Fumiya Kokubu
President and CEO

Marubeni Group aims to become a true global company

The Marubeni Group will work to outperform the top players in business fields and markets across the world, aiming to become a true global company that contributes to both regional economies and society.

In the fiscal year ended March 31, 2016, consolidated net profit* amounted to ¥62.3 billion, significantly lower than anticipated primarily due to the recording of impairment losses related to the deterioration of the resource market. The inability to achieve our initial forecast was disappointing, especially given the importance of our performance this year in light of the large downward revision to the previous fiscal year's target. Unfortunately, we suffered substantial impairment losses for the second consecutive year. As a representative of Marubeni's management, I am fully aware of the gravity of this situation.

We are now forced to weather an adverse operating environment that is unlike any before. Nevertheless, we remain committed to returning to the path of sustainable growth. I hope that we can look forward to your ongoing support as we brave the new frontiers that lie ahead.

Performance Results in the Year Ended March 31, 2016

In the year ended March 31, 2016, the global economy continued to see a mild recovery trend centered on the United States. At the same time, however, the economic slowdown in China became increasingly more pronounced and conditions worsened in the natural resource market. In particular, the prices of crude oil and copper, which have a substantial influence on the Company's performance, plummeted, making for a difficult year.

In this environment, consolidated net profit for the year decreased ¥43.3 billion year on year, amounting to ¥62.3 billion. This outcome was largely due to impairment losses recorded primarily in natural resources-related businesses. Looking at the balance sheet, net interest-bearing debt was down ¥125.2 billion, to ¥2,762.5 billion, following a substantial increase in free cash flow resulting from exhaustive efforts to improve the efficiency of working capital. At the same time, total equity as of March 31, 2016, decreased ¥263.5 billion year on year, to ¥1,415.2 billion, mainly because of the impacts of yen appreciation and stock price declines. Accordingly, the net debt–equity, or net D/E, ratio came to 1.95 times, failing to meet our initial target of 1.6 times.

The year ended March 31, 2016, was the final year of the previous mid-term management plan, Global Challenge 2015, and it is most unfortunate that this plan had to end with its quantitative targets unmet.

* "Profit for the year attributable to owners of the parent" is displayed as "consolidated net profit."

New Mid-Term Management Plan *Global Challenge 2018*

Current Operating Environment

Since the turn of the century, the global economy has proved robust with rapid growth in China and other emerging economy countries and soaring natural resource prices against a backdrop of quantitative easing. Now, however, the situation is reversed, as emerging economy countries, most notably China, are suffering from substantial economic slowdowns and the advantageous resource market conditions have come to an end. Amid this change in operating environment, it cannot be denied that we are entering into a new era and approaching a significant turning point.

Looking back, we will see that Marubeni has experienced two such turning points since the end of World War II. The first came in the 1980s, when the appreciation of the yen brought an end to an era driven by trading as an intermediary, signaling our shift toward business investment. The next turning point came after taking substantial impairment losses on large-scale investments in the 1990s, when we began to achieve record-breaking earnings as a result of an increase in investment returns stimulated by the aforementioned rapid economic growth in emerging economy countries and deregulation in developed countries.

We now must recognize that our operating environment is significantly different from before and that it is therefore crucial for us to fundamentally change how we think and do business. While we have experienced transformation in our business strategies in the past, I feel that the turning point before us today is more critical than those previously. Therefore an appropriate approach to respond to this turning point is of the utmost importance.

Quest to Become a True Global Company and Build a Strong Marubeni Abroad

Given this operating environment, I believe that the most prudent approach to be adopted on the path toward future growth will be for us to focus on strengthening the overseas functions and businesses that formed the origins of general trading companies. We must thereby seek to create a Marubeni that is strong abroad. We injected this commitment into the new mid-term management plan, Global Challenge 2018, otherwise known as GC2018, which started in fiscal 2016. It defines our road to 2020 as being a quest to outperform the top players in business fields and markets across the world, aiming to become a true global company that contributes to both regional economies and society. A true global company is not one that merely operates in countries and regions worldwide. Rather, it is one with strong business and sales foundations rooted in the countries and regions in which it operates, boasting a strong presence as a prominent local player in these areas. We at Marubeni strive to act locally in our global operations, strengthening both local and consequently global operations by reinforcing business models that are intrinsically tied to local markets. As we build a strong Marubeni abroad through these efforts, we will focus on specific markets and products, refining operations to cultivate a strength that others cannot rival.

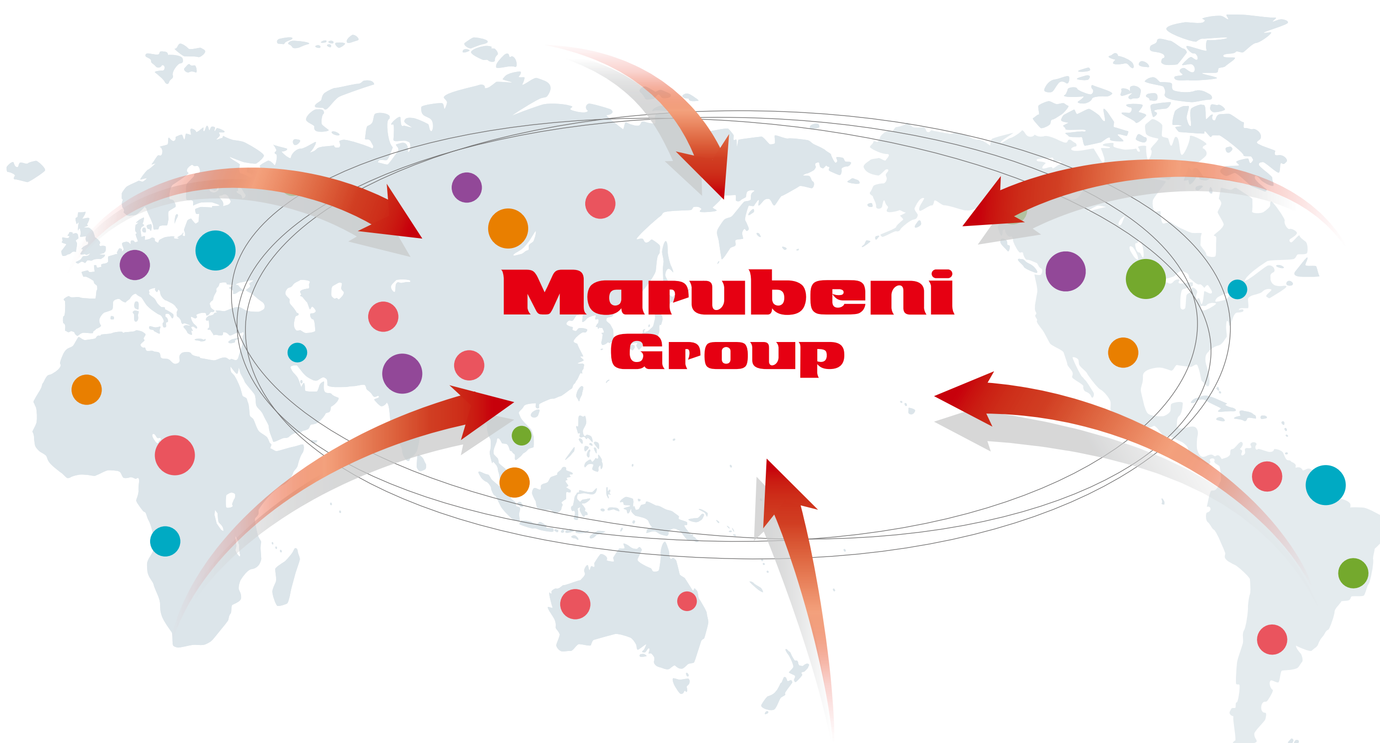
* For more information on global strategies, please refer to page 46.

Powerful Marubeni Group Combining Individual Strengths

To guide us as we seek to accomplish these objectives, we have defined the slogan of "combining all our individual strengths to create a more powerful Marubeni Group." The stronger Marubeni becomes in individual business fields and markets, the more we will find that our competition is not other trading companies but is rather the top players in these fields and markets.

We have already achieved several examples of individual strengths rooted in regions where we are developing businesses as a leading player in a given field. Among these examples is Helena Chemical Company, which has achieved the No. 2 position in the U.S. agricultural materials industry. We also boast similar strengths in our overseas power generation, agricultural, and aircraft leasing businesses as well as our tire retail business in Thailand. Our position as a top player in these areas creates virtuous cycles for our business that arise from a wider range of opportunities to partner with new companies and participate in new fields and markets. I believe that enhancing our global networks and heightening synergies while increasing the number of such individually strong businesses will no doubt lead to future growth for the Marubeni Group. Meanwhile, becoming a true global company will require that we capitalize on individual strengths that are formed by both businesses and human resources. We therefore plan to adopt an even-more active approach toward securing and cultivating talented employees that can compete on the global stage. We aim to secure ambitious and curious human resources, those that are capable of setting their own goals and formulating and carrying out plans for accomplishing these goals. It is this type of human resource that will help Marubeni become a true global company. More specifically, achieving significant growth in local businesses will require human resources that can conduct management based on the characteristics of the region in question and thereby maximize business value. We strive to make the Marubeni Group into an organization in which all employees can find pride and motivation in their work, and we are thus committed to hiring and cultivating talented individuals, regardless of their nationality or gender, while realizing a more diverse Group employee base.

Aiming to combine all our individual strengths to create a more powerful Marubeni Group, we will develop our strong human resources and businesses all over the world.



Management Policies

Based on our road to 2020, we set forth five new management policies in GC2018.

These policies are business and investment policy, cash flow management, portfolio policy, reinforcement of global strategy, and the Marubeni's Group human resources strategy.

Based on these five policies, we will establish and advance concrete strategies for realizing long-term growth in consolidated net profit; profit after tax less risk asset cost, or PATRAC, our original risk-return indicator; and operating cash flows while further enhancing our financial position.

Management Policies Based on The Road to 2020

Ⅰ Business and Investment Policy
Management policy for each business model

Ⅱ Cash Flow Management

Ⅲ Portfolio Policy

Ⅳ Reinforcement of Global Strategy

Ⅴ Marubeni Group's Human Resources Strategy

Expand consolidated net profit/operating cash flow and maximize PATRAC in the long term

Further bolster the balance sheet

Management Policies by Business Model

In the coming years, Marubeni will establish a foundation for long-term earnings growth in regions around the world and push forward with a business investment strategy. This strategy will be implemented based on the operating environment and characteristics of each of the four business model categories defined in GC2018.

The first business model category is distribution businesses. This category accounts for roughly 60% of Marubeni's earnings and is an area in which we can expect stable profits and ongoing growth. In this category, we will create value by differentiating the products, services, and functions of each of the businesses we invest in.

The second business model category is finance businesses. Our main targets in this category will be leasing centered on transportation machinery as well as retail finance businesses.

We expect to expand the range of regions, businesses, and products encompassed by these two categories. We will thus prioritize businesses that we anticipate can form future platforms for operations, advancing a strategy that pursues both M&A activities and organic growth from these businesses. In addition, due to the need to control the management, strategies, and capitals of such businesses, we will primarily look to acquire majority stakes.

The third business model category is stable earnings-type businesses. Independent power producer, or IPP, projects are a representative example of the type of business included in this category and are also an area of strength for Marubeni. With regard to this category, we will mainly target infrastructure businesses that promise stable earnings and are backed by long-term contracts, actively accumulating new assets in the pursuit of earnings growth. We will generally acquire minority stakes out of consideration for the limited upside risk, high

Quantitative Targets

For the year ending March 31, 2019, we are targeting consolidated net profit of ¥250.0 billion. Of this amount, ¥230.0 billion is projected to come from non-natural resources-related businesses while natural resources-related businesses should generate ¥20.0 billion, although this figure will be dependent on natural resource prices. Non-natural resources-related businesses have been steadily reinforcing our earnings base. Going forward, we will work to boost the earning power of existing businesses in this area while strategically developing new businesses.

In addition, under GC2018 we aim to achieve a positive three-year aggregate free cash flow after dividend payments. By doing this, we will limit increases in net interest-bearing debt and expand net assets on the back of earnings growth targeting a net D/E ratio of about 1.3 times on March 31, 2019. In regard to new investments, GC2018 defines four business model categories in its business and investment policy. We plan to devote 40% of investments to the stable earnings-type businesses category, generating solid cash flows as a result. The distribution businesses category will be the target of 30% of investments. In this category, we will rapidly move to improve our asset portfolio and profitability structure for existing businesses while exploring new models for growth businesses. New investments have been slightly overconcentrated in the natural resource investments category in the past. In the future, we will adjust the focus of new investments and the same time, we will sell off and replace existing assets to increase asset efficiency, with the aim of achieving the quantitative target of 10% or more for return on equity (ROE).

Quantitative Targets (2016–2018)

● Consolidated Net Profit
(Non-Natural Resources ¥230.0 billion or more)

¥250.0 billion

● Free Cash Flow
Cumulative total for 2016–2018

Positive free cash flow (after dividends)

● Net D/E ratio

About 1.3 times

● ROE

10% or more

● New Investments
2016–2018

¥1 trillion

dividend payouts, and large scale of the investments characteristic of this category.

The fourth and final business model category is natural resource investments. In this category, we will observe a policy of maintaining asset holdings from a long-term perspective. In projects we have already invested in, we will thus prioritize quick start-up of production, while also positioning long-term projects with high levels of cost competitiveness as our main targets for new investments. In addition, we will balance investment and set budgets to limit profit fluctuations resulting from changes in natural resource prices.

Through the effective allocation of management resources to these four business model categories, we aim to develop a portfolio that can stably generate earnings, even when faced with low natural resource prices or an otherwise difficult operating environment.

Management Policies by Business Model

Distribution Businesses	Finance Businesses
Stable Earnings-Type Businesses	Natural Resource Investments

Shareholder Returns

We forecast a consolidated net profit of ¥130.0 billion for the year ending March 31, 2017.

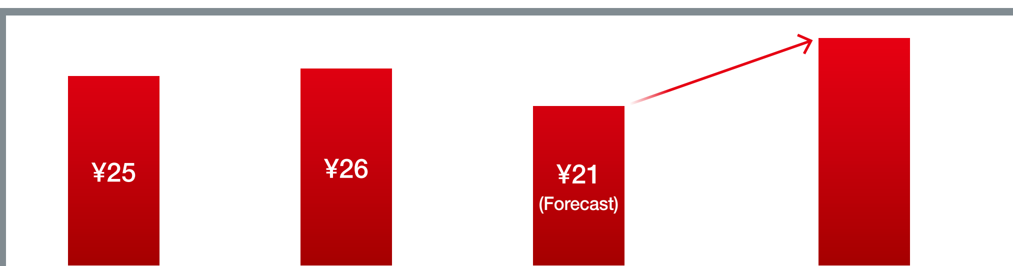
We are currently witnessing sluggish conditions as a result of the economic slowdown in China and other emerging economy countries as well as the lack of optimism regarding medium-term growth, factors that stand in contrast to the ongoing recovery in the United States supported by strong internal demand.

In GC2018, we established a consolidated dividend payout ratio target of 25% or more, and we therefore plan to issue dividend payments of ¥19 per share in the year ending March 31, 2017. I regret having to inform our shareholders of this projected dividend decrease. Nevertheless, we are strongly committed to achieving future performance that exceeds our forecasts, which will allow us to raise dividend payments above the projected level. We recognize that it is an important mission of the Marubeni Group to increase returns to shareholders by raising our stock prices and dividend payments, and we will take this mission to heart as we continue to pursue improved corporate value into the future.

Shareholder Return Policy

	GC 2015			GC 2018
	2014.3	2015.3	2016.3	2017.3–2019.3
Consolidated Dividend Payout Ratio	20.6%	42.7%	20.2% (Forecast)	**25**% or more

Dividend Per Share



Company Creed and Marubeni Spirit

Our Company Creed of "Fairness, Innovation, and Harmony" is based on the three-point philosophy of Marubeni's first president Shinobu Ichikawa: "'Fairness' is to act with fairness and integrity at all times, 'Innovation' is to pursue creativity with enterprise and initiative, and 'Harmony' is to give and earn the respect of others through cooperation." This philosophy continues to constitute the core aspect of Marubeni employees even today.

Our business continues to evolve with the changing times. Our focus on "Fairness, Innovation, and Harmony," however, has remained a constant. The Marubeni Spirit, meanwhile, summarizes the corporate culture and values targeted by the Marubeni Group and informs the attitudes and actions of its employees.

The world continues to face countless issues, such as those related to natural resources, energy, food security, and the environment. These are issues that Marubeni should strive to help resolve as a general trading company. We will address these issues while always maintaining a forward-looking stance and boldly testing the limits of our potential. This is the philosophy encapsulated in the Marubeni Spirit.

Our business should spread the seeds of prosperity in the regions of the world where we operate, changing them for the better while also driving social and economic development in Japan. Recognizing this, we will continue growing our business with a strong sense of commitment. The Marubeni Group will never cease advancing its quest to always be a good corporate citizen and a company deemed trustworthy by its stakeholders.

Company Creed: "Fairness (正), Innovation (新), and Harmony (和)"

(formulated in 1949)

Calligraphy by Shinobu Ichikawa, first President of Marubeni Co., Ltd., now Marubeni Corporation

Marubeni Spirit

The Marubeni Spirit summarizes the corporate culture and values of the Marubeni Group and informs the attitudes and actions of its employees.

志	Possess the willpower to shape the future
挑	Relish a great challenge
論	Value a full, free, and vigorous debate
強	Fight through hardships
正	Maintain a formidable sense of fairness

(Calligraphy by Shouin Iwai)

Addressing top priorities to achieve the goals of Global Challenge 2018

Nobuhiro Yabe

Managing Executive Officer, Member of the Board
CFO; Chief Operating Officer, Investor Relations and Credit Ratings; Chairman of Investment and Credit Committee; Chairman of CSR & Environment Committee; Chairman of Disclosure Committee

Improvement of Financial Position

Amid the slowdown in the Chinese economy, which had previously been the driving force behind growth in the global economy, conditions in the natural resources market deteriorated, leading to a persistently difficult operating environment for Marubeni.

In this environment, we suffered a substantial decline in earnings stemming from impairment losses in natural resources-related businesses, and the net D/E ratio climbed to 1.95 times on March 31, 2016, as a result. This significant divergence from the level of 1.50 times initially targeted in the previous mid-term management plan, Global Challenge 2015, makes it clear that improving our financial position is a matter of urgency.

The future of the natural resources market and domestic and overseas economic conditions remains uncertain, and it was under these circumstances that we launched our new mid-term management plan, Global Challenge 2018, or GC2018, in the year ending March 31, 2017. In order to achieve the goals of GC2018, the improvement of our financial position will be a top priority, particularly during the year ending March 31, 2017, and we therefore intend to focus on advancing measures for enhancing our balance sheet and cash flows and strengthening the profitability of existing businesses.

Enhancing the Balance Sheet and Cash Flows

In the year ending March 31, 2017, we aim to achieve a positive free cash flow and maximize the amount of this cash flow on a single-year basis. All business segments have set minimum free cash flow targets, and we are taking steps to enhance our cash generation capacity at the base level of operations as well as at the management level. Through these efforts, we will target a net D/E ratio of less than 1.7 times for March 31, 2017.

Strengthening Existing Business Profitability

As we strive to strengthen operations in business fields in which the Group excels, namely agriculture-related businesses, infrastructure businesses, and transport-related businesses, we will raise the bar for all existing businesses. At the same time, we will strategically exit unprofitable businesses, businesses that have peaked out, low-growth businesses, and other non-core businesses to thoroughly improve the quality of our existing asset and business portfolios.

Measures for enhancing our balance sheet and cash flows and strengthening the profitability of existing businesses will be placed among our top priorities for the year ending March 31, 2017, and, by advancing these measures, we will blaze a trail toward the success of GC2018.

Policies as Chairman of Investment and Credit Committee

New Investment Plans under GC2018

While improving our financial position is a top priority, this does not eliminate the need to allocate funds toward new investments in order to achieve sustainable income growth. GC2018 earmarks a total of ¥1 trillion for use in new investments over its three-year period. In selecting candidates for these investments, we will prioritize those projects that will help us maximize cash flows.

With the start of GC2018, we defined four business model categories that we will seek to further develop and promote: distribution businesses, finance businesses, stable earnings-type businesses, and natural resource investments. We have laid out clear business and investment strategies based on the differing operating environments and business characteristics in each of these categories, and advancing these strategies will be a major objective going forward.

In the distribution businesses and finance businesses categories, we will participate in projects through majority investment, in principle, and work to maximize the cash flows generated through enhanced cash flow control and other management practices. Meanwhile, in stable earnings-type businesses, which tend to have high dividend payout ratios and of which overseas IPP, projects are a representative example, we will generally acquire minority stakes with the aim of improving capital efficiency. At the same time, we will decide on financial recovery mechanisms with partners ahead of time to quickly recover our investment.

Under GC2018, we will strive to generate stable earnings and cash flows by increasing the portion of funds allocated to non-natural resources-related businesses, where earnings potential is steadily growing, while focusing on strengthening these businesses based on the characteristics of the aforementioned business models. In fact, around 90% of new investments under GC2018 will be directed at non-natural resources-related business model categories.

In the year ending March 31, 2017, we plan to conduct new investments totaling ¥200.0 billion at most. In selecting these investments, we will carefully consider such factors as the extent to which we have been able to reduce interest-bearing debt and the level of our cash flows.

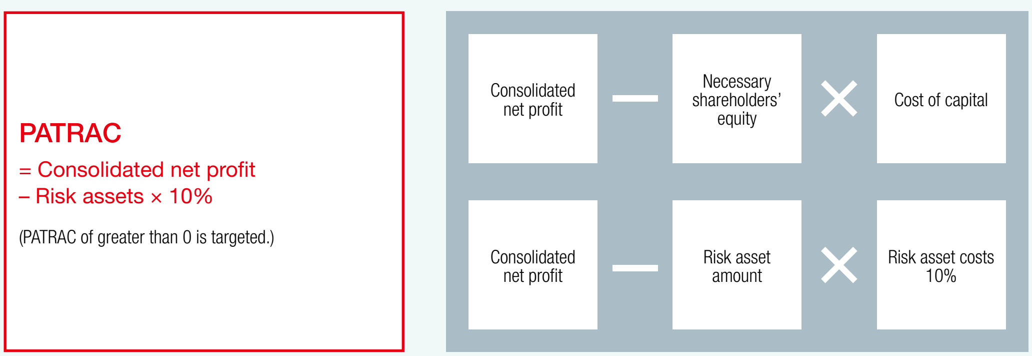
We also realize how important it is to create highly accurate business plans when conducting investments, making sure not to bank on unrealistic growth projections or difficult-to-achieve synergies. We are thus committed to formulating precise business strategies based on the characteristics of each individual project, primarily focusing on those fields in which we can utilize our insight and functions, and steadily advancing these strategies.

Emphasizing Cost of Capital Management

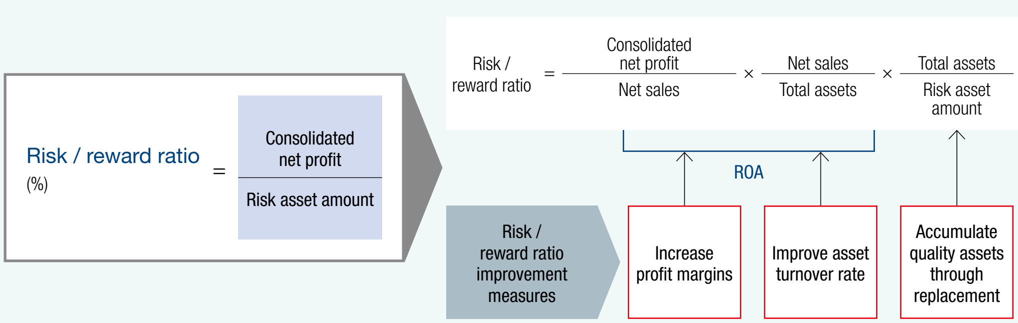
At Marubeni, we practice management that emphasizes cost of capital. This type of management includes utilizing Marubeni's unique management indicator called PATRAC, which stands for profit after tax less risk asset cost (see diagram below) and is designed to ensure earnings that exceed cost of capital, and making investment decisions based on an internal rate of return calculated for each potential investment. Since we introduced the PATRAC indicator, we have succeeded in realizing a targeted allocation of management resources by replacing unprofitable or inefficient assets.

GC2018 targets return on equity of more than 10%. To achieve this target, we will heighten capital efficiency through measures such as replacing assets to improve profitability.

PATRAC (Profit After Tax less Risk Asset Cost)



Risk / Reward Ratio



Performance Highlights

11-Year Financial Summary

	"V" PLAN	"G" PLAN		SG2009	
	U.S. GAAP				
	2006.3	2007.3	2008.3	2009.3	2010.3
For the year:					
Total volume of trading transactions*1	¥8,686,532	¥9,554,943	¥10,631,616	¥10,462,067	¥7,965,055
Gross trading profit	502,024	531,171	596,916	644,803	491,673
Operating profit*2	143,248	165,020	200,153	234,065	118,926
Dividend income	12,065	20,705	23,645	27,719	23,561
Share of profits of associates and joint ventures	31,602	44,880	55,661	21,973	28,864
Profit for the year attributable to owners of the parent (Net profit)	73,801	119,349	147,249	111,208	95,312
Core earnings*3 (Billions of yen)	171.3	202.1	239.6	245.0	154.4
At year-end:					
Total assets	¥4,587,072	¥4,873,304	¥5,207,225	¥4,707,309	¥4,586,572
Net interest-bearing debt	1,876,350	1,843,445	2,001,977	1,911,607	1,706,397
Total equity	710,786	820,839	860,581	623,356	799,746
Equity attributable to owners of the parent (Shareholders' equity)	663,787	745,454	779,764	567,118	745,297
Amounts per share (¥, US$):					
Basic earnings	¥48.34	¥72.41	¥84.93	¥64.04	¥54.89
Cash dividends	7.00	10.00	13.00	10.00	8.50
Cash flows:					
Net cash provided by operating activities	¥133,408	¥152,075	¥235,290	¥343,618	¥280,610
Net cash used in investing activities	(193,781)	(135,147)	(306,855)	(387,069)	(35,207)
Free cash flow	(60,373)	16,928	(71,565)	(43,451)	245,403
Net cash (used in) provided by financing activities	(46,037)	24,819	65,865	257,608	(254,655)
Cash and cash equivalents at end of year	368,936	414,952	402,281	573,924	570,789
Ratios:					
ROA (%)	1.68	2.52	2.92	2.24	2.05
ROE (%)	13.33	16.94	19.31	16.51	14.52
Equity attributable to owners of the parent ratio (%)	14.47	15.30	14.97	12.05	16.25
Net debt–equity (D/E) ratio (Times)	2.64	2.25	2.33	3.07	2.13

Notes:
*1 "Total volume of trading transactions" includes all transactions involving the Company and its consolidated subsidiaries regardless of transaction type. "Total volume of trading transactions" and "operating profit" are presented in accordance with Japanese accounting practices for investors' convenience and are not required by IFRS.
*2 Operating profit = Gross trading profit + SGA expenses + Provision for doubtful accounts
*3 Core earnings = Gross trading profit + SGA expenses + Interest expenses–net + Dividend income + Share of profits of associates and joint ventures
*4 U.S. dollar amounts above and elsewhere in this report are converted from yen, for convenience only, at ¥113 to US$1, the exchange rate prevailing on March 31, 2016.

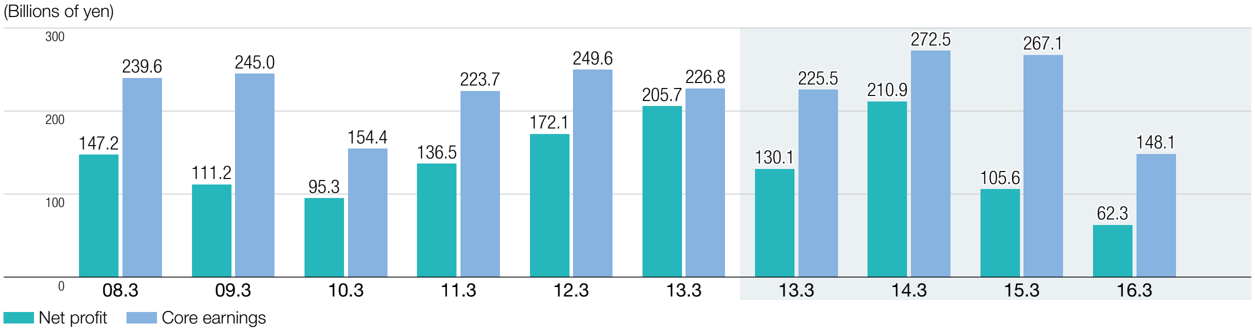
(Millions of yen) (Millions of U.S. dollars)

SG-12			GC2015				
			IFRS				
2011.3	2012.3	2013.3	2013.3	2014.3	2015.3	2016.3	2016.3*4
¥9,020,468	¥10,584,393	¥10,509,088	¥10,674,395	¥13,633,520	¥13,925,339	**¥12,207,957**	**$108,035**
522,152	541,454	528,194	539,648	651,063	707,318	**670,086**	**5,930**
145,774	157,315	122,932	128,423	157,462	160,688	**104,231**	**922**
19,200	27,351	30,112	30,151	34,917	34,957	**18,555**	**164**
71,452	81,528	87,790	83,031	99,405	89,919	**31,824**	**282**
136,541	172,125	205,696	130,143	210,945	105,604	**62,264**	**551**
223.7	249.6	226.8	225.5	272.5	267.1	**148.1**	**1,311**
¥4,679,089	¥5,129,887	¥5,965,086	¥6,115,783	¥7,256,085	¥7,673,064	**¥7,117,686**	**$62,988**
1,615,634	1,755,705	1,785,247	1,855,941	2,491,043	2,887,608	**2,762,453**	**24,446**
831,730	915,770	1,188,379	1,203,008	1,531,231	1,678,713	**1,415,202**	**12,524**
773,592	852,172	1,131,834	1,149,369	1,383,358	1,518,515	**1,317,052**	**11,655**
¥78.63	¥99.13	¥118.48	¥74.96	¥121.52	¥60.85	**¥35.88**	**$0.32**
12.00	20.00	24.00	24.00	25.00	26.00	**21.00**	**0.19**
¥210,044	¥172,599	¥295,734	¥240,075	¥291,188	¥170,943	**¥359,132**	**$3,178**
(128,495)	(273,689)	(210,878)	(192,825)	(706,585)	(331,411)	**(174,596)**	**(1,545)**
81,549	(101,090)	84,856	47,250	(415,397)	(160,468)	**184,536**	**1,633**
(17,010)	171,913	129,030	111,585	196,779	(70,705)	**(36,268)**	**(321)**
616,003	677,312	919,475	865,592	665,498	469,106	**600,840**	**5,317**
2.95	3.51	3.71	2.27	3.15	1.41	**0.84**	
17.98	21.17	20.74	12.68	16.67	7.28	**4.39**	
16.53	16.61	18.97	18.79	19.06	19.79	**18.50**	
1.94	1.92	1.50	1.54	1.63	1.72	**1.95**	

Consolidated Financial Highlights

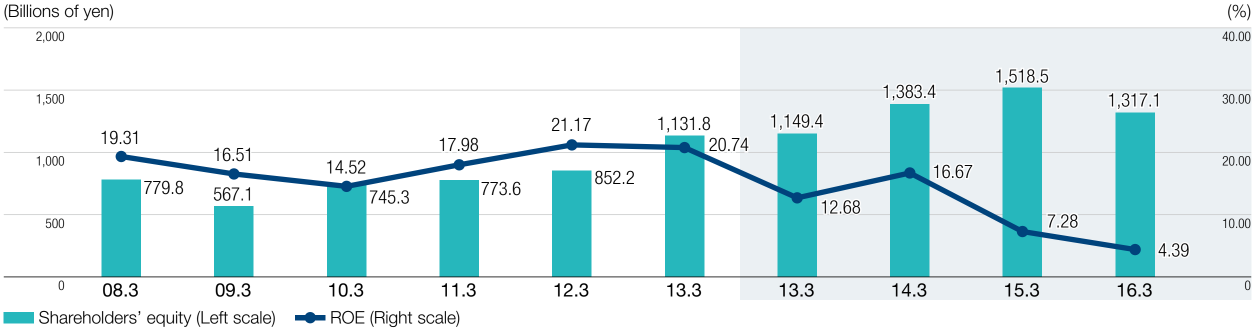
Net profit*1 / Core earnings*2

(Billions of yen)



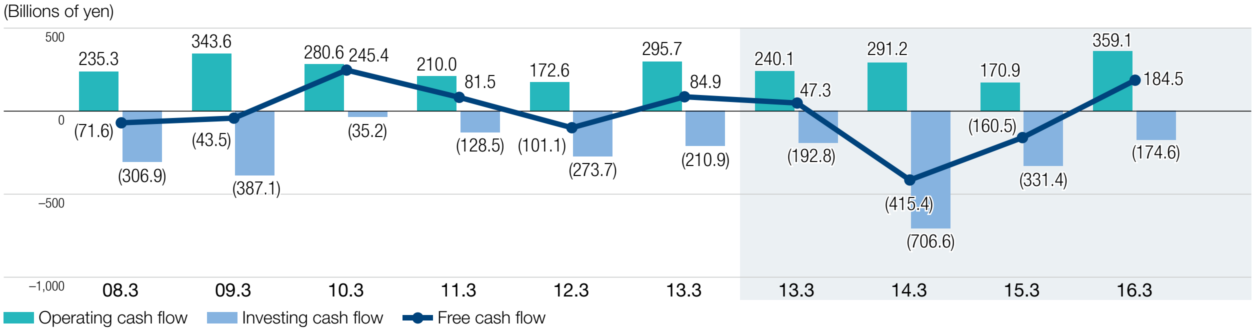
Shareholders' equity*3 / ROE

(Billions of yen) (%)



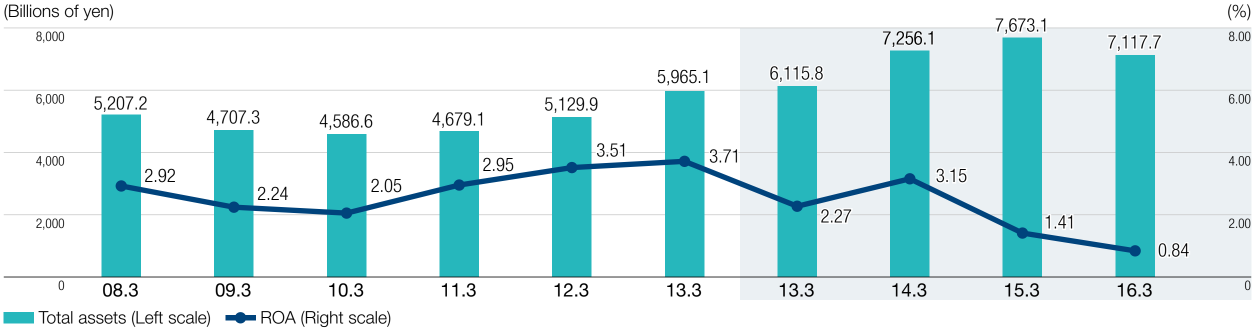
Operating cash flow / Investing cash flow / Free cash flow

(Billions of yen)



Total assets / ROA

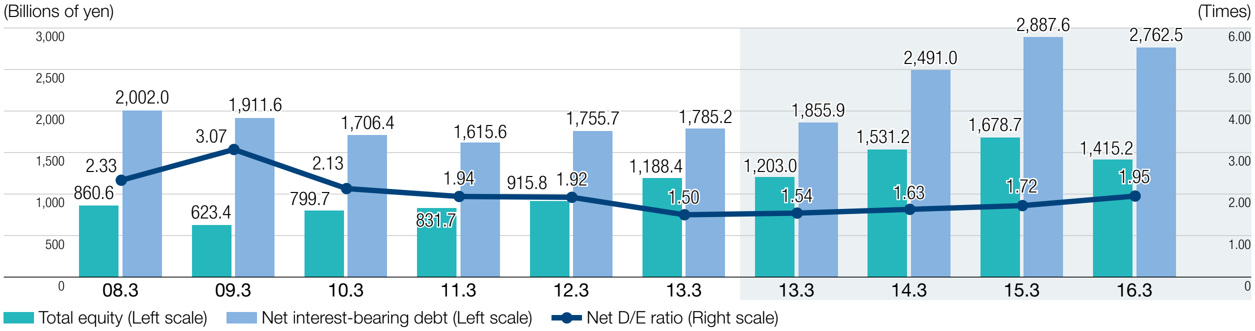
(Billions of yen) (%)



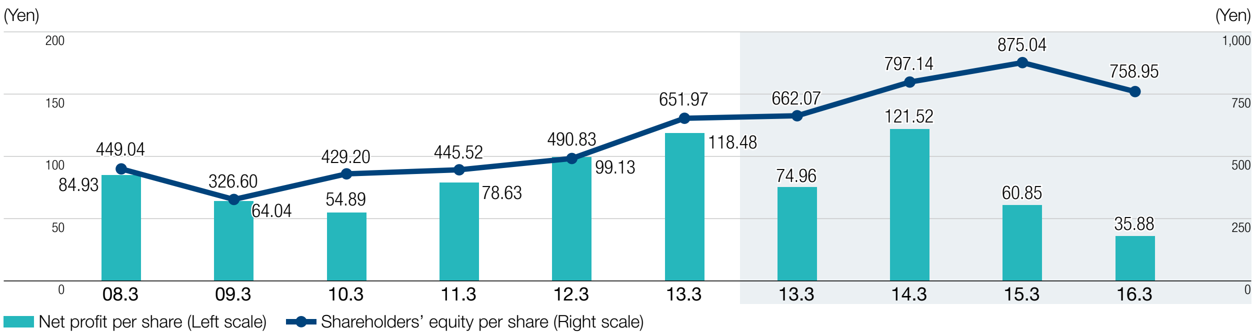
*1 Net profit = Profit for the year attributable to owners of the parent
*2 Core earnings = Gross trading profit + SGA expenses + Interest expenses–net + Dividend income + Share of profits of associates and joint ventures
*3 Shareholders' equity = Equity attributable to owners of the parent
*4 Risk buffer = Total equity – Risk asset
*5 U.S. GAAP basis

IFRS. U.S. GAAP basis until 13.3.

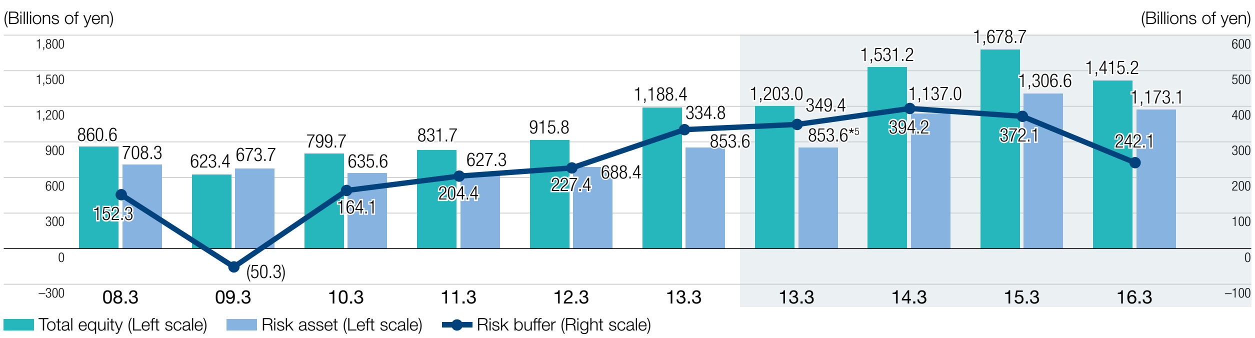
Total equity / Net interest-bearing debt / Net debt–equity (D/E) ratio



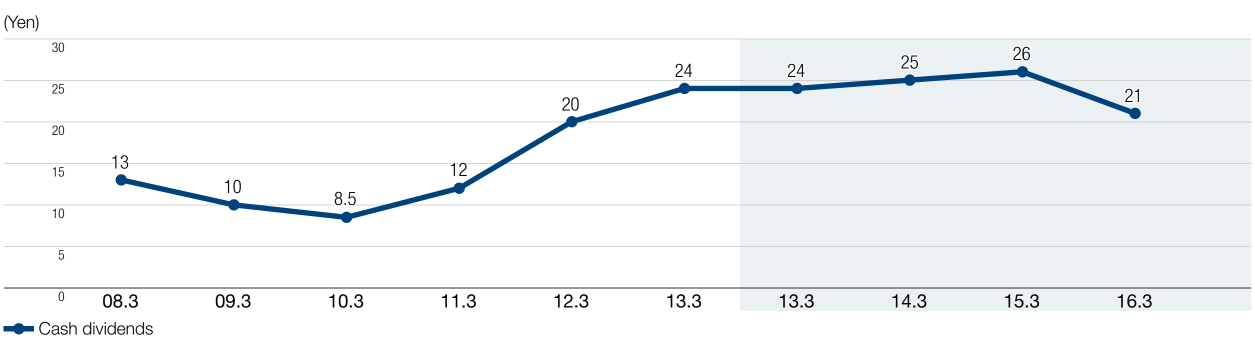
Net profit per share / Shareholders' equity per share



Total equity / Risk asset / Risk buffer*4



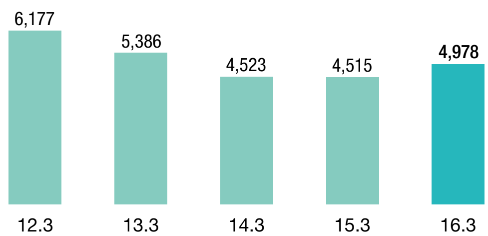
Cash dividends



Environmental Data

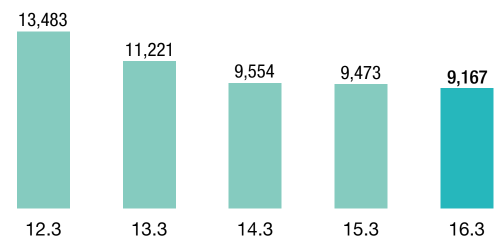
CO_2 emissions*1

(t-CO_2)



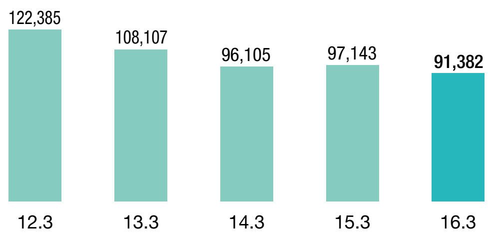
Electricity consumption

(MWh)



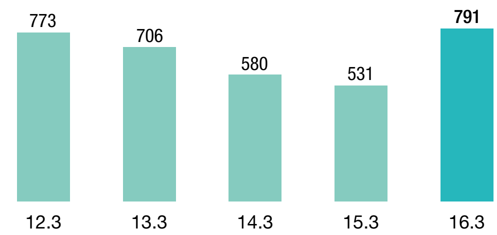
Water consumption

(m^3)



Waste generated

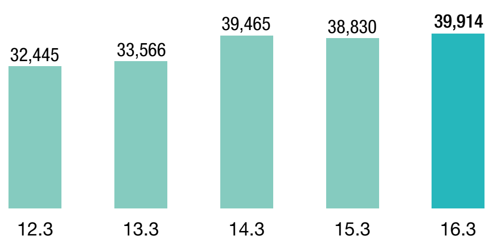
(tons)



Social Data

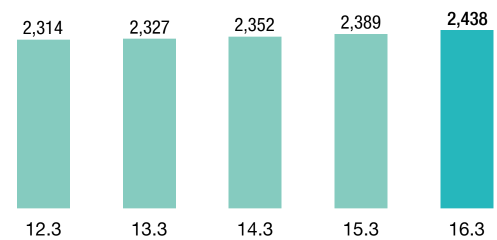
Number of employees (Consolidated)*2

(People)



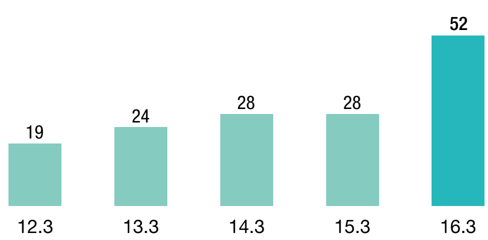
No. of managerial employees

(People)



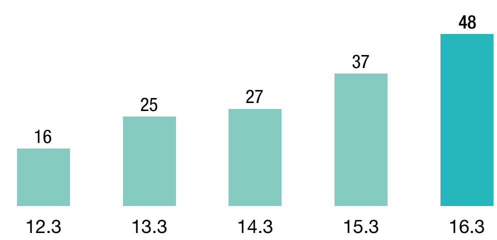
No. of employees who took maternity leave

(People)



No. of employees who took childcare leave

(People)



*1 CO_2 emissions: Emission amounts are calculated based on usage of electricity, city gas, fuel, and steam. For more information, please refer to page 74.

*2 As of March 31. All the indicators of social data for the year ended March 31, 2016, are assured by an external assurance provider based on the international standard ISAE 3000.