



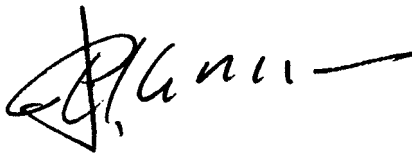
Since its founding in 1858, the Marubeni Group has strived to contribute to economic development as well as to the betterment of people's daily lives as a responsible member of society.

Today, the global operating environment is undergoing drastic change, as illustrated by such trends as the slowdown in emerging economy countries, the end of favorable resource market conditions, and increasing political and geopolitical risks. However, even in the face of such change, Marubeni's role remains the same.

With the start of fiscal 2016, we kicked off our new mid-term management plan, Global Challenge 2018, or GC2018 for short. This plan defines our road to 2020 as being a quest to become a true global company.

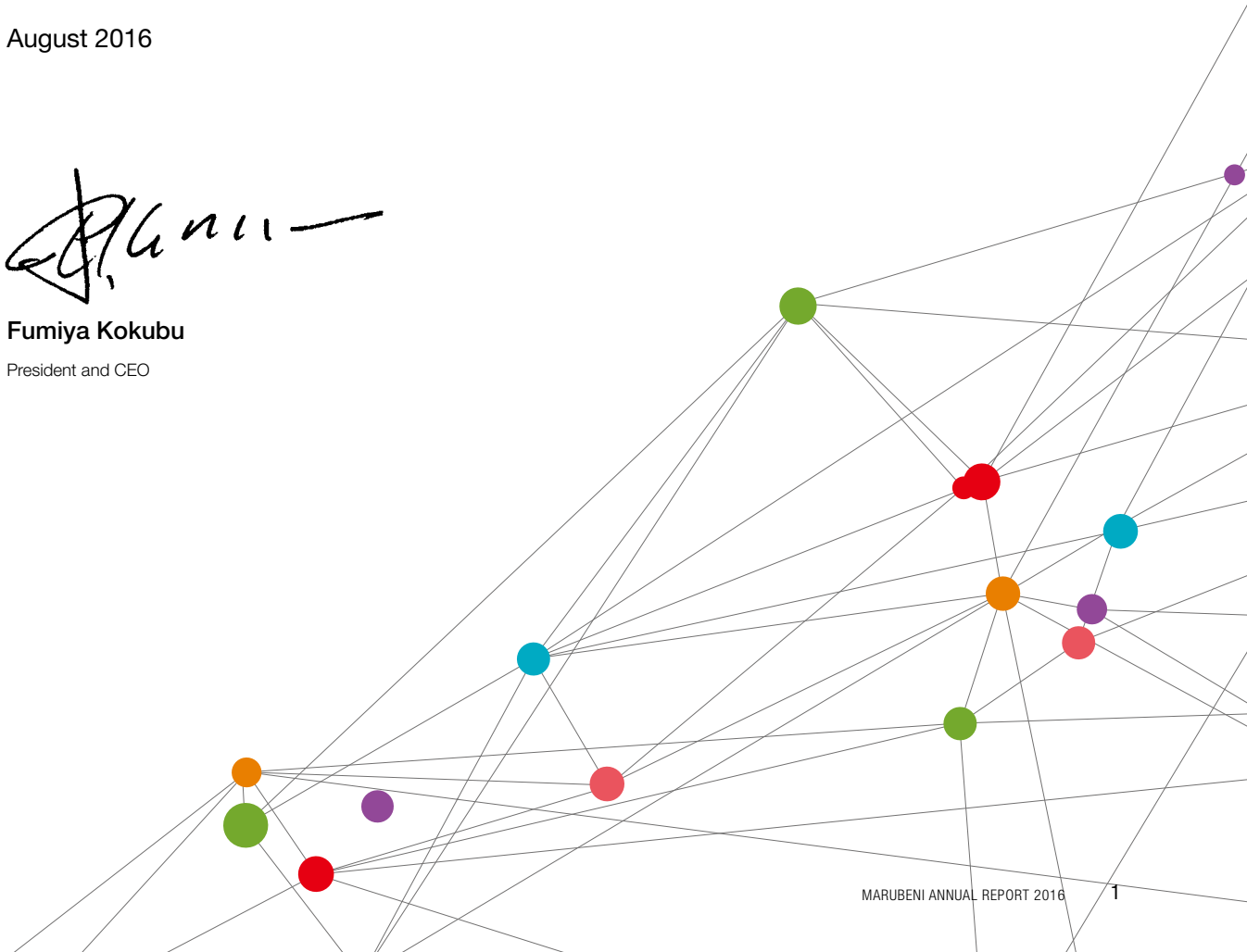
We will continue to relish great challenges as we grow, working to combine all our individual strengths to create a more powerful Marubeni Group capable of outperforming the top players in business fields and markets around the world.

August 2016



Fumiya Kokubu

President and CEO



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 Management Philosophy

(formulated in 2003, revised in 2008)

In accordance with the spirit grounded in “Fairness, Innovation, and Harmony,” the Marubeni Group is proudly committed to social and economic development and safeguarding the global environment by conducting fair and upright corporate activities.

Marubeni Corporate Principles

(formulated in 1998)

Marubeni Corporation, as a business enterprise, will actively pursue its business interests through the exercise of fair and lawful competition. As a company, Marubeni will also continue to play its part in the growth of the global economy, while always striving to enrich the society within which it operates. In order to achieve these goals, Marubeni is committed to the following six basic principles of business:

1. Conduct Fair and Open Business Activities
2. Develop a Globally Connected Company
3. Create New Value Through Business Vision
4. Respect and Encourage Individuality and Originality
5. Promote Good Corporate Governance
6. Safeguard Ecological and Cultural Diversity

Editorial Policy

Annual Report 2016 is meant to serve as a tool for communicating with stakeholders and gaining the trust of greater society. To provide a systematic explanation of the Marubeni Group's corporate value, this report is compiled in the form of an integrated report that describes our quest to create both corporate and social value. We hope that this report will give readers an understanding of our business strategies as well as our commitment to helping resolve social issues through our business activities.

Furthermore, this report has a notation of fiscal years of the reporting period 2016.3 (April 1, 2015 to March 31, 2016).

Disclaimer Regarding Forward-Looking Statements

This report contains forward-looking statements about the performance and management plans of Marubeni Corporation and its Group companies based on management's assumptions in light of current information. The following factors may therefore influence actual results: consumer trends in Japan and in major global markets, private capital expenditure, currency fluctuations, notably against the U.S. dollar, materials price changes, and political turmoil in certain countries and regions.