

Contents

Management Philosophy

Our History

Chapter 1 Management Strategies

- 5 Message from the CEO
- 10 Business Models
 - 10 Marubeni's Value Creation Process
 - 12 Management Policies by Business Model
 - 14 Sustainability—Targeting Sustained Growth
 - 16 Together with Our Stakeholders
 - 18 Distribution Businesses (Helena Chemical Company)
 - 20 Finance Businesses (MAC Trailer Leasing)
 - 22 Stable Earnings-Type Businesses (IPP Business)
 - 24 Natural Resource Investments (Roy Hill Iron Ore Project)
- 26 Performance Highlights
 - 28 Financial Data
 - 29 Non-Financial Data
- 30 Message from the CFO
- 34 Sustainability
 - 34 CSR Management
 - 35 Environmental Protection
 - 36 Supply Chain
 - 38 Contribution to the Community
 - 39 Utilization of Diverse Human Resources
 - 43 External Recognition
 - 44 CSR Action Plan and Targets

Chapter 2 Management Foundation

- 46 Our Corporate Governance
- 46 Members of the Board and Audit & Supervisory Board Members
- 49 Message from the Chief Independent Director
- 50 Corporate Governance System

Chapter 3 Operating Activities

- 62 Organization
- 64 At a Glance
- 66 Business Groups
 - 66 Food & Consumer Products Group
 - 70 Chemical & Forest Products Group
 - 74 Energy & Metals Group
 - 78 Power Business & Plant Group
 - 82 Transportation & Industrial Machinery Group

Chapter 4 Corporate Information

- 86 Financial Information / Corporate Profile
 - 87 Financial Information
 - 184 Corporate Profile
- 194 Independent Assurance of Environmental and Social Data

Editorial Policy

Integrated Report 2017 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 2017.3 (April 1, 2016 to March 31, 2017).

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, political turmoil in certain countries and regions, etc.

Note Regarding Accounting Standards

The Company adopted U.S. GAAP up until the fiscal year ended March 31, 2013, and IFRS from the fiscal year ended March 31, 2014.

"Profit attributable to owners of the parent" is described as "Net profit" in this report.