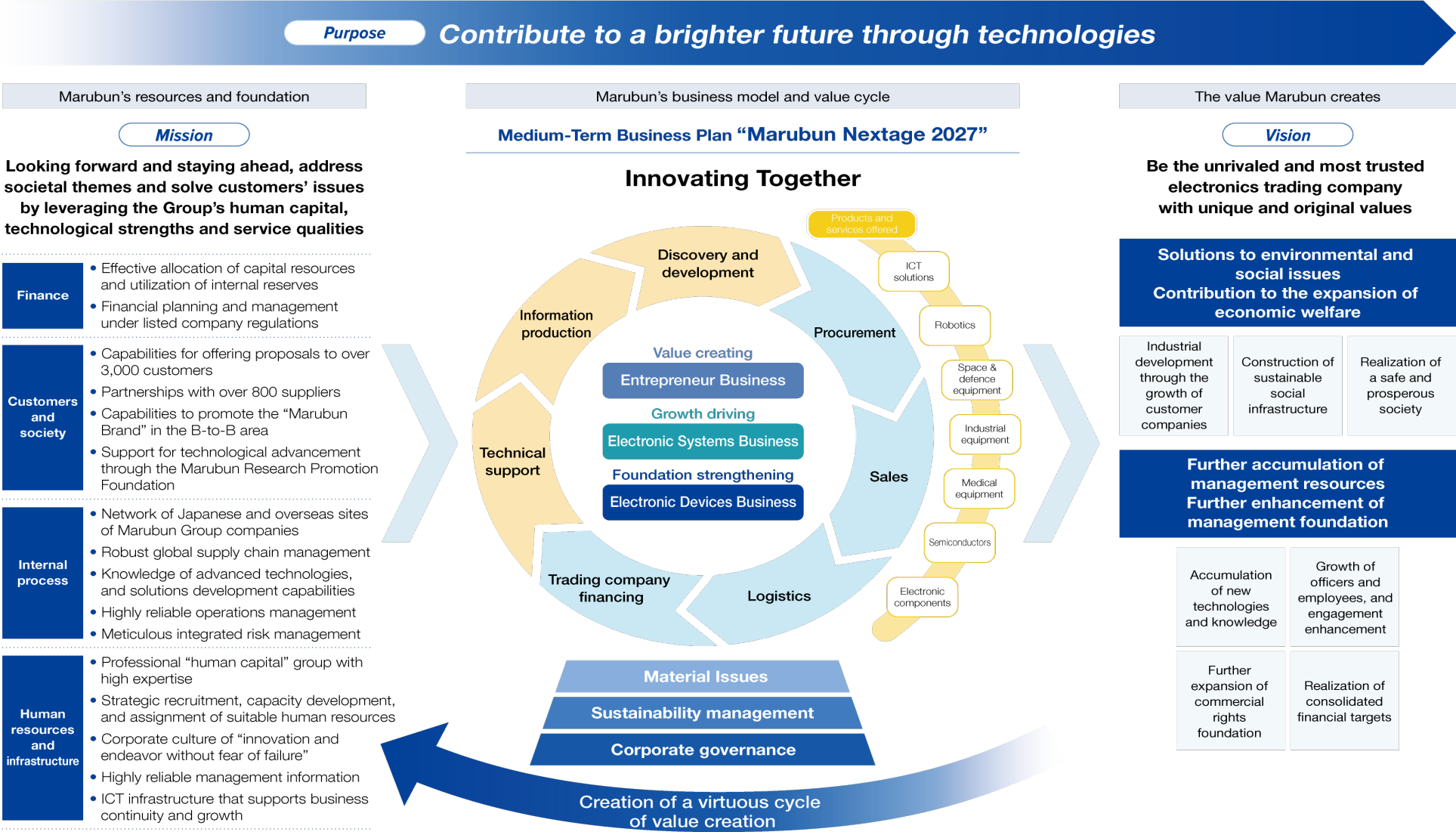
2005 Established MARUBUN WEST CORPORATION.

2008 Became the first electronics trading company to be approved as a specific exporter

2022 Transitioned from the 1st Section of the Tokyo Stock Exchange to the Prime Market
Started operations under a three-business-segment structure

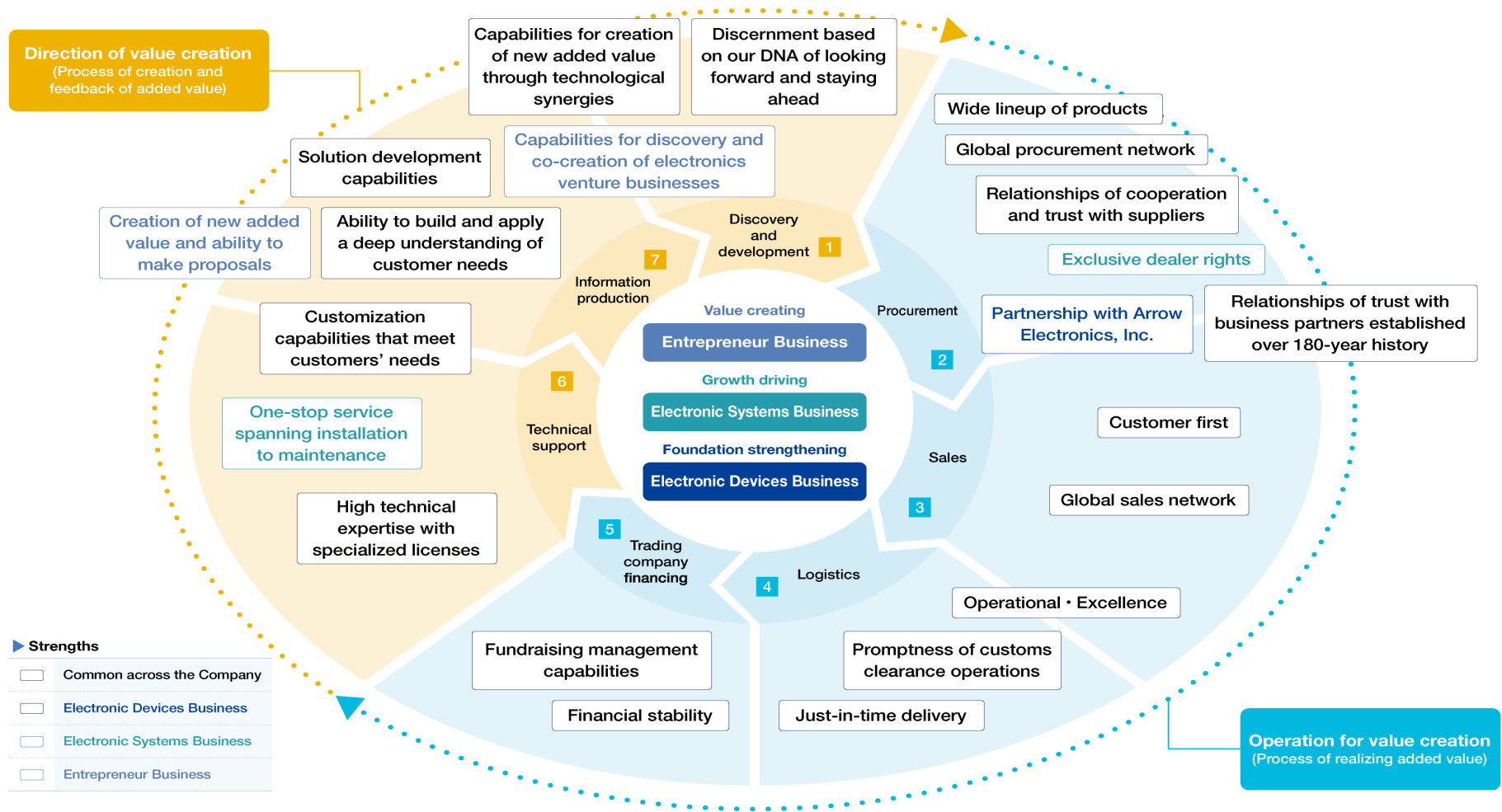
The Marubun Group's Value Creation Model

■ We aim to achieve sustainable growth through the circulation of our value-creation model



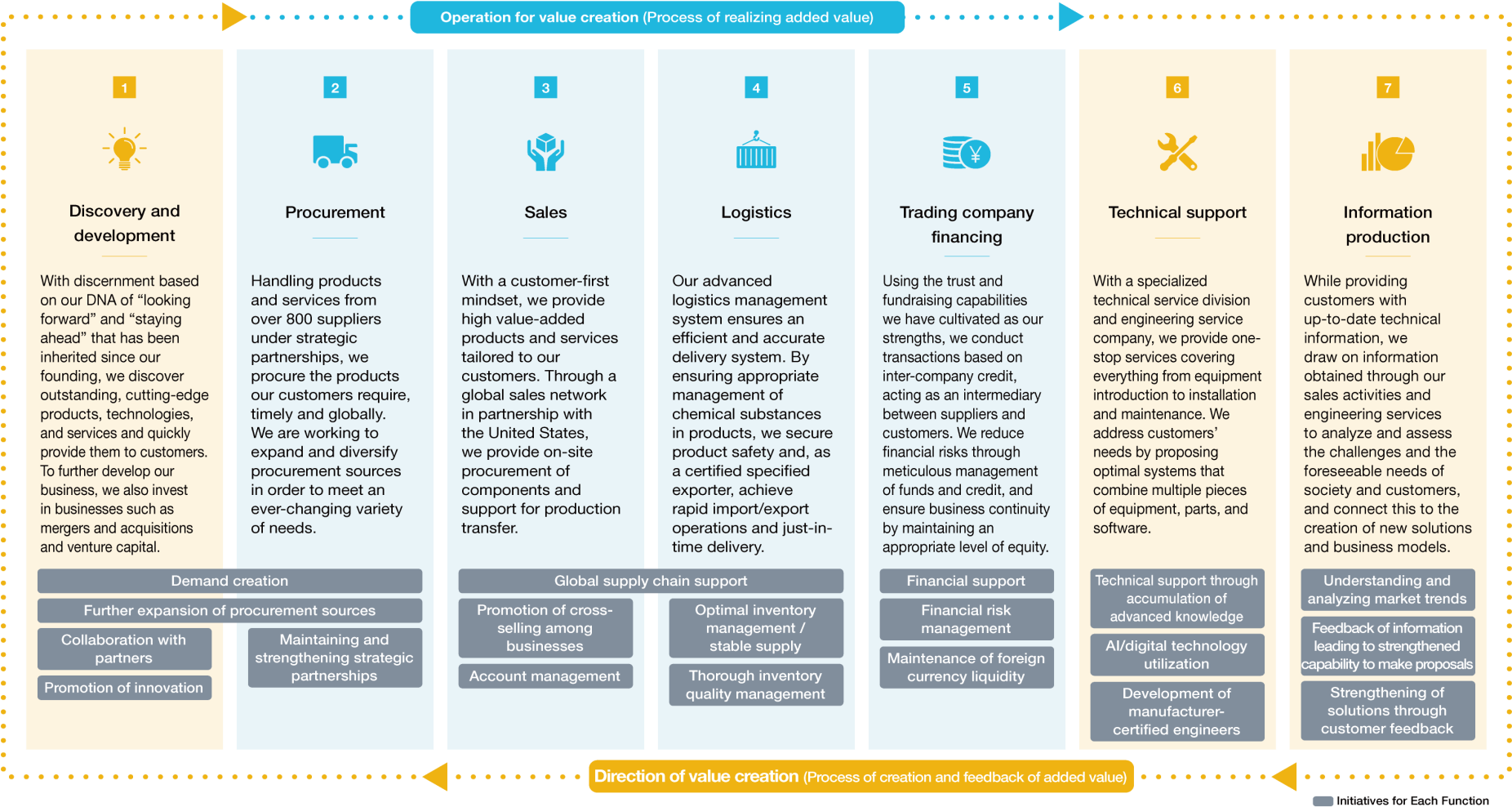
Value Cycle and Marubun's Strengths

The Marubun Group creates original value by demonstrating strengths in each of following value cycle functions, putting into practice our Purpose of “Contribute to a brighter future through technologies.”



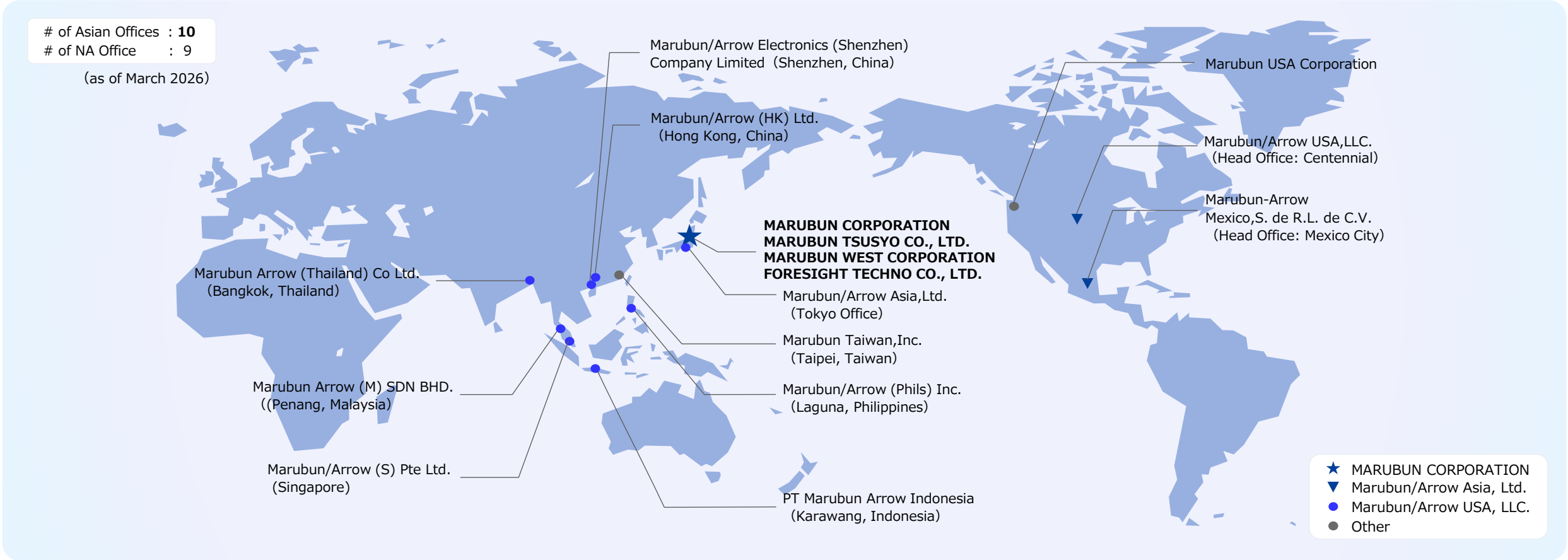
Seven Functions and Initiatives of the Value Cycle

The seven functions of the value cycle and specific initiatives are as follows.



Global Network

- By expanding our overseas network, mainly in Asia and North America, we have established the foundation to support our customers for their prompt procurement of materials as well as for their production transfers overseas.
- We connect cutting-edge technologies and customers worldwide Quickly to Our Customers.



Japan Offices & Affiliates

MARUBUN CORPORATION

HQ (Chuo-ku, Tokyo)

Operations : Central Japan (Nagoya City) ,
West Japan (Osaka City)

Branch : Omiya, Tachikawa

Sales Office : Tohoku, Utsunomiya, Mito, Nagaoka,
Hokuriku, Nagano, Matsumoto,
Kyoto, Kyushu

Marubun Technical Center

Logistics Center : Tokyo, Narita

MARUBUN TSUSYO CO., LTD.

HQ (Kanazawa City, Ishikawa)

Branch : Kanazawa, Toyama, Fukui, Matsumoto,
Nagano, Niigata, Shizuoka, Nagoya

Sales Office : Nanao, Tokyo, Kofu

Hakusan Center

MARUBUN WEST CORPORATION

HQ (Kobe City, Hyogo)

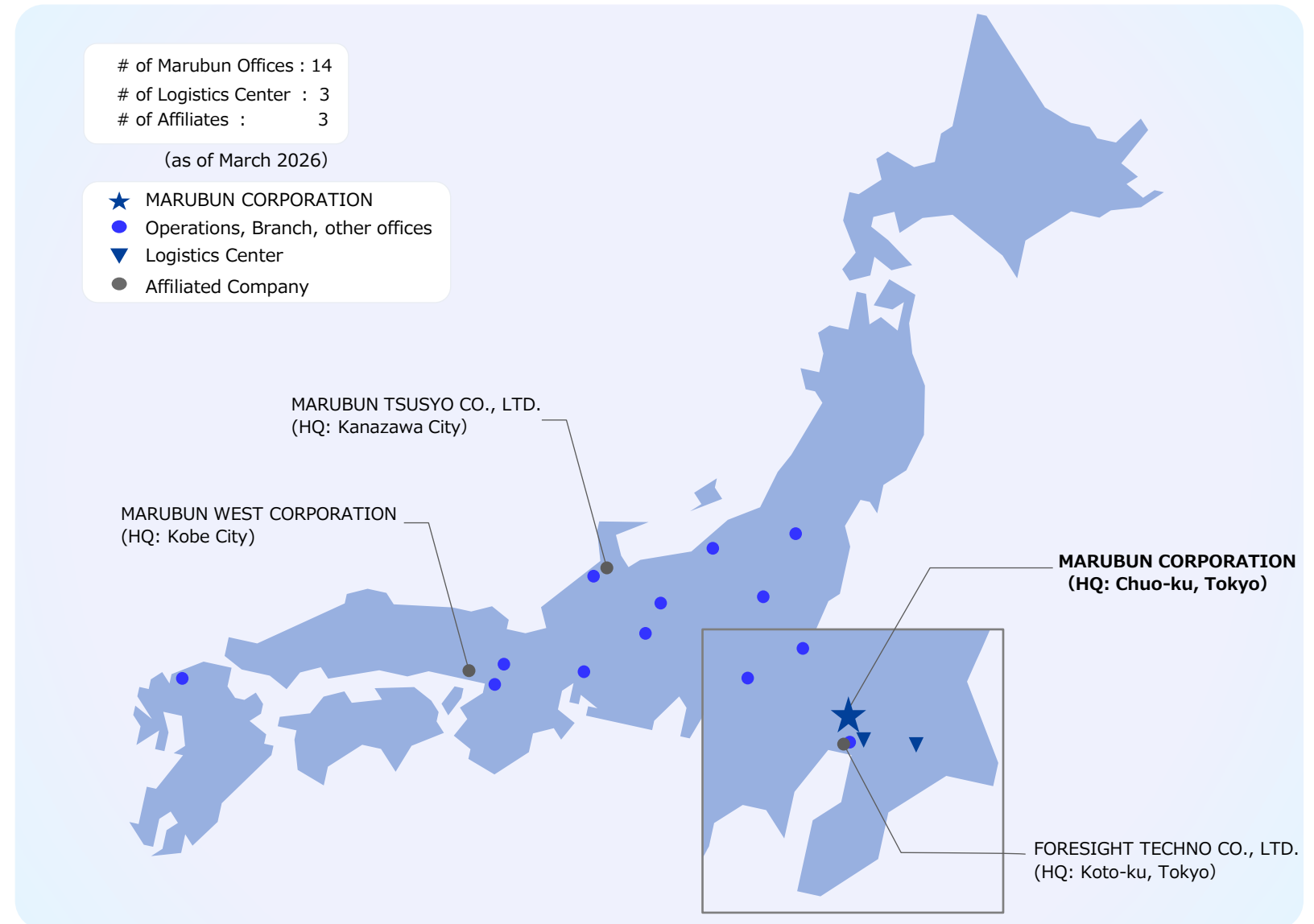
Sales Office : Himeji, Shikoku

Satellite Office : Tokushima

FORESIGHT TECHNO CO., LTD.

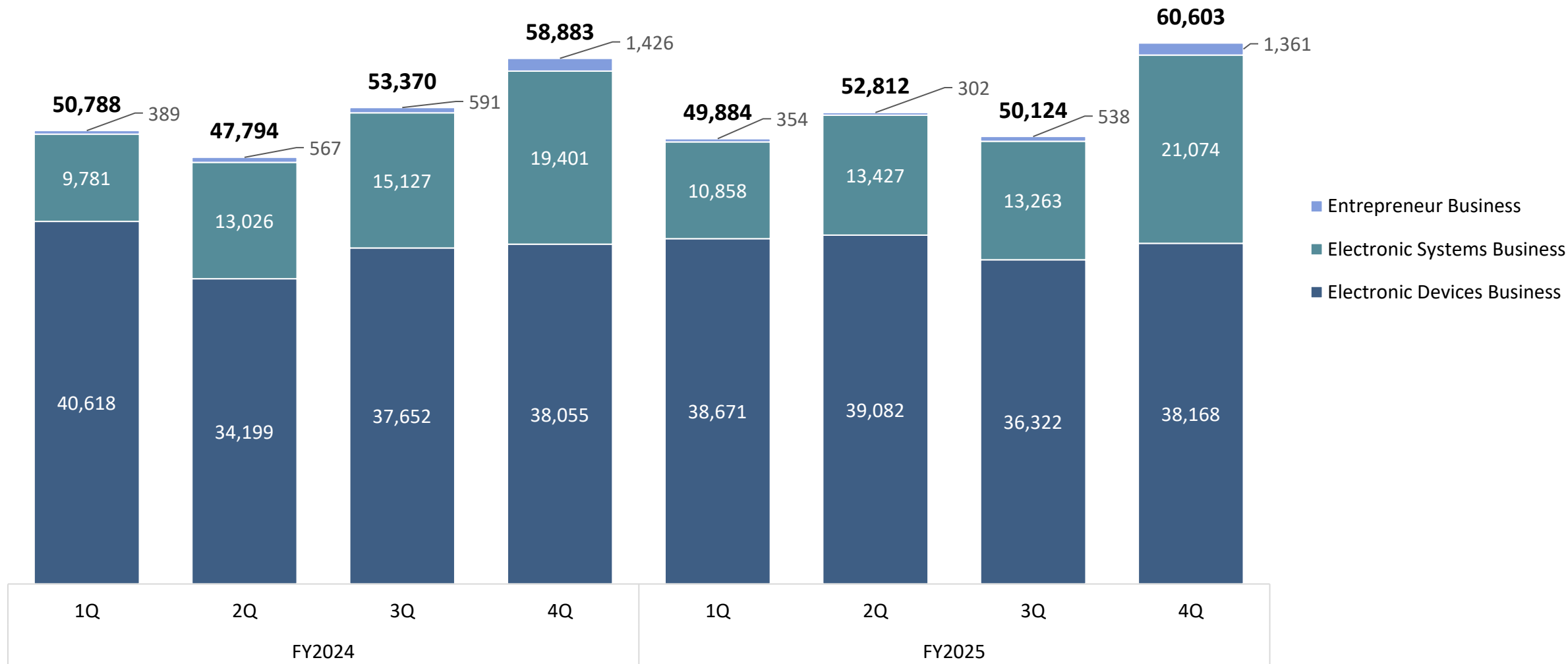
HQ (Koto-ku, Tokyo)

Central Service Center



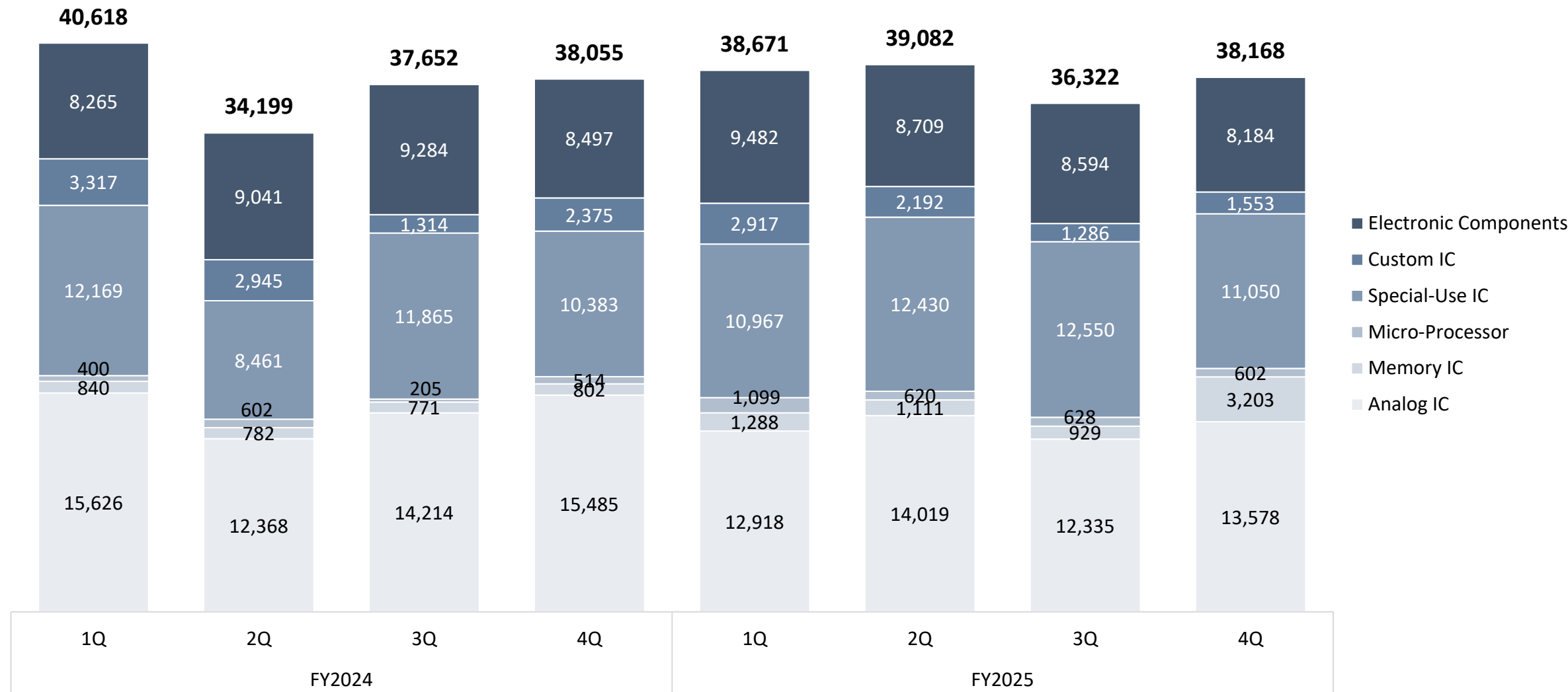
Quarterly Trend in Sales by Business

(Millions of Yen)



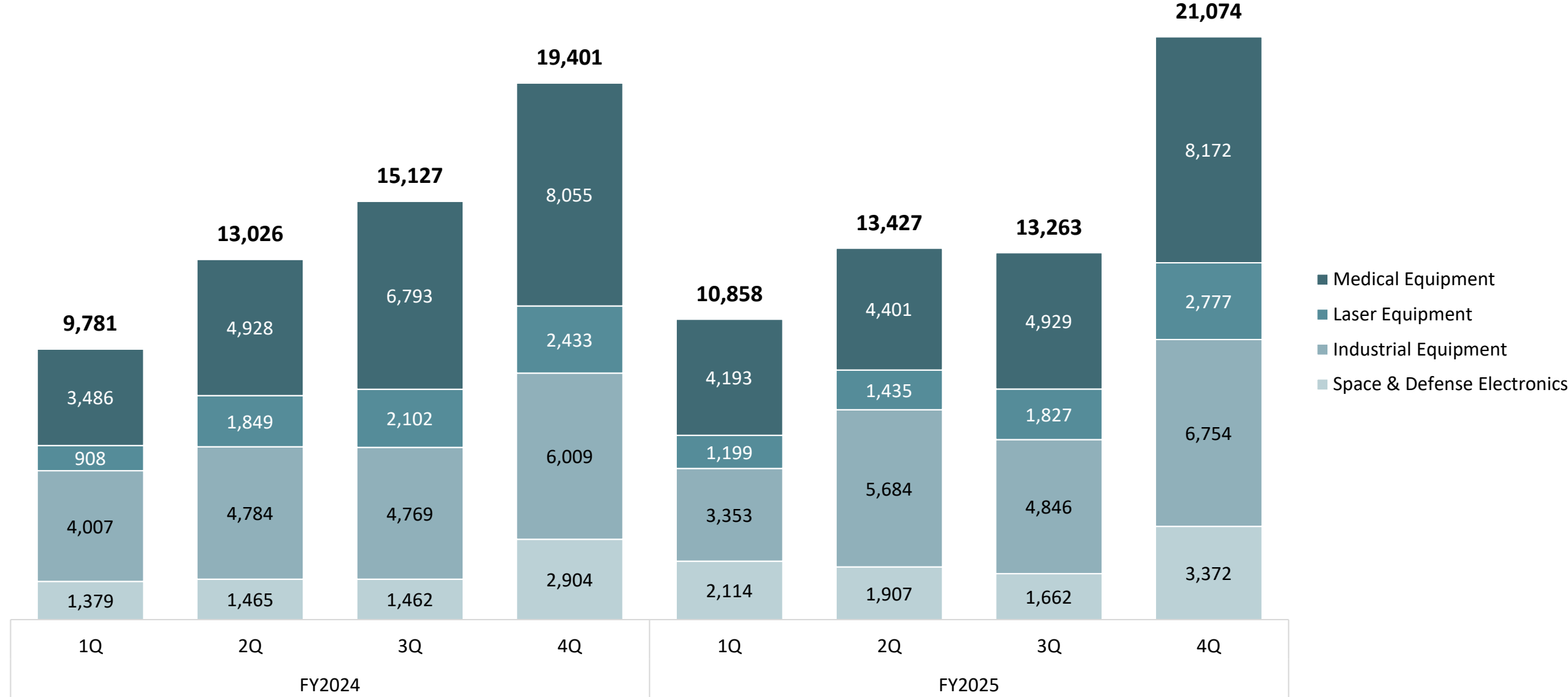
Quarterly Trend in Sales of Electronic Devices by Product

(Millions of Yen)



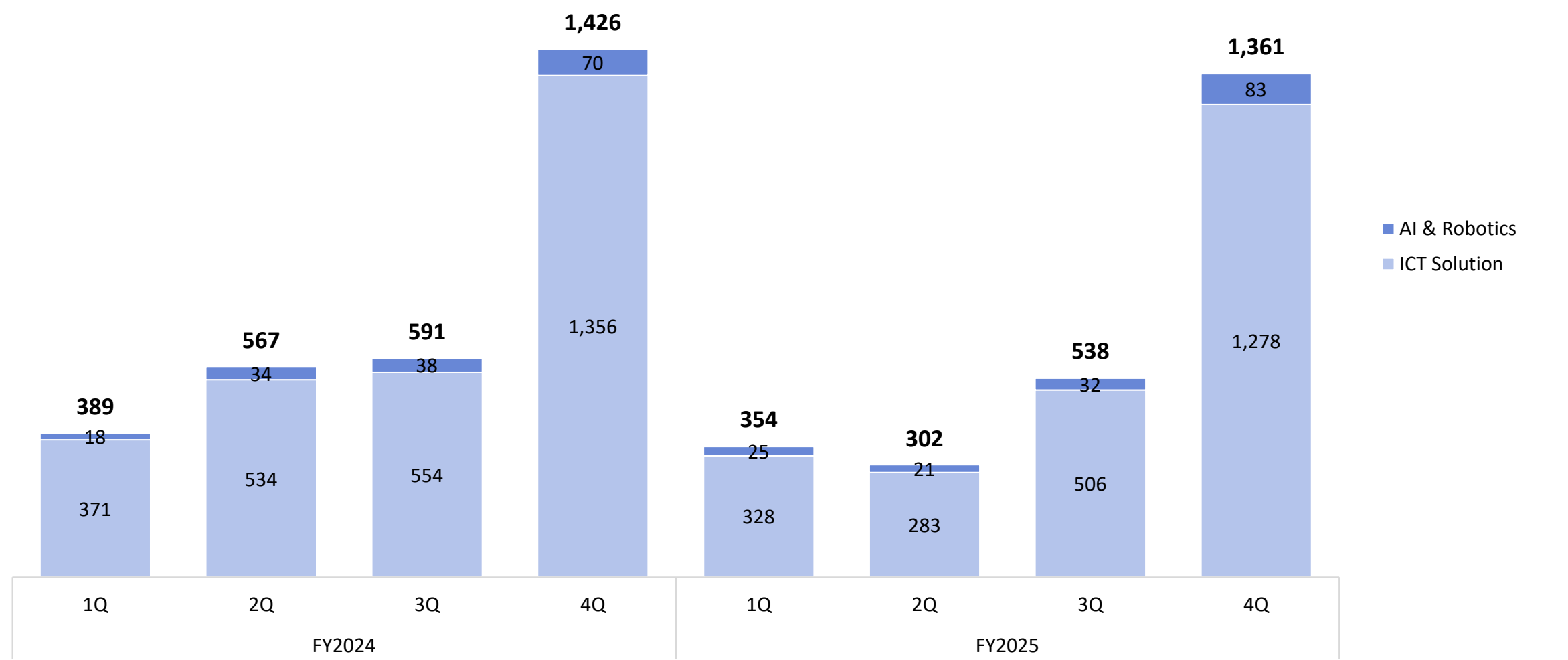
Quarterly Trend in Sales of Electronic Systems

(Millions of Yen)



Quarterly Trend in Sales of Entrepreneur Business

(Millions of Yen)



Cautionary Statement

Information on future performance contained within this presentation material, such as the results forecasts, is based on the data available and assumptions judged to be reasonable as of when the Company prepared this presentation material.

Contact

MARUBUN CORPORATION

Corporate Planning Division

E-mail ir@marubun.co.jp