## Management Policy by Business Model

<table>
<thead>
<tr>
<th>Business Group</th>
<th>Grain Division</th>
<th>Food Products Division</th>
<th>Lifestyle Division</th>
<th>ICT, Logistics &amp; Healthcare Division</th>
<th>Insurance, Finance &amp; Real Estate Business Division</th>
<th>Agri-Input Business Division</th>
<th>Chemical Products Division</th>
<th>Forest Products Division</th>
<th>Energy Division</th>
<th>Steel Products Division</th>
<th>Metals &amp; Mineral Resources Division</th>
<th>Power Business Division</th>
<th>Plant Division</th>
<th>Aerospace &amp; Ship Division</th>
<th>Automotive &amp; Leasing Division</th>
<th>Construction &amp; Industrial Machinery Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food &amp; Consumer Products Group</td>
<td>D</td>
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<tr>
<td>Energy &amp; Metals Group</td>
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<tr>
<td>Power Business &amp; Plant Group</td>
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<td>Transportation &amp; Industrial Machinery Group</td>
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<td>F</td>
<td>S</td>
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<td>Domestic Branches &amp; Offices</td>
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<td>Overseas Branches &amp; Offices</td>
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<td>D</td>
<td>D</td>
<td>D</td>
<td>D</td>
<td>F</td>
<td>S</td>
</tr>
</tbody>
</table>
At a Glance

Fiscal Year Ended March 31, 2017

Net Profit (Billions of yen)

- 16.3
- 17.3
- 155.4

Earnings Structure by Segment (Billions of yen)

- Food & Consumer Products Group: 61.3
- Chemical & Forest Products Group: 28.7
- Power Business & Plant Group: 56.5
- Transportation & Industrial Machinery Group: 28.6
- Corporate & Elimination, etc.: (13.5)
- Energy & Metals Group: (6.2)

Total Assets by Segment and Business Model

- Distribution Businesses: 60%
- Finance Businesses: 10%
- Stable Earnings-Type Businesses (Infrastructure, etc.): 5%
- Natural Resource Investments: 20%
- Corporate & Elimination, etc.: 12%
- Power Business & Plant Group: 16%
- Chemical & Forest Products Group: 25%
- Food & Consumer Products Group: 16%
- Energy & Metals Group: 5%

Change of Net Profit (Billions of yen)

- Food & Consumer Products Group: 62.3
- Chemical & Forest Products Group: 15.5

Change of Total Assets (Billions of yen)

- Food & Consumer Products Group: 58.2
- Chemical & Forest Products Group: 33.3

Total Assets Composition by Business Model

- Distribution Businesses ... 100%
- Finance Businesses ............ 0%
- Stable Earnings-Type Businesses (Infrastructure, etc.) ............ 0%
- Natural Resource Investments ............ 0%

* Reflecting the organizational changes, Energy Div. -I and Energy Div. -II have been merged and reorganized into Energy Div., while Energy & Environmental Infrastructure Div. and Plant Div. have been merged and reorganized into Plant Div. as of April 1, 2017. Each figure is based on the former organizational structure valid until March 31, 2017.
### Energy & Metals Group

**Divisions**
- Energy Division
- Steel Products Division
- Metals & Mineral Resources Division

### Power Business & Plant Group

**Divisions**
- Power Business Division
- Plant Division

### Transportation & Industrial Machinery Group

**Divisions**
- Aerospace & Ship Division
- Automotive & Leasing Division
- Construction & Industrial Machinery Division

### Total Assets Composition by Business Model

- Distribution Businesses 25%
- Finance Businesses 0%
- Stable Earnings-Type Businesses (Infrastructure, etc.) 75%

- Distribution Businesses 30%
- Finance Businesses 10%
- Stable Earnings-Type Businesses (Infrastructure, etc.) 60%

- Distribution Businesses 40%
- Finance Businesses 55%
- Stable Earnings-Type Businesses (Infrastructure, etc.) 5%

- Natural Resource Investments 72.2%
- Finance Businesses 28.6%
- Stable Earnings-Type Businesses (Infrastructure, etc.) 56.5%

- Natural Resource Investments 56.5%
- Finance Businesses 28.6%
- Stable Earnings-Type Businesses (Infrastructure, etc.) 56.5%

- Natural Resource Investments 0%
**Business Groups**

**Food & Consumer Products Group**

The Food & Consumer Products Group globally operates a wide range of businesses related to the human necessities of food, shelter and clothing. Optimally combining various strengths and functions, the Group provides goods and services that support consumers’ everyday lives.

**Group Highlights (2017.3)**

**Net Profit**

¥61.3 billion

**Total Assets by Segment**

¥1,880.4 billion

**Net Profit by Sub-Segment**

- **Food (Grain, Food Products)**
  - Net Profit: 58.2 billion yen
- **Lifestyle, ICT, Logistics & Healthcare, Insurance, Finance & Real Estate Business**
  - Net Profit: 61.3 billion yen

**Strengths**

- Top-ranked general trading company by grain trading volume, with broad global network encompassing all supply chain links from grain collection through sales
- Approximately 30% share of Japan’s raw coffee bean imports; manufactures instant coffee in Brazil and sells it in over 30 countries globally
- Advanced sales, sourcing and production capabilities as well as the ability to accurately gauge final demand for a wide range of consumer products
- One of Japan’s top mobile phone retailers, with nationwide network of 427 stores as of April 1, 2017
- Condominium development business highly adept at meeting customers’ needs, having developed and sold some 90,000 condos in Japan and overseas

**Opportunities**

- Grain demand growth driven by economic growth in Asia, Middle East and North Africa, which are major grain importers
- Growth in food demand in countries with growing populations/incomes, including China, emerging Asian economies and developing African countries
- Growing consumer product demand as a result of population growth and economic development, mainly in emerging Asian economies
- Growth in domestic IoT/Al-related businesses’ markets in response to digital technological advancements, capital inflows to private REITs from domestic financial institutions and pension funds
- Food-producing regions due to exchange rate movements and/or local economic growth; chronic labor shortages in domestic supply chains; and freight rate declines due to intensification of competition in international containerized shipping markets
- Tightening of real estate regulations by Chinese authorities in response to changes in Chinese real estate market conditions

**Risks**

- Variations in grain crop conditions due to weather irregularities in grain producing countries and resultant fluctuations in grain collection and export volumes
- Risk of communicable livestock disease (e.g., avian influenza, hoof-and-mouth disease) outbreaks
- Risk of natural disasters including crop failures due to adverse weather in key agricultural regions
- Stagnant growth in emerging economies, particularly in Asia; cost inflation in major

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*Marubeni Corporation*
The Food & Consumer Products Group aims to enhance its businesses’ value by optimizing its diverse functions, providing services that meet customers’ needs and cultivating a workforce capable of driving global expansion with a deeply rooted front-line mindset.

Mitsuru Akiyoshi
Chief Executive Officer, Food & Consumer Products Group

Medium-to Long-Term Strategy

The Food & Consumer Products Group will realize sustained growth by building profitable operations and reforming its business models in response to changing times and market changes. The Group will expand its grain and food businesses in the Middle East, China and elsewhere in Asia where incomes are rising in tandem with economic growth. It will also support consumers’ quest for more affluent lifestyles by expanding its real estate development business and producing and supplying consumer goods tailored to consumers’ increasingly diverse needs. In IoT- and AI-related businesses that are expanding in the wake of digital technological progress, the Group will create and capture demand, supplying high-value-added services that simultaneously meet diverse customer needs by combining new technologies with the Group’s existing functions as a general trading company. In addition to improving, revamping and investing anew in existing businesses, the Group will also focus on expeditiously cultivating operational management capabilities and developing well-rounded personnel, capitalizing on its experience in trading businesses.

Business Overview

- Consumer-use food products, commercial-use food materials, and agricultural resources
- Marine products, processed seafood, and fresh and processed meat
- Raw ingredients for food (flour, sugar, oils and fats, etc.)
- Raw materials for beverages (coffee, tea, fruit juice, etc.)

- Grains in general (corn, soybeans, wheat, rapeseed, etc.)
- Feed ingredients (soybean meal, rapeseed meal, fish meal, etc.)
- Compound feed

- Apparel, uniforms, and household goods
- Raw materials for textiles and industrial materials
- Footwear and office machinery
- Rubber products (tires, etc.) and natural rubber

- Systems solutions
- Network solutions
- Mobile handset sales agents
- Third-party logistics and international logistics
- Healthcare & medical business

- Insurance and reinsurance
- Fund and J-REIT management
- Property management
- Domestic and overseas housing development
Marubeni’s Grain Trade Map

Marubeni has established a grain trade system that encompasses everything from procurement in producing countries, most notably the United States and Brazil, to export and then sales to consuming countries, such as Japan and principal Asia nations. In addition, we are expanding sales to the Middle East and North Africa, positioning these regions as promising emerging markets. The Company is also working to optimize sea transport and is sharing information on producing and consuming countries on a global basis to expand transactions. Furthermore, we are leveraging Gavilon Agriculture Investment, Inc., to step up initiatives for addressing the continually growing internal demand in North America.

The Sinograin Group (China)
Government grain stockpiling firm

New Hope Liuhe Co., Ltd. (China)
Largest farming company in China

The Sinograin Group (China)
Government grain stockpiling firm

Marubeni
Largest grain silo network among general trading companies
No. 1 grain trading volume for a general trading company

Group Organization

Food & Consumer Products Group
- Grain Division
- Food Products Division
- Lifestyle Division
- ICT, Logistics & Healthcare Division
- Insurance, Finance & Real Estate Business Division

Major Subsidiaries and Associates (Outline and profit/loss)

<table>
<thead>
<tr>
<th>Business Model</th>
<th>Company Name</th>
<th>Voting Rights</th>
<th>FYE 3/2016</th>
<th>FYE 3/2017</th>
<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>D D D D D</td>
<td>Columbia Grain</td>
<td>100.00%</td>
<td>2.2</td>
<td>3.1</td>
<td>Collection, storage, exporting and domestic sale of grain produced in North America</td>
</tr>
<tr>
<td></td>
<td>Gavilon Agriculture Investment</td>
<td>100.00%</td>
<td>5.4</td>
<td>11.3</td>
<td>Parent company of Gavilon Group (collection/sales of grain, fertilizer, etc.)</td>
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<tr>
<td></td>
<td>Wellfam Foods</td>
<td>100.00%</td>
<td>3.5</td>
<td>3.6</td>
<td>Marketing of livestock, meats and processed products</td>
</tr>
<tr>
<td></td>
<td>Yamahoshiya</td>
<td>75.62%</td>
<td>1.9</td>
<td>1.8</td>
<td>Wholesale of confectionary products to mass-retail and convenience stores</td>
</tr>
<tr>
<td></td>
<td>Marubeni Foods</td>
<td>100.00%</td>
<td>1.2</td>
<td>1.1</td>
<td>Imports, exports and sales of food products</td>
</tr>
<tr>
<td></td>
<td>Benirei</td>
<td>98.76%</td>
<td>0.9</td>
<td>1.0</td>
<td>Wholesale of seafood products and warehousing</td>
</tr>
<tr>
<td></td>
<td>Marubeni Fashion Link</td>
<td>100.00%</td>
<td>0.7</td>
<td>0.9</td>
<td>Planning, production and sale of textile products</td>
</tr>
<tr>
<td></td>
<td>Marubeni Intex</td>
<td>100.00%</td>
<td>1.0</td>
<td>1.1</td>
<td>Sales of industrial materials, lifestyle material-related textile goods and products</td>
</tr>
<tr>
<td></td>
<td>B-Quik</td>
<td>75.00%</td>
<td>1.9</td>
<td>1.9</td>
<td>Tire retailer in the ASEAN</td>
</tr>
<tr>
<td></td>
<td>Marubeni Information Systems</td>
<td>100.00%</td>
<td>1.8</td>
<td>1.9</td>
<td>IT solution provider for full range of IT lifecycle in every industry</td>
</tr>
<tr>
<td></td>
<td>MX Mobilizing</td>
<td>100.00%</td>
<td>4.6</td>
<td>6.0</td>
<td>Sales, repair and maintenance of mobile handsets and related equipment</td>
</tr>
<tr>
<td></td>
<td>Marubeni Logistics</td>
<td>100.00%</td>
<td>1.5</td>
<td>1.2</td>
<td>International combined transport operation (NVOCC), 3PL (Third-party Logistics), ocean &amp; air freight forwarding, consultancy relating to logistics</td>
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<tr>
<td></td>
<td>ARTERIA Networks</td>
<td>50.00%</td>
<td>2.4</td>
<td>1.9</td>
<td>Telecommunication business, data communication service business, data center business</td>
</tr>
</tbody>
</table>

(From left)
- Kenichiro Oikawa
  Chief Operating Officer, Insurance, Finance & Real Estate Business Division
- Yuichi Ohira
  Chief Operating Officer, Lifestyle Division
- Yoshiaki Mizumoto
  Chief Operating Officer, Grain Division
- Koji Yamazaki
  Chief Operating Officer, Food Products Division
- Koji Kabumoto
  Chief Operating Officer, ICT, Logistics & Healthcare Division
Supporting Homegrown Asian Businesses through Fund Investments
—Keisuke Shiba, Advantage Partners H.K. Limited

I work in Hong Kong sourcing Chinese and Southeast Asian investment deals and formulating growth strategies for them. This is a crucial first step toward developing our overseas private equity (PE) practice. I am learning to effectively interact with investee companies’ management and gaining specialized financial knowledge at the forefront of the PE industry. By utilizing Marubeni’s extensive business network, we aim to bring value to target companies no other PE funds can offer. With Chinese and Southeast Asian companies increasingly encountering succession challenges and slower growth as their local economies mature, I believe Marubeni PE practice can provide business support that helps Asian companies maintain sustainable growth. I will strive to add value to these companies.

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Integrated Domestically Raised Chicken Business

Welfam Foods Corporation operates an integrated broiler chicken business in Japan. It raises chickens itself and processes and sells their meat and meat products. With domestically raised chickens increasingly preferred by Japanese consumers, Welfam Foods is expanding its operations by leveraging its Shinrindori brand’s high quality, industry-leading cost-competitiveness and a trio of domestic production sites that enable it to supply fresh, locally sourced chicken throughout Japan. It aims to further increase the value of its business by improving its already formidable cost-competitiveness through continued investment and expansion of its scale of production.

Preserving Seafood Resources and Upgrading Sales Capabilities

Marubeni is building businesses that stably supply seafood as part of its global foodstuffs supply chains. One such business, which dates back to 1972, mainly harvests wild salmon in Alaska, where marine resources are strictly regulated to preserve ecosystems and prevent overfishing. In the fiscal year ended March 31, 2017, the MSC-certified* share of Marubeni’s seafood trading volume more than quadrupled to 15.7% from 3.5% in the previous fiscal year as a result of MSC certification of Marubeni’s salmon plant. Marubeni plans to contribute to sustainable fisheries by continuing to promote sales of seafood products certified by the MSC and other industry bodies.

* MSC certification: The Marine Stewardship Council (MSC) is an international organization that advocates sustainable fishing of wild fish and encourages environmentally conscientious seafood choices in the aim of preserving marine resources in perpetuity. MSC certification is an international certification of compliance with the MSC’s sustainable fishing standards.

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Inside a chicken coop (Kagoshima Prefecture)

A salmon catch (US)
The Chemical & Forest Products Group aims to expand its market share in the agricultural supplies sector, mainly through Helena Chemical Company, while enhancing the competitive advantages of its Chemical Products and Forest Products Divisions.

### Group Highlights (2017.3)

#### Net Profit

- **¥28.7 billion**

#### Total Assets by Segment

- **¥1,080.3 billion**

#### Strengths

- North American agricultural supplies business with localized operations to better meet farmers' needs
- Commands roughly 30% share of global ethylene trade through use of the industry's largest fleet of specialized ethylene tankers and Marubeni's network
- Pulpwood tree plantation in Sumatra, Indonesia covering an area larger than Tokyo
- Forest product operations encompassing all supply chain links from tree farming through sales of paper end-products
- Global network that includes locally hired personnel in addition to Japanese workforce, about 40% of whom are posted overseas
- In agricultural supply retailing, Marubeni has Helena Chemical Company, ranked second in the U.S. by market share, and Agrovista U.K. Ltd., which boasts a top-ranked share in the U.K.
- Ranked fifth in Japan for containerboard production

#### Opportunities

- Expansion of Helena Chemical Company’s business domain and acquisition of new customers through M&A
- Strengthening of North American fertilizer business through acquisition of Gavilon and its subsequent growth
- Involvement in biomass power plant projects that facilitate wider use of renewable energy
- Business expansion in solar energy market, particularly through sales of proprietary residential solar power systems
- Expansion of agricultural supplies market due to demands for increased food production in response to population growth and limits on expansion of arable land area
- Growth in developing countries’ petroleum product markets in tandem with economic growth
- Growth in industrial paper (e.g., containerboard) markets in tandem with economic growth

#### Risks

- Impact on agricultural and forestry businesses from climate-related risks
- Changes in farmers’ incomes, a key determinant of Helena Chemical Company’s sales
- Trade in products sensitive to changes in market prices, such as petrochemicals and pulp
- Political and economic risks in China, a major petrochemical importer
- U.S. economic downturn or stagnation in international trade with U.S. due to protectionist policies
The Chemical & Forest Products Group has solidified its stature in its industries by upgrading its agricultural supplies business and chemical and forest products trading businesses over many years. The keys to further growth are to challenge new sectors and upgrade operations in those sectors.

Akira Terakawa
Chief Executive Officer,
Chemical & Forest Products Group

Medium-to Long-Term Strategy

The Chemical & Forest Products Group’s divisions aim to grow over the medium-to long-term by further enhancing their existing strengths in their respective industries and geographic markets.

The Agri-Input Business Division will pursue further market share growth by acquiring new customers and strengthening its services, mainly through asset acquisitions by Helena Chemical Company. It will also pursue global business expansion through other subsidiaries, including a major European retailer of agricultural supplies, Malaysian agricultural chemical manufacturer/distributor and Burmese fertilizer manufacturer/distributor. The Chemical Products Division will develop new businesses while augmenting the unique strengths conferred by its diverse portfolio of domestic and overseas businesses. Its existing businesses include chemical feedstocks derived from crude oil and natural gas, inorganic materials (e.g., salts, boric acid, iodine) and electronics, most notably solar cell modules. The Forest Products Division operates diverse businesses ranging from tree plantations to pulp production, paper manufacturing and trading of paper products. It will also strengthen its biomass fuel business, which has favorable market demand growth prospects, through initiatives such as sales of pellets manufactured in Vietnam.

Business Overview

Upstream

- Crude oil
- Naphtha
- Methane, ethane, and propane
- Natural gas and associated gas
- Inorganic and mineral resources
- Natural resources

Basic petrochemicals

- Olefin
- Ethylene
- Propylene
- Butadiene
- (Aromatics)
- Benzene
- Toluene
- Xylene
- etc.

- Methanol
- Ammonia

Petrochemical derivative products

- Plastics
- Synthetic fiber intermediates
- Synthetic rubber
- Paint materials and organic solvents
- Fine chemicals
- Synthetic detergents and surfactant materials
- Crop protections
- Fertilizers
- Others (Sulfuric acid, etc.)

Downstream

- Crop protections, Fertilizers and Seeds
- Food and Feed Additives
- Medical and healthcare
- Automobiles, ships, and railcars
- IT and electronic devices
- Daily necessities
- Industrial materials
- Apparel

Strengthens operations in Agri-Input products and other retail industries

- Paper trading volume: Approx. 1.0 million tons per year
- Paperboard trading volume: Approx. 1.0 million tons per year

Agri-Input Business

Chemical Products

-Trading volume: Approx. 2.2 million bone dry tons (BDT) per year
- Afforestation area: Approx. 210,000 ha

Forest Products

- Afforestation and wood chips

Pulp

- Trading volume: Approx. 1.7 million tons per year

Paper and paperboard

- Production capacity: Approx. 1.9 million tons per year (Domestic production capacity: Approx. 1.5 million tons per year)
Marubeni’s Chemical Products Division operates businesses around the world through three business units and a global network revolving around a nucleus of over 20 consolidated subsidiaries and associates.

Major Marubeni Subsidiaries/Associates in Chemical Business

Marubeni’s Chemical Products Division operates businesses around the world through three business units and a global network revolving around a nucleus of over 20 consolidated subsidiaries and associates.

Major Subsidiaries and Associates (Outline and profit/loss)

<table>
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<tr>
<th>Business Model</th>
<th>Company Name</th>
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<th>FYE 3/2016 Actual</th>
<th>FYE 3/2017 Actual</th>
<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>D</td>
<td>Helena Chemical</td>
<td>100.00%</td>
<td>19.5</td>
<td>20.1</td>
<td>Sale of agricultural materials and provision of various services</td>
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<tr>
<td>D</td>
<td>Marubeni Plax</td>
<td>100.00%</td>
<td>0.3</td>
<td>0.6</td>
<td>Sales and foreign trade of plastic products and resins</td>
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<tr>
<td>D</td>
<td>Marubeni Chemix</td>
<td>100.00%</td>
<td>0.6</td>
<td>0.8</td>
<td>Sales and foreign trade of organic chemicals and fine chemicals</td>
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<tr>
<td>D</td>
<td>Marubeni Pulp &amp; Paper</td>
<td>100.00%</td>
<td>1.5</td>
<td>1.8</td>
<td>Sale of paper products</td>
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<tr>
<td>D</td>
<td>Koa Kogyo</td>
<td>79.95%</td>
<td>0.4</td>
<td>0.0</td>
<td>Manufacture and sale of corrugating medium and printing paper</td>
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<tr>
<td>D</td>
<td>Fukuyama Paper</td>
<td>55.00%</td>
<td>0.3</td>
<td>0.2</td>
<td>Manufacture and sales of corrugating medium and core board</td>
</tr>
<tr>
<td>D</td>
<td>MUSI Pulp Project</td>
<td>—</td>
<td>(6.1)</td>
<td>(15.2)</td>
<td>Afforestation, production and sales of pulp in Indonesia</td>
</tr>
<tr>
<td>D</td>
<td>WA Pulp Project</td>
<td>100.00%</td>
<td>0.6</td>
<td>0.1</td>
<td>Wood chip production and plantation in Australia</td>
</tr>
</tbody>
</table>

Group Organization

Chemical & Forest Products Group

Agri-Input Business Division

Chemical Products Division

Forest Products Division

(From left)  
Takeo Kobayashi  
Chief Operating Officer,  
Forest Products Division

Michael McCarty  
Chief Operating Officer,  
Agri-Input Business Division

Jun Horie  
Chief Operating Officer,  
Chemical Products Division
**Initiatives in Pursuit of Sustained Growth**

**Roughly 30% share of global ethylene trade**

Marubeni has long been one of the world’s top ethylene traders, mainly in Asia and the Middle East. Ethylene is used as a feedstock in the manufacture of a variety of petrochemicals that are ubiquitous in daily life. Marubeni provides timely and flexible logistics services to both suppliers and users by keeping them informed of its ethylene tanker fleet’s global operating status in real time. Instead of resting on its laurels, Marubeni aims to further expand its ethylene trading volume by upgrading its logistics and network to better provide optimal solutions to suppliers and customers.

**Tree Plantation in Indonesia**

The timber resources from which paper is made are valuable natural resources that help to mitigate climate change and preserve biodiversity. The Marubeni Group has four tree plantations in three countries. It manages a total of 210,000ha of afforestable land, an area comparable in size to the Tokyo Metropolis. It plants and harvests fast-growing tree species suitable for producing pulp for paper manufacturing, such as eucalyptus trees, in compliance with local environmental standards. In Indonesia, Marubeni is gaining stature in the market by virtue of owning one of the world’s most prime timber growing sites. Marubeni will continue to sustainably manage its tree plantations while stably supplying woodchips as a raw material for paper manufacturing.

**Young Japanese expat helping to ensure stable pulpwood supply at Indonesian tree plantation**

—Yuya Shima, PT. Musi Hutan Persada

The Marubeni Group’s PT. Musi Hutan Persada operates a tree plantation in Sumatra, Indonesia. Nine Japanese expats from Marubeni are currently working together with 1,000 local employees to cultivate a healthy forest of fast-growing eucalyptus trees.

Supervisory staff includes both expats and local personnel working on site to ensure the quality of planting, maintenance and harvesting work. If problems arise at the plantation, workers promptly devise remedial measures in concert with supervisory staff and immediately implement them. By doing so, we are building a foundation to maximize production and future stable supplies of pulpwood. One of the benefits of working here is that we can see the results of our work in the form of not only numbers but also the trees’ growth.
Energy & Metals Group

The Energy & Metals Group contributes to society through diverse fields of businesses throughout the supply chain. We aim to improve people’s quality of life and support economic growth, by stabilizing supply of energy, metal and mineral resources.

Group Highlights (2017.3)

Net Profit

¥(6.2) billion

Total Assets by Segment

¥1,691.2 billion

Strengths

• Business portfolio comprising a well-balanced mix of resource investments and trading operations
• A sustainably stronger earnings base through the ownership of highly cost-competitive projects
• Partnerships with top-caliber business partners willing to strive together with Marubeni to enhance the values of various projects
• One of the world’s top traders of naphtha and LNG by trading volume
• All-around capabilities that enable pursuit of profit opportunities throughout the supply chain

Opportunities

• Long-term increase in demands for energy, metals and mineral resources due to global population growth and economic growth
• New investment and trading opportunities arising from oil and natural gas production growth occurring mainly in the U.S.
• Long-term growth in nonferrous metal demands driven by proliferation of electric vehicles in the coming of the IoT era
• Growing demands in clean energy (e.g., natural gas) driven by tighter environmental regulations
• Rising demand for steel, metal products and minerals, due to the continuous growth in infrastructure

Risks

• Volatile resource prices that can affect energy, metals and minerals resource projects’ profitability
• Changes in government policies that can affect resource investments or trading businesses
• Widespread adoption of renewable energy or energy-efficient technologies along with other technological advances that can affect demand for coal, petroleum and natural gas

Net Profit by Sub-Segment

* As of April 1, 2017, Energy Div. – I and Energy Div. – II have been merged and reorganized into Energy Div.
The Energy & Metals Group strives to build strong relationships with our partners as we work by focusing on long-term visions, ultimately aiming to establish a stronger and stable earnings base.

Ichiro Takahara
Chief Executive Officer,
Energy & Metals Group

Medium-to Long-Term Strategy

In investments such as oil and gas exploration, development and production, as well as iron ore, coal and copper mine development and operation, the Energy & Metals Group aims to maximize its cash flow and profits by sustaining both production and reserves. We work together with our strong business partners to improve the competitiveness of existing operations through cost-control, and operating efficiency. The LNG business will pursue investment opportunities in natural gas liquefaction projects in anticipation of global growth in demand. It will also create demand through downstream gas infrastructure development, mainly in emerging economies, and strengthen its overall operations from upstream through downstream. In trading businesses, the Group will focus on markets where it can provide high-value-added services in response to market needs by tapping into Marubeni’s global network. Trading businesses will also pursue diversification of suppliers and customers together with sales-channel expansion. The Group will establish earnings stability and long-term profit growth by building a suitable portfolio comprising a broad array of businesses spread across the supply chain.

Business Overview

Focus on gaining supply sources such as overseas suppliers, and strive to improve added values

Focus on strengthening cost competitiveness in existing projects, and establishing full capacity operation systems for developing projects
Marubeni’s Resource Interests

Marubeni has energy, metals and minerals resource development and production operations throughout the world. Its resource interests include a geographically diversified portfolio of LNG projects, most notably in Qatar; oil and gas development projects and production operations in the U.S., the U.K. and Russia; and iron ore, coal and copper mine development projects and aluminum smelting operations in Australia, Canada and Chile.

Major Subsidiaries and Associates (Outline and profit/loss)

<table>
<thead>
<tr>
<th>Business Model</th>
<th>Company Name</th>
<th>Voting Rights</th>
<th>FYE 3/2016 Actual</th>
<th>FYE 3/2017 Actual</th>
<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>Energy concession business in total</td>
<td>—</td>
<td>(100.0)</td>
<td>(52.7)</td>
<td>Oil and natural gas exploration, development, production and sales</td>
</tr>
<tr>
<td>D</td>
<td>MIECO</td>
<td>100.00%</td>
<td>0.6</td>
<td>0.8</td>
<td>Sales of all types of petroleum products and natural gas</td>
</tr>
<tr>
<td>N</td>
<td>Marubeni Coal</td>
<td>100.00%</td>
<td>3.0</td>
<td>16.1</td>
<td>Investment in coal mines in Australia</td>
</tr>
<tr>
<td>M</td>
<td>Marubeni Aluminium Australia</td>
<td>100.00%</td>
<td>1.4</td>
<td>(3.2)</td>
<td>Investment in aluminum smelting in Australia</td>
</tr>
<tr>
<td>N</td>
<td>Marubeni Metals &amp; Minerals (Canada)</td>
<td>100.00%</td>
<td>0.8</td>
<td>0.2</td>
<td>Investment in aluminum smelting in Canada</td>
</tr>
<tr>
<td>N</td>
<td>Marubeni LP Holding*1</td>
<td>100.00%</td>
<td>(44.8)</td>
<td>3.0</td>
<td>Investment in copper mines in Chile</td>
</tr>
<tr>
<td>D</td>
<td>Marubeni-Hochu Steel</td>
<td>50.00%</td>
<td>6.6</td>
<td>7.6</td>
<td>Sales and business management of steel products</td>
</tr>
</tbody>
</table>

*1 Net profit for the fiscal year ended March 31, 2016 is that of Marubeni Los Pelambres Investment, which was renamed Marubeni LP Holding upon merging with its erstwhile subsidiary Marubeni LP Holding in the third quarter of the fiscal year ended March 31, 2017.

Group Organization

Energy & Metals Group
  - Energy Division
  - Steel Products Division
  - Metals & Mineral Resources Division

(From left) Mutsumi Ishizuki, Chief Operating Officer, Metals & Mineral Resources Division
Akihiko Sagara, Chief Operating Officer, Energy Division
Masahiro Inoue, Chief Operating Officer, Steel Products Division

Marubeni Corporation
Initiatives in Pursuit of Sustained Growth

Qatar LNG Project

In 1985, Marubeni became the first Japanese company to invest in an LNG project in Qatar, the world's largest LNG exporter. Since commencing LNG shipments in 1996, Marubeni's Qatar LNG project has been selling LNG to eight major Japanese electric and gas utilities pursuant to long-term contracts that extend out to 2021. In recent years, the project has been selling extra LNG to Japanese customers under short- and medium-term contracts in response to changes in Japan's domestic energy demand structure in the aftermath of the 2011 Great East Japan Earthquake. Marubeni provides diverse services that meet our users' needs from past experience, know-how, technology, network and relationships of trust with business partners and customers that it has gained through its Qatar LNG project.

Stable Supply of Metal Resources

Copper is an essential resource for global economic development. Copper demand is projected to grow, driven by infrastructure investment in developing countries and technological progress in developed countries in fields such as IT and electric vehicles. To stably supply copper, Marubeni operates three Chilean copper mines--Los Pelambres, Centinela and Antucoya--in partnership with Antofagasta plc, one of the world's largest copper producers. It is also developing the Encuentro copper ore deposit adjacent to the Centinela Copper Mine. Marubeni is contributing to stable copper supplies and societal progress through stable operation of its copper mines and expansion of copper resource sales channels.

Human Resources Development

Stably supplying LNG through smooth on-the-ground operations in Qatar

—Ayumi Hashiba, Qatargas Operating Company

I am a Marubeni employee on assignment at Qatargas Operating Company, operator of the Qatar LNG project partly owned by Marubeni. I coordinate LNG shipment plans to appropriately manage the project's production and inventory while also taking customers' wishes into account. Surrounded by a diverse, international cast of coworkers, I help keep the project running smooth through close communication with front-line personnel and do my best to enhance the project's value. The project's smooth operation leads to stable LNG supplies for the Japanese electric and gas companies that purchase the project's LNG.
**Power Business & Plant Group**

The Power Business & Plant Group develops, invests in, manages, operates, maintains, constructs, and supplies equipment for electric power projects, other energy infrastructure projects, water and sewage utilities, transportation and infrastructure system projects, and industrial plants in Japan and overseas.

**Group Highlights** (2017.3)

**Net Profit**

¥56.5 billion

**Total Assets by Segment**

¥1,117.6 billion

**Strengths**

- Broad upstream-through-downstream electric power business domain ranging from power generation to electricity retailing, power plant operations/maintenance (O&M*1) and offshore wind farm installation
- Japan’s leading IPP*2 business player by power generation capacity (global net capacity of 11,765MW as of March 31, 2017)
- Extensive EPC*3 track record in overseas power sector and unique EPC coordination capabilities
- Vast experience in electricity retailing in Japan and overseas; growing domestic electric power business

**Opportunities**

- Diversification of power generation resources (e.g., renewable energy, distributed power sources, storage batteries) and new large-scale power projects (IPP and EPC) in response to electricity demand growth in developing countries
- Development of new renewable energy sources and grid management projects (e.g., storage batteries/demand response) in developed countries
- Social/industrial infrastructure demand driven by economic growth, population growth and rising living standards in developing countries
- Replacement of aging infrastructure in developed countries
- New PPP opportunities arising from trend toward utilization of private capital for public infrastructure projects
- Infrastructure (e.g., railway, waste-to-energy) development demand driven by environmental regulations and growing environmental consciousness

**Risks**

- Reduction in new business opportunities due to slowdown in economic growth, particularly in developing countries
- Intensification of competition due to new market entrants from other sectors
- Legal or regulatory changes

* As of April 1, 2017, Power Projects Div. has been renamed Power Business Division.
As of April 1, 2017, Energy & Environment Infrastructure Div. and Plant Div. have been merged and reorganized into Plant Div.
The Power Business & Plant Group contributes to the development of local communities as a total infrastructure solution provider, capitalizing on its network and project development and asset management capabilities that are backed by a proven track record in various business sectors and regions throughout the world.

Masumi Kakinoki
Chief Executive Officer,
Power Business & Plant Group

Medium-to Long-Term Strategy

The Power Business & Plant Group is engaged in economically and socially foundational infrastructure businesses that give full play to its project management and financing capabilities. Such infrastructure includes electric power, other energy, water and transportation infrastructure and industrial plants. The Group continues to accumulate stable, prime assets while upgrading existing assets with the aim of building a business portfolio that sustainably generates more stable profits.

The IPP business plans to accumulate prime assets with an emphasis on better balancing its portfolio across countries and sectors. It also plans to proactively enhance the value of existing assets, partly by utilizing IoT technologies, and so forth. The domestic PPS*7 business is expanding its scope in the wake of the retail electricity market’s complete liberalization in April 2016. It aims to expand its operations over the medium-to long-term while placing priority on stably supplying power. The water, energy and transportation infrastructure business aims to build up a stable earnings foundation by acquiring water and sewage utilities, gas infrastructure, marine businesses, and PPP projects. In the EPC business, the Group will focus on projects related to electric power, water, transportation systems and plants in industries such as steelmaking, cement, pulp and paper, sugar refining, and textiles.

Business Overview

<table>
<thead>
<tr>
<th>Construction</th>
<th>Business investment and operation</th>
<th>Retail and other businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Power</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPC</td>
<td>EPC contract generation volumes: 129,328 MW</td>
<td></td>
</tr>
<tr>
<td>EPC business-related investments</td>
<td>PIC Group, Inc. (U.S.) O&amp;M-related businesses</td>
<td>Global generation stake: 11,765 MW</td>
</tr>
<tr>
<td>(W)PP*2</td>
<td>Seajacks International Ltd. (U.K.) Offshore wind power facility installation vessel operations</td>
<td>Electricity wholesale and retail businesses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SmartestEnergy Ltd. (U.K.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marubeni Power Retail Corporation Co., Ltd. (Japan)</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPC</td>
<td>Construction and financing of energy and chemical projects</td>
<td></td>
</tr>
<tr>
<td>Business investment</td>
<td>Gas provision infrastructure businesses</td>
<td></td>
</tr>
<tr>
<td>Industrial Plant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPC</td>
<td>Fuel, non-ferrous metals, cement, paper, pulp and textiles</td>
<td></td>
</tr>
<tr>
<td>Transportation &amp; Infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPC</td>
<td>Railways, roads, bridges, etc.</td>
<td></td>
</tr>
<tr>
<td>EPC and O&amp;M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(W)PP*2</td>
<td>Development, investment and management of water/ wastewater treatment facilities and utility concessions</td>
<td></td>
</tr>
<tr>
<td>PPP and BOT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPP and Concessions</td>
<td>Railway, road, harbor, and airport projects</td>
<td></td>
</tr>
<tr>
<td>Railcar leasing and Industrial park projects</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*1 O&M: Operation and Maintenance  
*2 IWPPP: Independent (Water) Power Producer  
*3 EPC: Engineering, Procurement, and Construction  
*4 PPP: Public–Private Partnership  
*5 FPSO: Floating Production, Storage, and Offloading system  
*6 BOT: Build, Operate, and Transfer projects in which plants are built and operated temporarily before the assets are turned over to government agencies  
*7 PPS: Power Producer and Supplier  

Chap.3 Operating Activities

Integrated Report 2017
Update on Domestic and Overseas Power Projects

As of March 31, 2017, Marubeni is developing power generation business in Japan and 22 other countries around the world, and has stable earnings sources through long-term power purchase agreements.

Focused on highly profitable development projects, Marubeni functions as a project leader, playing a central role in everything from construction to operation. We are engaged in a diverse range of eco-friendly power generation businesses, including offshore and other wind, solar, and micro-hydro power generation.

Recent major projects include the gas-fired West Deptford Energy Station in the US (New Jersey) and Sweihan Photovoltaic Independent Power Project in the United Arab Emirates.

Marubeni’s Domestic Generation Assets

Europe
- Gross capacity: 5,873 MW
- Net capacity: 1,207 MW

Asia
- Gross capacity: 14,383 MW
- Net capacity: 4,784 MW

Middle East & Africa
- Gross capacity: 13,811 MW
- Net capacity: 3,421 MW

Oceania
- Gross capacity: 230 MW
- Net capacity: 196 MW

Marubeni’s Overseas Generation Assets

- Gross capacity: 39,111 MW
- Net capacity: 11,437 MW

Major Subsidiaries and Associates (Outline and profit/loss)

<table>
<thead>
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<th>FYE 3/2017 Actual</th>
<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>Overseas IPP Projects*1</td>
<td>—</td>
<td>51.2</td>
<td>40.9</td>
<td>Overseas power generation</td>
</tr>
<tr>
<td>S</td>
<td>Overseas Water and Wastewater Services*2</td>
<td>—</td>
<td>5.8</td>
<td>7.5</td>
<td>Overseas water and wastewater services</td>
</tr>
<tr>
<td>S</td>
<td>FPSO Project*3</td>
<td>—</td>
<td>2.5</td>
<td>2.3</td>
<td>FPSO project investment and management</td>
</tr>
<tr>
<td>F</td>
<td>Marubeni SuMiT Rail Transport*4</td>
<td>50.00%</td>
<td>2.6</td>
<td>1.1</td>
<td>Investment in railcar leasing business</td>
</tr>
</tbody>
</table>

*1. Total of share of profits of associates and joint ventures of our overseas IPP business.
*2. Total profits of consolidated subsidiaries and share of associates and joint ventures of our overseas water and wastewater services.
*3. Total profits of consolidated subsidiaries and share of associates and joint ventures of our FPSO projects.
*4. Figure for the fiscal year ended March 31, 2016 is that of Marubeni Rail Transport.

Group Organization

Power Business & Plant Group
- Power Business Division
- Plant Division

(From left) Hirohisa Miyata Chief Operating Officer, Power Business Division
Hajime Kawamura Chief Operating Officer, Plant Division
Initiatives in Pursuit of Sustained Growth

Investment in Gas-Fired West Deptford Energy Station

In September 2016, Marubeni acquired an equity stake in the 751MW gas-fired West Deptford Energy Station (WDES) in New Jersey. Commissioned into commercial operation in November 2014, the WDES supplies power to the Northeastern U.S. through PJM (Pennsylvania-New Jersey-Maryland Interconnection), North America’s largest wholesale electricity market.

Marubeni has designated North America as a key electric power market. The WDES is the second power plant in which Marubeni has invested within PJM’s market. The first was the 725MW gas-fired CPV St. Charles Energy Center commissioned into commercial operation in February 2017. Marubeni bought into the St. Charles project in August 2014 and was involved in its construction.

Supply of Railway Systems and Maintenance Service for Purple Line in Bangkok, Thailand

The Purple Line is a new 23-km passenger mass transit railway line that will connect Bang Sue in Bangkok and Bang Yai in Nonthaburi Province northwest of Bangkok. This is the first railway project in Bangkok to deploy Japanese electric trains, being maintained by a consortium of Japanese companies, including a Japanese railway operator. The Joint Venture (Marubeni and Toshiba Corporation) completed supply of 63 cars for the 21 trains in January 2016, and revenue service started in early August 2016.

Taking advantage of its experience in overseas turnkey railway projects, Marubeni will continue to contribute to Thailand’s economic development through alleviation of Bangkok’s traffic congestion and associated environmental problems.

Finding Fulfillment on Front Lines of Mega-Power Plant in Qatar

—Masayuki Kato, Mesaieed Power Company Limited

I am working as a Financing and Commercial Manager at Mesaieed Power Company Limited (MPCL), which is 30% owned by Marubeni. MPCL maintains, operates and manages a 2,000MW thermal power plant. My job involves coordination with stakeholders on contractual performance, managing project financing, arranging insurance coverage and improving maintenance/operating cost-efficiency from a medium to long-term perspective.

As a front-line manager of an operating company, my thoughts and actions have a direct impact on business operations. While my job thus entails heavy responsibility, it also gives me a lot of fulfillment. I plan to continue immersing myself more deeply into the business and broadening my knowledge in the aim of keeping the power plant running stably and enhancing its value.
Transportation & Industrial Machinery Group

The Transportation & Industrial Machinery Group operates businesses throughout the world. It encompasses about 80 operating companies and has around 120 Japanese personnel posted abroad. It will continue to globally diversify its operations, capitalizing on its knowledge of various sectors and regions.

Group Highlights (2017.3)

Net Profit

¥28.6 billion

Total Assets by Segment

¥797.4 billion

Strengths

- Includes businesses occupying every link of the aircraft value chain from development to ownership, operation and decommissioning
- Providing ships with multifaceted approach. Trading, investment and finance, owning and operation of a diverse fleet such as bulk carriers, tankers and LNG carriers.
- Sells over 20 makes of automobiles, sells auto parts, provides vehicle financing and runs after-market businesses in over 30 countries

Opportunities

- Aircraft-related business expansion driven by global commercial aircraft fleet’s projected growth from 20,000 to 40,000 aircraft over next 20 years
- Ship demand growth driven by growth in marine cargo volumes amid trend toward borderless global economy
- Solid growth in auto demand, mainly in developing countries, and concomitant expansion of broad-based business domain

Risks

- Event risk, including terrorism, regional conflicts, war, epidemics or other changes in international conditions, jet fuel inflation and changes in shipbuilding prices or marine freight rates
- Contraction in automotive demand due to the emergence of protectionism and international conflict
- Economic slowdown due to the changes in macro environment such as emerging-market capital flight in response to US interest rate hikes

Net Profit by Sub-Segment

Aerospace & Ship, Automotive & Leasing, Construction & Industrial Machinery

Net Profit (Billions of yen)

- 16.3
- 17.3
- 24.2

Marubeni Corporation
We aim to build a spirited and strong Transportation & Industrial Machinery Group under our three mottos: “Ceaseless innovation,” “Create the future with an entrepreneurial spirit,” and “Always think first and act fast.”

Kaoru Iwasa
Chief Executive Officer, Transportation & Industrial Machinery Group

Medium-to Long-Term Strategy
As its business strategy, the Transportation & Industrial Machinery Group will pursue sustained stable growth by improving its operating efficiency through business-model diversification and proactive asset reallocation enabled by continual business investment. The Group is building a rock-solid business portfolio and strengthening its presence in various types of businesses. The first is economically insensitive businesses such as aftermarket automotive and aircraft parts and general-use equipment and materials. The second is long-term leasing businesses (e.g., aircraft, ship, refrigerated trailer) with stable profit structures. The third is auto dealerships and construction machinery distributorships that will benefit from growth tailwinds stemming from the rise of emerging economies. As part of its human resources strategy, the Group aims to strengthen its management capabilities through the management of its operating companies, actively hire and train young employees, promote diversity and cultivate human resources that contribute to maximizing the Group’s value from a holistic standpoint.

Business Overview

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<th>Aerospace &amp; Ship Division</th>
<th>Automotive &amp; Leasing Division</th>
<th>Construction &amp; Industrial Machinery Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Advisory (Aircraft, engines and MRO service, etc.)</td>
<td>General leasing</td>
<td>Construction machinery import, export, and sales</td>
</tr>
<tr>
<td>Export of Japanese automobiles</td>
<td>Product-specific leasing</td>
<td>Automotive production line and machine tool export and sales</td>
</tr>
<tr>
<td>Offshore automobile trading</td>
<td>Construction machinery and machine tools distributorships</td>
<td>Industrial machinery export and sales</td>
</tr>
<tr>
<td>Development Investment for new engines (Risk &amp; Revenue Sharing Participation)</td>
<td>Construction machinery retail finance</td>
<td>Automotive parts manufacturing overseas joint-venture company</td>
</tr>
<tr>
<td>Ship owning and chartering of commercial vessels</td>
<td>Construction machinery product support</td>
<td>Photovoltaic power generation</td>
</tr>
<tr>
<td>Ship owning and chartering of LNG carriers</td>
<td>Aftermarket automobile parts trading</td>
<td>Aftermarket agro machinery trading</td>
</tr>
<tr>
<td>Operating lease (Aircraft / Engines)</td>
<td>Aftermarket automobile trading</td>
<td>MRO business</td>
</tr>
<tr>
<td>Ground handling services</td>
<td>Non-banking finance</td>
<td>Digital signage</td>
</tr>
<tr>
<td>Operating lease (Parts trading, etc.)</td>
<td>Construction machinery rental</td>
<td></td>
</tr>
</tbody>
</table>
Global Group Network

The Transportation & Industrial Machinery Group has 81 operating companies throughout the world, with expat personnel posted at 40 of its overseas branches and subsidiaries. Having long operated overseas auto dealerships and construction machinery distributorships in numerous countries in addition to cross-border aircraft and ship businesses, the Group has amassed a wealth of operational know-how via its overseas operating companies. The Group will tap into such know-how as it continues to globally diversify its operations without overexposing itself to any specific market or business model.

Major Subsidiaries and Associates (Outline and profit/loss)

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<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>Marubeni Aviation Services</td>
<td>100.00%</td>
<td>0.3</td>
<td>0.2</td>
<td>Investment in engines for civil aircraft</td>
</tr>
<tr>
<td>D</td>
<td>Marubeni Auto Investment (U.K.)</td>
<td>100.00%</td>
<td>0.8</td>
<td>0.7</td>
<td>Investment in retail sales business of automobiles in UK</td>
</tr>
<tr>
<td>F</td>
<td>MAI Holding</td>
<td>100.00%</td>
<td>2.4</td>
<td>2.8</td>
<td>Investment in automobile retail finance businesses</td>
</tr>
<tr>
<td>D</td>
<td>MAC Trailer Leasing</td>
<td>100.00%</td>
<td>1.8</td>
<td>1.8</td>
<td>Leasing and rental of refrigerated trailers</td>
</tr>
<tr>
<td>D</td>
<td>Marubeni Techno-Systems</td>
<td>100.00%</td>
<td>0.8</td>
<td>0.9</td>
<td>Sale, export and import of industrial machinery</td>
</tr>
</tbody>
</table>

Group Organization

Transportation & Industrial Machinery Group

Aerospace & Ship Division

Automotive & Leasing Division

Construction & Industrial Machinery Division
Initiatives in Pursuit of Sustained Growth

UK Construction Machinery Distributorship and South American Mining Equipment Products Support Business

Marubeni launched a construction machinery distributorship and wholesale business in the U.K. in 1972 and has since operated the business in close contact with the local construction industry for over 45 years. In addition to selling construction machinery, the distributorship also offers a full lineup of services, including after-sales maintenance and repairs. Its services have contributed to earnings stability by fostering strong customer loyalty. In 2011, Marubeni entered the mining machinery product support business in South America. The business has since expanded to Peru, Colombia and Chile, where it helps to keep mining equipment reliably operational at mine sites. Utilizing its product support businesses’ know-how, Marubeni will continue to expand its operational footprint.

Widespread Promotion of Ballast Water Treatment Systems

To maintain stability when carrying no cargo, ships fill their ballast tanks with seawater to serve as ballast. Once the cargo is loaded, they discharge the ballast water. Although ballast water, containing living marine organisms, is essential for cargo ships, relocation of marine organisms from their native habitats to new locales via ballast tanks can be disruptive to ecosystems and/or detrimental to fisheries or the natural environment. Marubeni subsidiary MMSL Japan Ltd. has been selling electrolytic ballast water treatment systems in Japan since forming an alliance with a Korean manufacturer, Techcross Inc., in 2009. To date, it has sold over 250 units. Marubeni Group contributes to the preservation of marine ecosystems through the widespread promotion of ballast water treatment systems.

Relationships of trust pay off when negotiating huge sales in Greece, the world’s biggest shipping superpower – Sho Hiraizumi, Manager, Marubeni Corporation Athens Office

Greece may be best known for its economic crisis of recent years, but with over 15% of the global shipping fleet owned by Greek shipowners, Greece is the world’s foremost marine shipping superpower.

As an expat employee of the Aerospace & Ship Division’s Ship Department-I, I sell top-quality ships newly built by Japanese shipyards and secondhand ships owned by Japanese shipowners that have close relationships with Marubeni.

Successful negotiations for the sale of a ship worth billions of yen is by no means easy, but I am glad to be working in Greece, where timely, accurate information builds relationships of trust that are valued fairly in this big marketplace.