

UPDATE

Record-High Consolidated Net Profit for the Second Consecutive Fiscal Year

All Quantitative Targets Achieved under GC2018, the Previous Medium-Term Management Plan

In the fiscal year ended March 31, 2019, consolidated net profit hit ¥230.9 billion, a record high for the second consecutive year, with a ¥19.6 billion or a 9% increase year on year.

- Adjusted net profit, net profit excluding one-time items, also reached an all-time high of approximately ¥256.0 billion
- Core operating cash flow totaled positive ¥373.2 billion, a record high
- Positive free cash flow after delivery of shareholder returns totaled ¥245.8 billion
- The net DE ratio improved 0.14 points compared to the end of the previous fiscal year, to 0.90 times

FYE 3/2017

Consolidated net profit

¥155.4 billion

Free cash flow after delivery of shareholder returns

+¥336.1 billion

Net DE ratio

1.20 times

ROE

11.1%

Annual dividend per share

¥23

FYE 3/2018

Consolidated net profit

¥211.3 billion

Free cash flow after delivery of shareholder returns
(Two-year cumulative)

+¥494.6 billion

Net DE ratio

1.04 times

ROE

14.0%

Annual dividend per share

¥31

FYE 3/2019

Consolidated net profit

¥ **230.9** billion

All-time high

Free cash flow after delivery of shareholder returns
(Three-year cumulative)

+ ¥ **740.4** billion

Achieved GC2018 target

Net DE ratio

0.90 times

Achieved GC2018 target

ROE

13.9%

Achieved GC2018 target

Annual dividend per share

¥ **34**

Record high



Key Performance Indicators

GROWTH POWER


+30%
increase

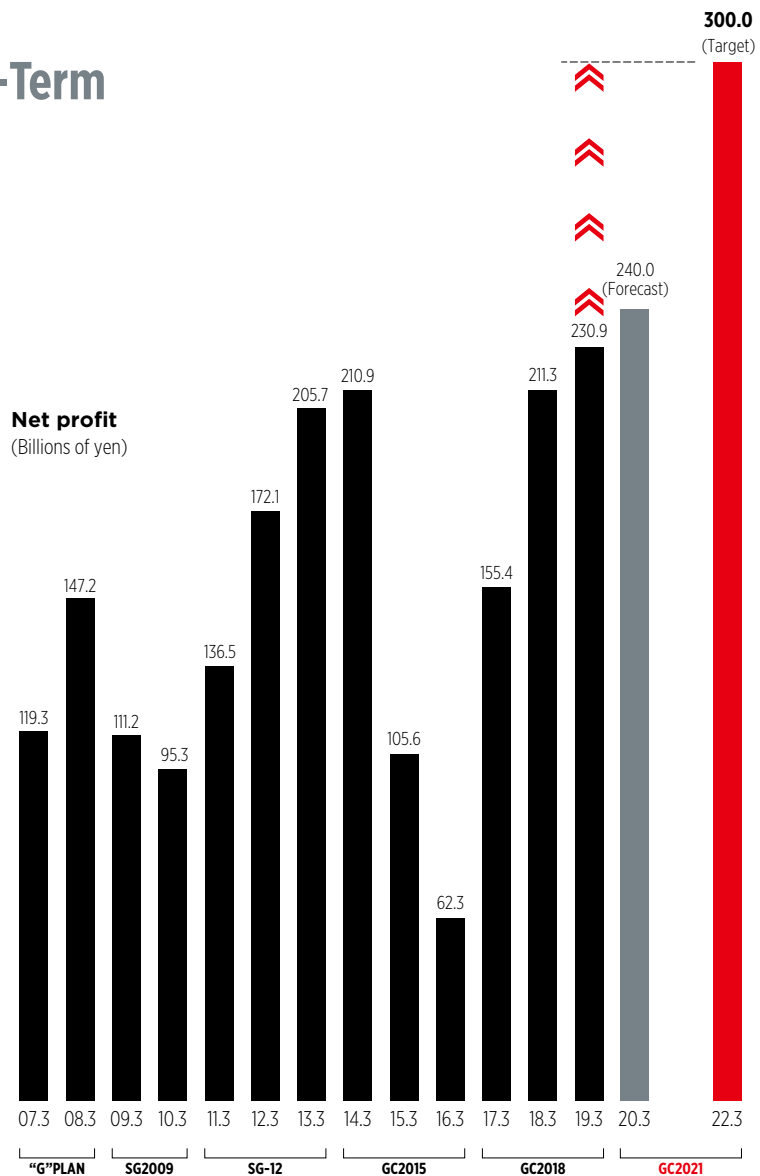
Targeting Further Growth

Launch of GC2021 Medium-Term Management Strategy

Marubeni formulates and executes medium-term management plans aimed at resolving societal issues and creating new value. Looking back, some of these achieved record-high profits in every year of the plan, while some plan targets had to be revised due to drastic changes in the external environment. Going forward, Marubeni will address various challenges head on while working to create new value.

In May 2019, we announced the GC2021 Medium-Term Management Strategy (for the three-year period between the fiscal years ending March 31, 2020 and March 31, 2022).

 See page 014 for more details of the GC2021 Medium-Term Management Strategy.



GC2021 
Global crossvalue platform

Financial Targets (FYE 3/2022)

Consolidated net profit (FYE 3/2022)

¥ **300.0** billion

Core operating cash flow (Three-year cumulative)

¥ **1,200.0** billion

Free cash flow after delivery of shareholder returns
(Three-year cumulative)

+ ¥ **100.0** billion or more

FYE 3/2022: Net DE ratio of around 0.7 times

New investments (including CAPEX) (Three-year cumulative)

Approx.

¥ **900.0** billion

(On the condition of achieving targeted FCF after
delivery of shareholder returns)

ROE

10% or more