

## Marubeni's History

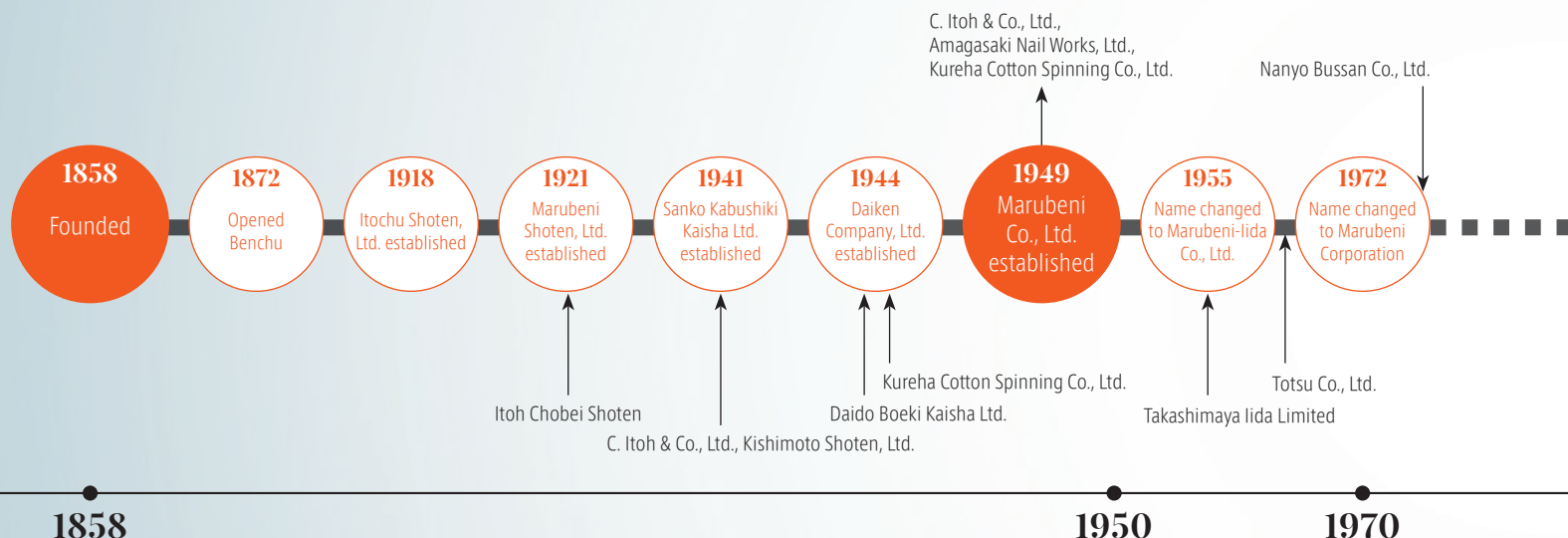
In 2018, Marubeni is commemorating the 160th anniversary of its founding.

Over the past 160 years, we have been creating new value while embracing countless challenges and undergoing self-transformation. Such challenges and transformation are truly the grounds upon which Marubeni's current foundations as a *sogo shosha* (general trading company) were built.

Looking ahead, Marubeni will boldly navigate the next 100 years to evolve beyond the general-trading-company mold by variously endeavoring to advance society and industry while continuing to unremittingly embrace challenge and transformation.

# Challenge and Transformation in Pursuit of New Value Creation

Marubeni has been taking on the challenge of creating new value for 160 years



Founder Chubei Itoh

**1950** Listed on Tokyo Stock Exchange

**1951** First overseas subsidiary established in New York

**1958** Centennial of founding

**1961** Non-textile sales exceeded 50% of total sales

**1963** Received thermal power plant equipment order from Manila Electric Company in the Philippines

**1966** Received first sugar plant order on turnkey basis in the Philippines

**1978** U.S. grain consolidator, granary and exporter Columbia Grain established

**1981** Sales and shareholders' equity exceeded ¥10 trillion and ¥100 billion, respectively.

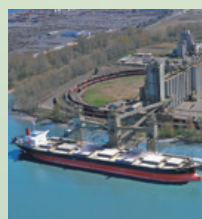
**1987** Acquired U.S. agri-input retailer Helena



New York subsidiary



Manila Electric Company's generator No. 1 (Philippines)



Columbia Grain (U.S.)



Helena (U.S.)

250 (Billions of yen)

## Combining all our individual strengths to create a more powerful Marubeni Group

The Marubeni Group aims to be a true global company that contributes to both society and regional economies while outperforming top rivals across all sectors and markets in which it operates.

Fiscal Year Ended March 2018

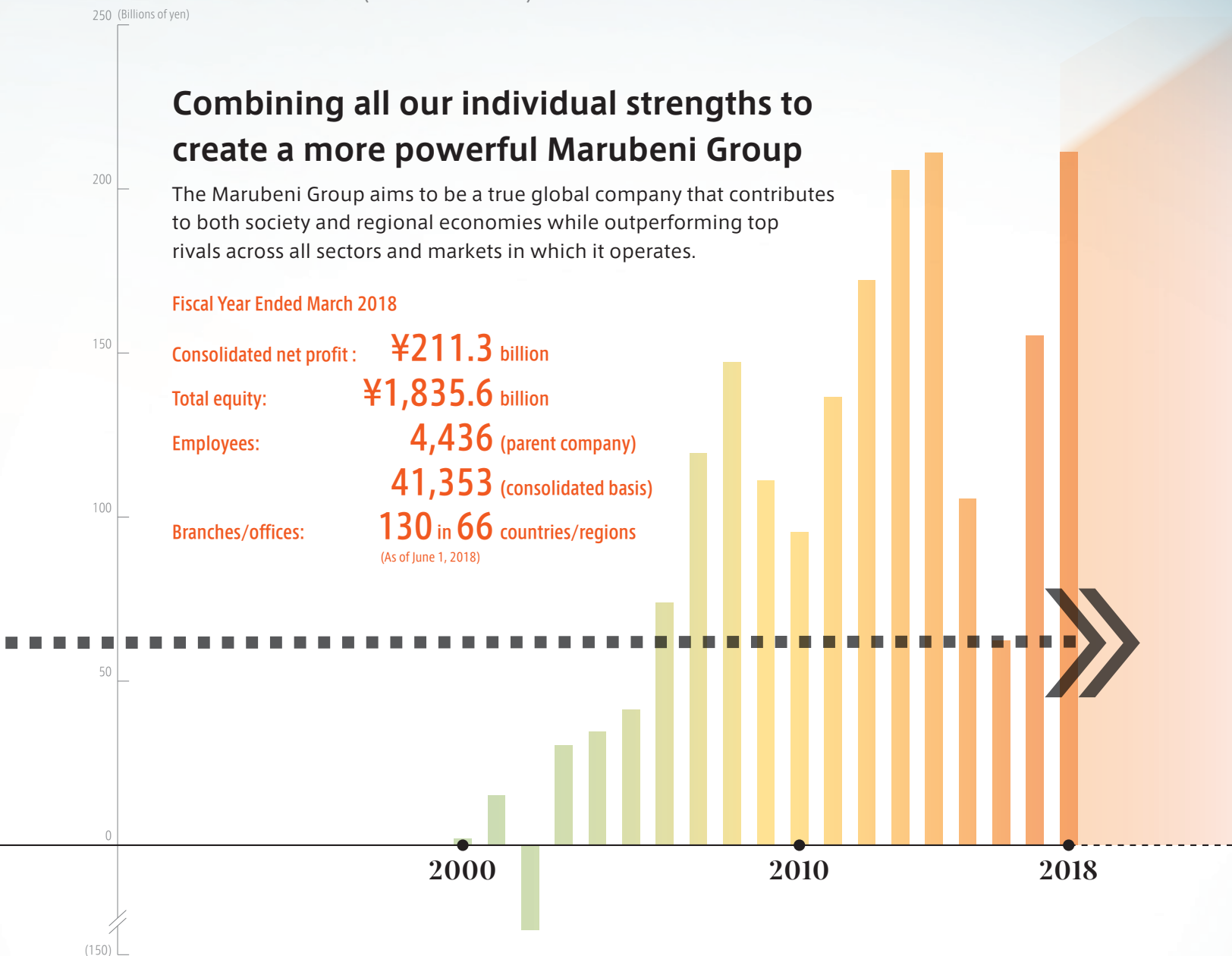
Consolidated net profit : **¥211.3 billion**

Total equity: **¥1,835.6 billion**

Employees: **4,436** (parent company)

**41,353** (consolidated basis)

Branches/offices: **130 in 66 countries/regions**  
(As of June 1, 2018)



- 1996** First shipment from Qatar LNG project delivered  
Acquired interest in Los Pelambres Copper Mine in Chile
- 2001** @ction21 Medium-Term Management Plan initiated  
@ction21 "A" Plan announced  
Share price bottomed at ¥58 in December

- 2007** Net profit exceeded ¥100 billion
- 2008** Acquired interest in Esperanza Copper Mine in Chile  
Earned all-time record consolidated net profit for fifth consecutive fiscal year

- 2012** Acquired equity stake in Roy Hill Iron Ore Project in Australia
- 2013** Acquired Gavilon in U.S.  
Shareholders' equity exceeded ¥1 trillion
- 2016** GC2018 Medium-Term Management Plan initiated
- 2018** Earned all-time record profit (¥211.3 billion)  
160th anniversary of founding



LNG project (Qatar)



Los Pelambres Copper Mine (Chile)



Roy Hill Iron Ore Project (Australia)



Gavilon (U.S.)