

Mid-term Management Plan (FY2006 to FY2007)

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**“G” PLAN**  
*∞ toward further achievement ∞*

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**Disclaimer Regarding Forward-looking Statements**

This material contains forward-looking statements (including figures) concerning the performance of Marubeni Corp. and its group companies, based on assumptions made by the management with available information. The following factors may therefore influence actual results: consumer trends in Japan and in major global markets, private capital expenditures, currency fluctuations, notably against the U.S. dollar, material prices, and political turmoil in certain countries and regions.

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## 1. Positioning

### New Management Plan **“G” PLAN** *↻ toward further achievement ↻*

- By achieving the turnaround “V” PLAN , the Marubeni Group has completed building up a firm foothold in both revenue base and financial strength. **“G” PLAN** is a two-year plan (FY2006 – FY2007) for Marubeni Group to accelerate growth toward further achievement.
- Through **“G” PLAN**, we will shift to “offensive”: expanding business domain, enhancing and diversifying our function as “sogo-shosha”, aggressive investment toward strategic fields. We will accomplish sustainable growth, with our diverse human resources challenging positively and vitally. At the same time, we will firmly maintain a position of “defensive” through refining our management system.

## 2. Abstract (1) Outline

### Company Doctrine

Taking up the spirits of “Fairness – Innovation – Harmony”, the Marubeni Group aims to proudly contribute to the economy and society through fair and upright corporate activities.

### Management Policy

- The Group with a solid “win-win” customer relationship, providing high quality merchandise, services and functions from the customers’ standpoint.
- The Group with social contribution and sustainable growth, taking change of business environment in advance, through-out persistent challenge and innovation .
- The Group with stable revenue base, by piling up prime assets and pursuit of efficiency.

### Business Strategy

Pursuing CSR prioritized management, balancing “Defensive” and “Offensive”.

#### Measures

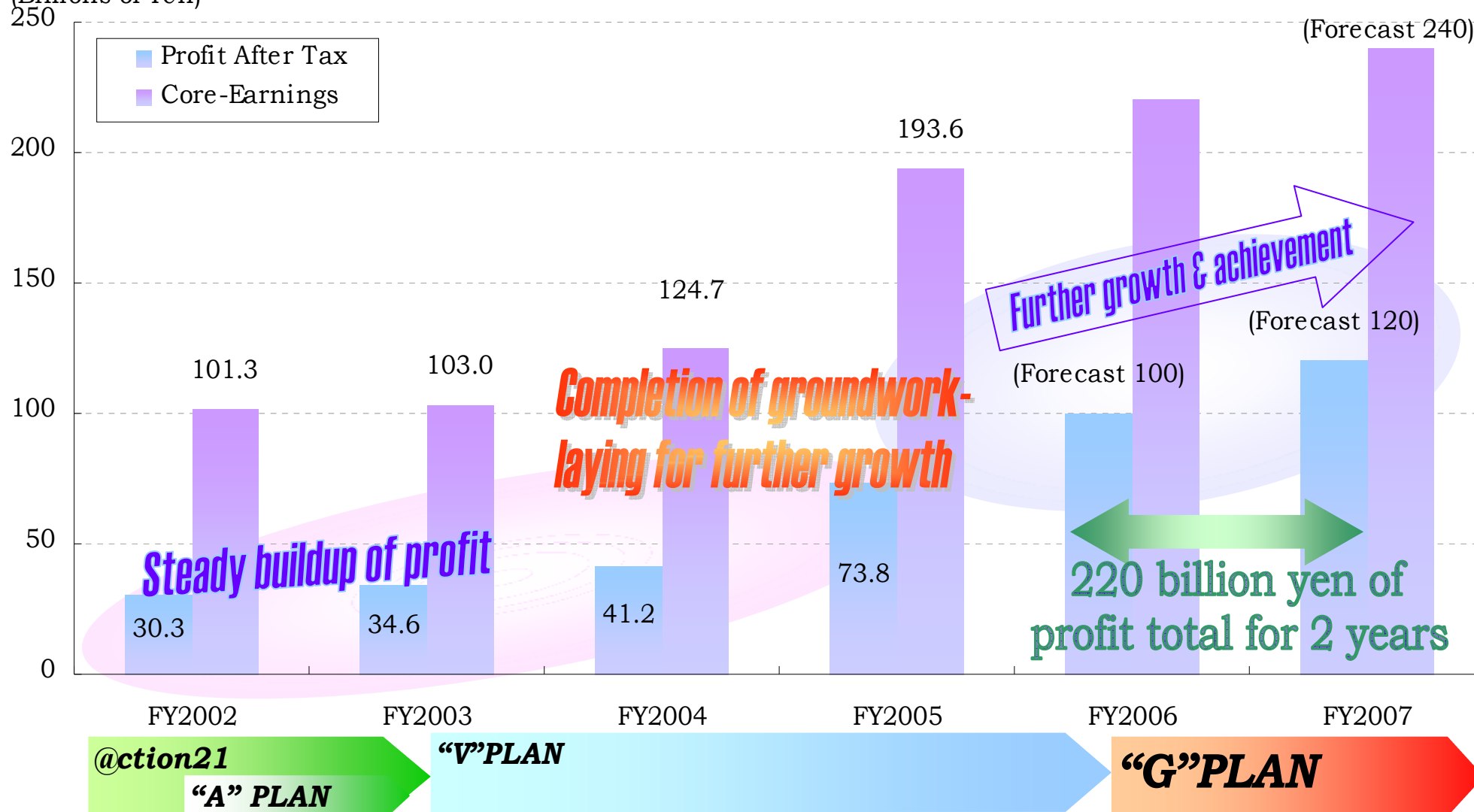
- Prioritizing allocation of management resources into strategic fields
- Reinforcement of Portfolio Management
- Reinforcement of Risk Management
- Application and development of Human Resources
- Enhancing CSR and Internal Control
- Pursuing comprehensive strength with cross divisional function

## 2. Abstract (2) Quantitative Targets



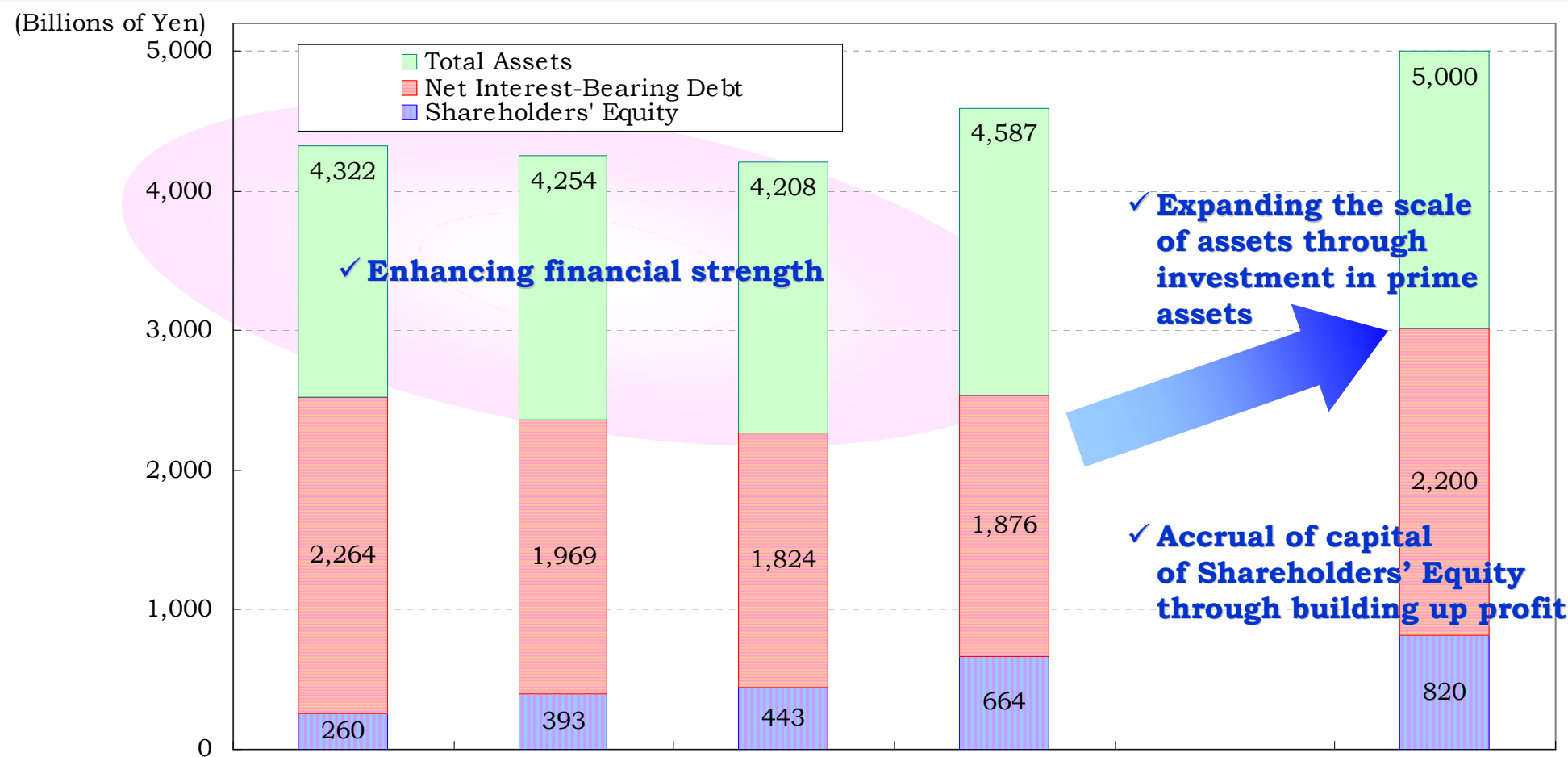
### 3. Figures (1) Profit After Tax, Core-Earnings

(Billions of Yen)

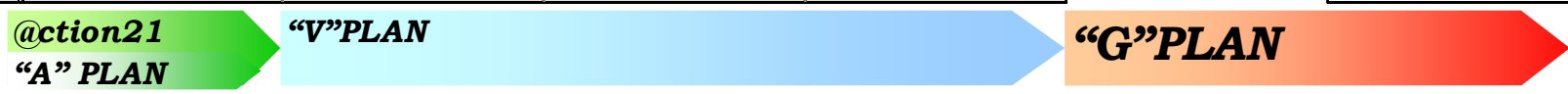


\* Core-Earnings : Operating Profit – Bad Debt Expenses + Dividends +/- Equity Gain/Loss (ex. Restructuring losses)

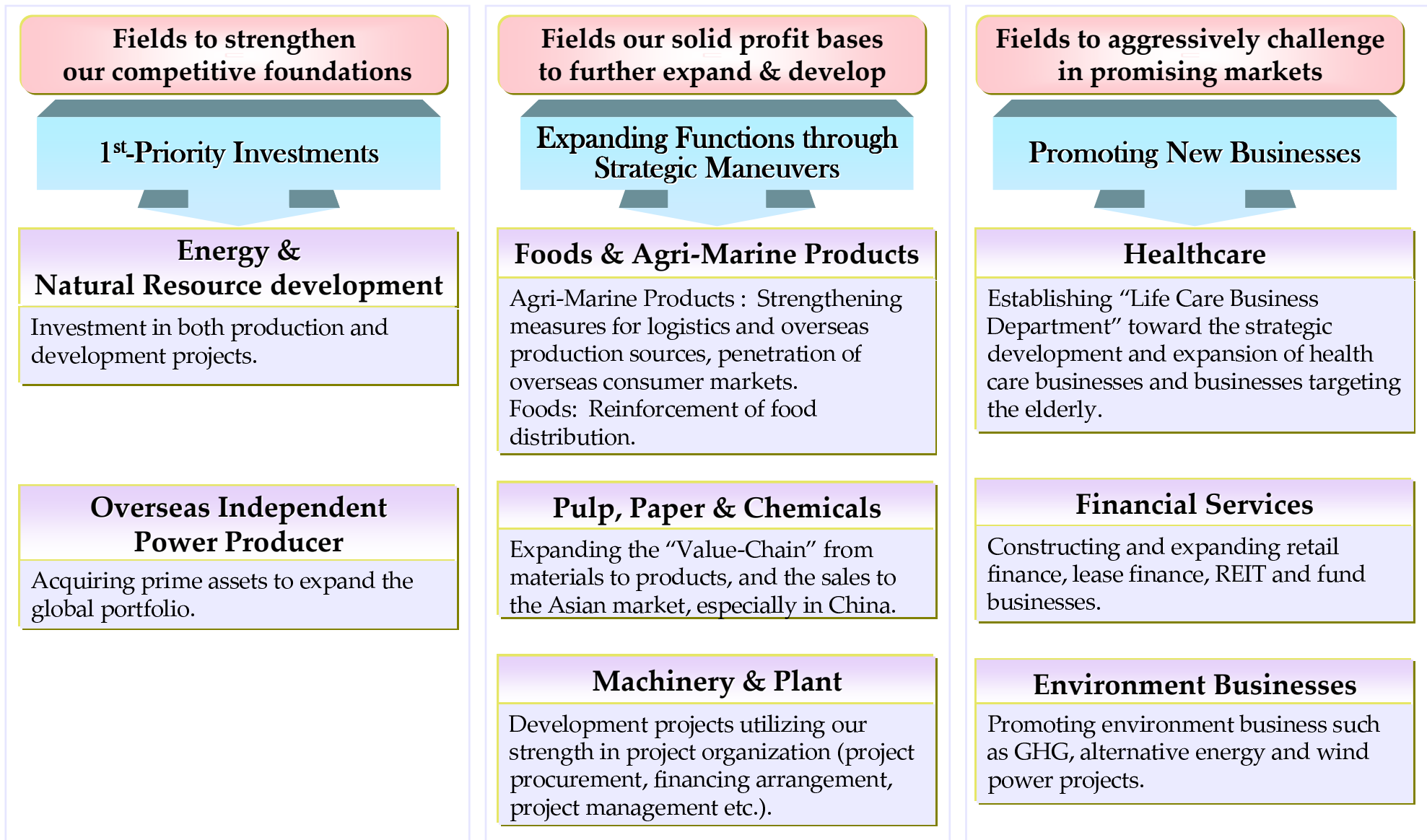
### 3. Figures (2) Shareholders' equity, interest-bearing debt and total assets



	Mar-2003	Mar-2004	Mar-2005	Mar-2006	Mar-2008
Net D/E Ratio	x 8.70	x 5.01	x 4.12	x 2.83	x 2.00s
ROA	0.66%	0.81%	0.97%	1.68%	2.0%+



## 4. Prioritizing allocation of management resources into strategic fields



## 5. Reinforcement of Portfolio Management

### Management Formula

PATRAC

$$\left( \text{Profit After Tax} \text{ less } \text{Risk Asset Cost} \right) \\ \text{Profit After Tax} - \text{Risk Assets} \times 10\%$$

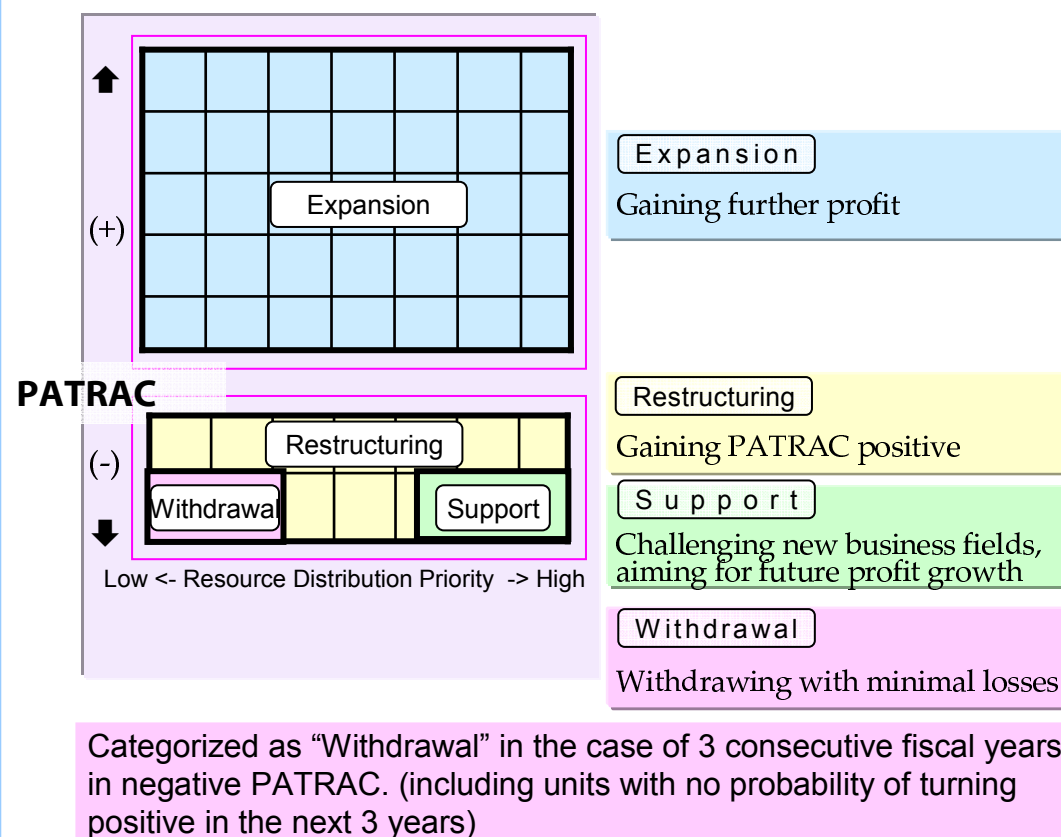
- Deepening capital cost-oriented management
- Pursuit of optimal risk-return coverage

**Tightening the baseline for project and business selection to secure earnings**

Raising Risk Assets Cost to **10%** toward sustainable maximization of PATRAC

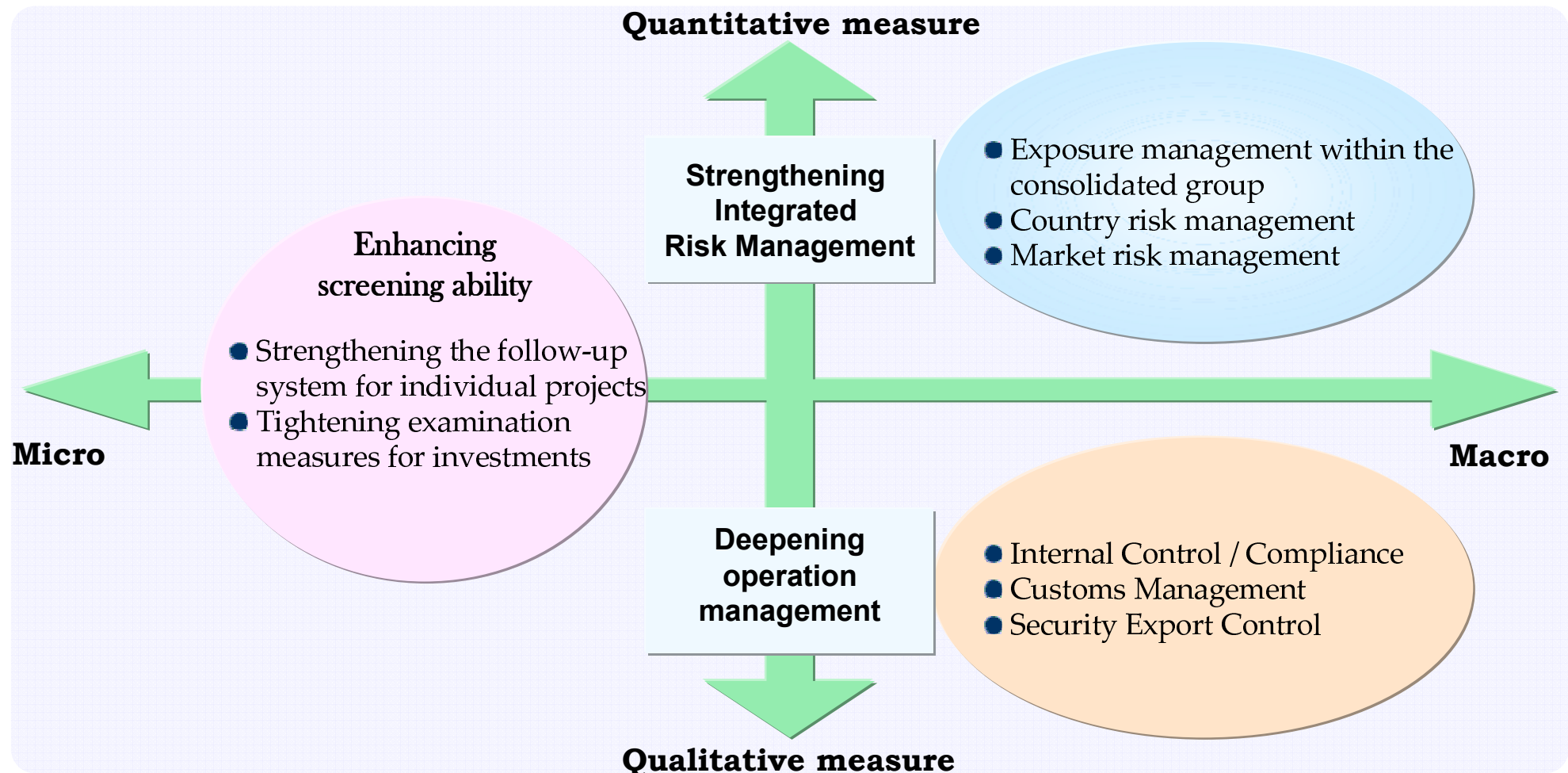
### Portfolio Units

Classifying units by PATRAC positive or negative, and formulating specific strategy for each unit.



## 6. Reinforcement of Risk Management

**Strengthening Multidimensional Enterprise Risk Management for operations balanced between “offensive” and “defensive”.**



## 7. Application and Development of Human Resources

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**Establishment of human resources management system and divisional performance evaluation focusing on motivating further challenges from each employee.**

**Application and  
Development of  
Human Resources**

**Fostering corporate culture and the establishment of personnel treatment recognizing variety within the staff and their careers**

**Development of human resources with quality of management abilities**

## 8. Enhancing CSR and Internal Control

### Enhancing CSR prioritization and consciousness toward the merit of stakeholders in the management of Marubeni.

Fostering sound corporate management activities

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Promoting co-existence, co-prosperity with society and the environment

- Enforcement of Law Compliance
- Enhancing Internal Control
  - ▶ Ensuring the reliability of financial statements
  - ▶ Promoting efficiency in operations
- Development of Human Resources

- Contribution to Society
- Environmental Preservation Activities



Pursuing the merit, satisfaction and trust of Marubeni group's individual stakeholders

Customers

Providing products & services with higher customer satisfaction, fair & transparent trading, and development of services & functions

Trust

Shareholders

Securing transparency in management, Accelerating disclosure and group governance, etc.

Corporate Value

Society & Environment

Promotion of social contribution activities, environmental preservation activities and environment businesses

Contribution to society, Co-prosperity

Employees

Respecting values and life plans of individual group employees

Working environment, treatment



**Sustainable Growth**

## 9. Pursuing comprehensive strength with cross divisional function

**Activating further cross divisional function to establish comprehensive strength.**

Sustaining company-wide cooperation in important areas, companies and business domains.

- Enhancing activities based on a company-wide strategy by establishing committees and/or appointing executive officers.

Establishment of “Cross Divisional Function Committee” and Reflecting intra-company synergy to performance appraisal.

- Establishing “Cross Divisional Function Committee” as a cross-sectional organization to urge synergy between segments, toward the reinforcement of marketing ability and the pursuit of further business opportunities.