



***Briefing on Consolidated Financial Results
for the Fiscal Year Ended March 31, 2016***

Marubeni

(TSE Code: 8002)

May 12, 2016

* This document is an English translation of materials originally prepared in Japanese.
The Japanese original shall be considered the primary version.

Agenda

- ◆ Key Factors of FYE 3/2016 Results and Prospects for FYE 3/2017
 - Net Profit
 - Earnings Structure (Non-resource Ratio)
 - One-time Items
 - Cash Flows

- ◆ Operating Segment Information -Results and Prospects-

- ◆ Priority Actions in 2016 (FYE 3/2017)

* “Profit attributable to owners of the parent” is hereinafter described as “Net profit”.

* The Company adopted US GAAP up until FYE 3/2013, and adopts IFRS from FYE 3/2014 and onward.

DISCLAIMER REGARDING FORWARD-LOOKING STATEMENTS

The description about future, such as prospects of financial results, is based upon available information and assumption, at the announcement date.

Actual results might be influenced by various factors in the future.

◆ *Key Factors of FYE 3/2016 Results and Prospects for FYE 3/2017***FYE 3/2016 Results**

- | | |
|----------------------------|--|
| ① Net profit: | 62.3 billion yen (-43.3 billion yen year on year) |
| ② Net D/E ratio: | 1.95 times (+0.23 points from FYE 3/2015) |
| Total equity: | 1,415.2 billion yen (-263.5 billion yen from FYE 3/2015) |
| Net interest-bearing debt: | 2,762.5 billion yen (-125.2 billion yen from FYE 3/2015) |
| ③ Free Cash Flow: | Positive 184.5 billion yen |

Prospects for FYE 3/2017

- | | |
|-------------------|---|
| ① Net profit: | 130.0 billion yen |
| ② Net D/E ratio: | less than 1.7 times |
| ③ Free Cash Flow: | Positive and maximum free cash flow for 2016 (FYE 3/2017) on a single year basis |

Net Profit

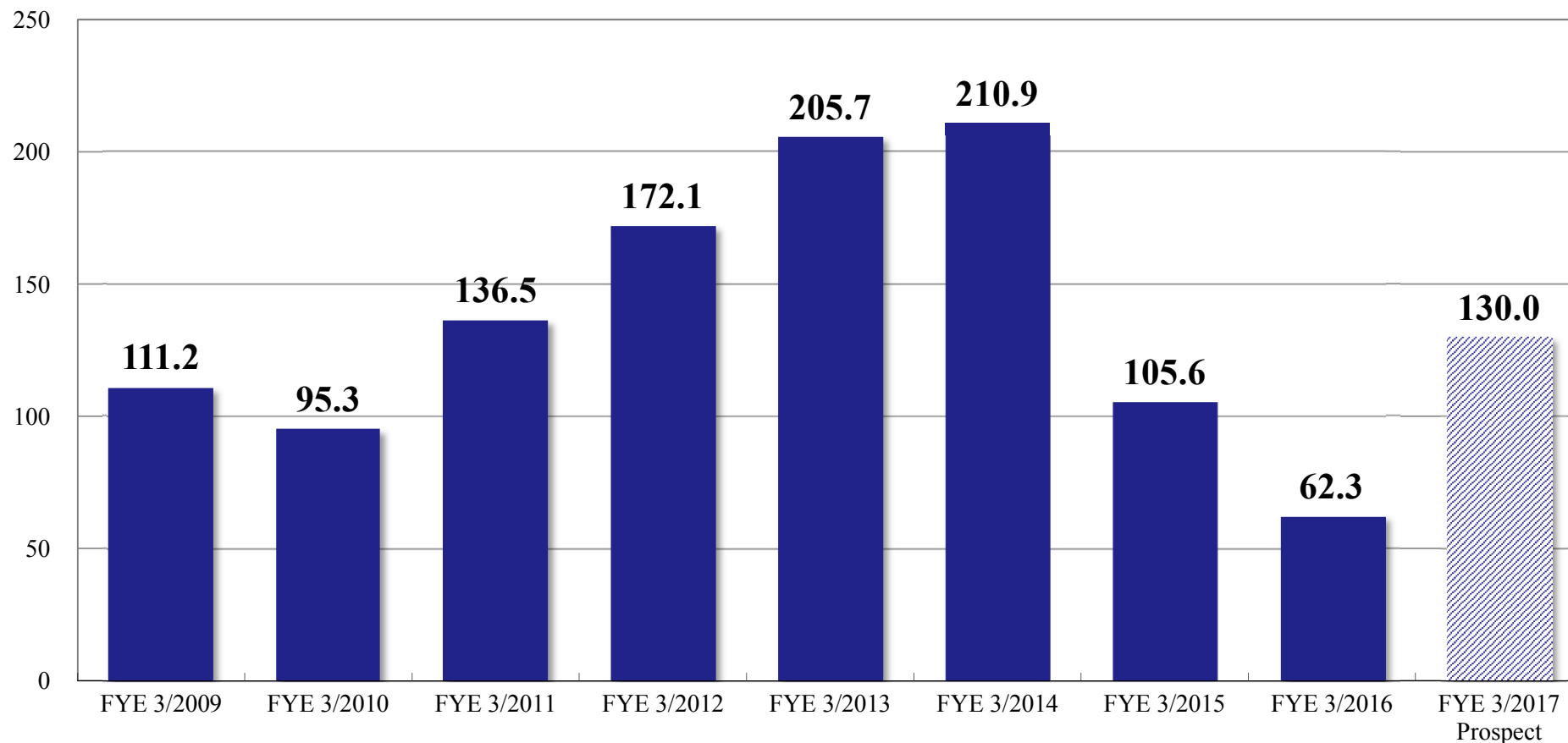
<FYE 3/2016 >

•Decreased -43.3 billion yen or -41% year on year, due mainly to one-time losses caused by deteriorated market prices in resources.

<FYE 3/2017 Prospects >

•Yearly prospect for FYE 3/2017 is 130.0 billion yen, with +67.7 billion yen or +109% year-on-year increase.

(billions of yen)



<Dividend per share> (interim dividend -inclusive)	FYE 3/2009	FYE 3/2010	FYE 3/2011	FYE 3/2012	FYE 3/2013	FYE 3/2014	FYE 3/2015	FYE 3/2016	FYE 3/2017 Prospect
	JPY 10.0	JPY 8.5	JPY 12.0	JPY 20.0	JPY 24.0	JPY 25.0	JPY 26.0	JPY 21.0 -plan-	JPY 19.0 -plan-
	(JPY 7.0)	(JPY 3.5)	(JPY 5.5)	(JPY 10.0)	(JPY 12.0)	(JPY 12.5)	(JPY 13.0)	(JPY 10.5)	(JPY 9.5 -plan-)

Earnings Structure (Non-resource Ratio)

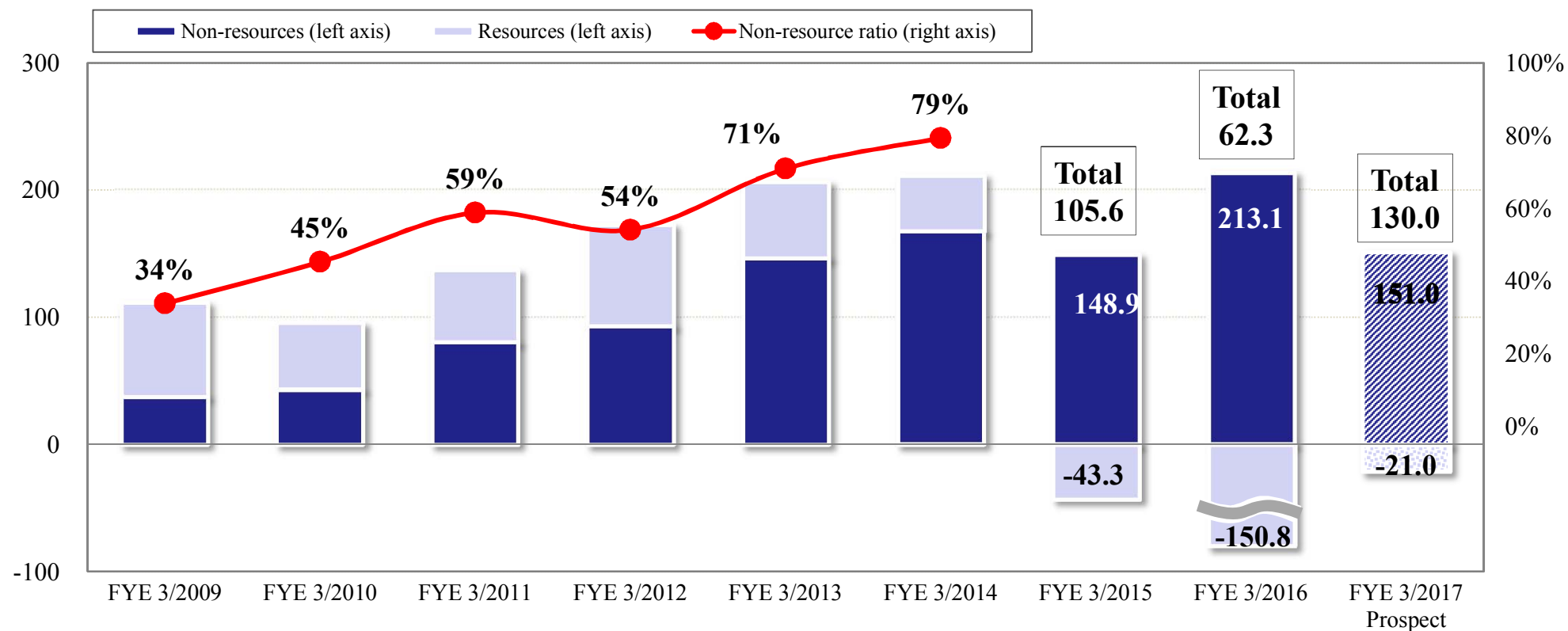
【Category】

Resources :Energy & Metals Group excluding Steel Products Div.

Non-resources :Other than listed above

<Reference> Commodity price	Unit	FYE 3/2015	FYE 3/2016	FYE 3/2017
		Actual (Apr.-Mar.)	Actual (Apr.-Mar.)	Assumption (Apr.-Mar.)
Oil(WTI)	USD/Barrel	81	45	44
Copper(LME)	USD/MT	6,558	5,211	5,300

(billions of yen)

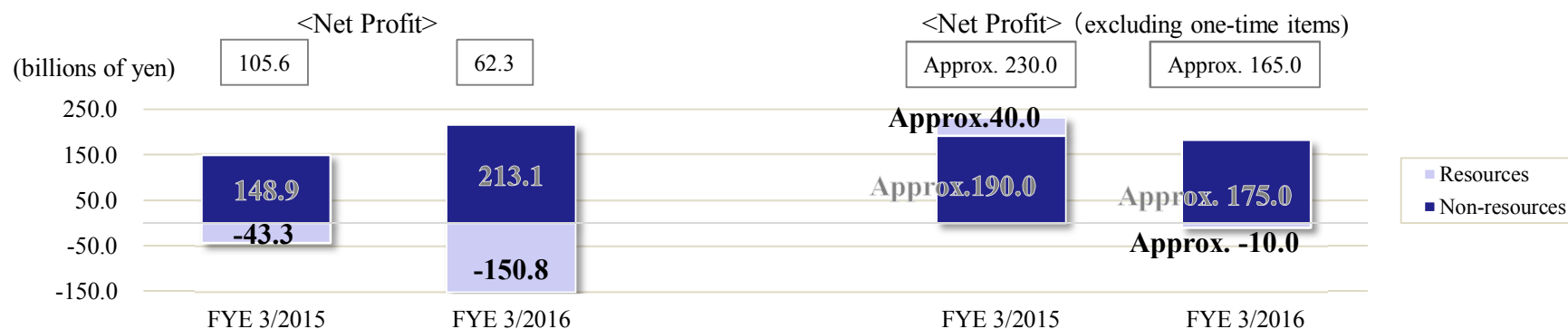


One-time Items

(billions of yen)

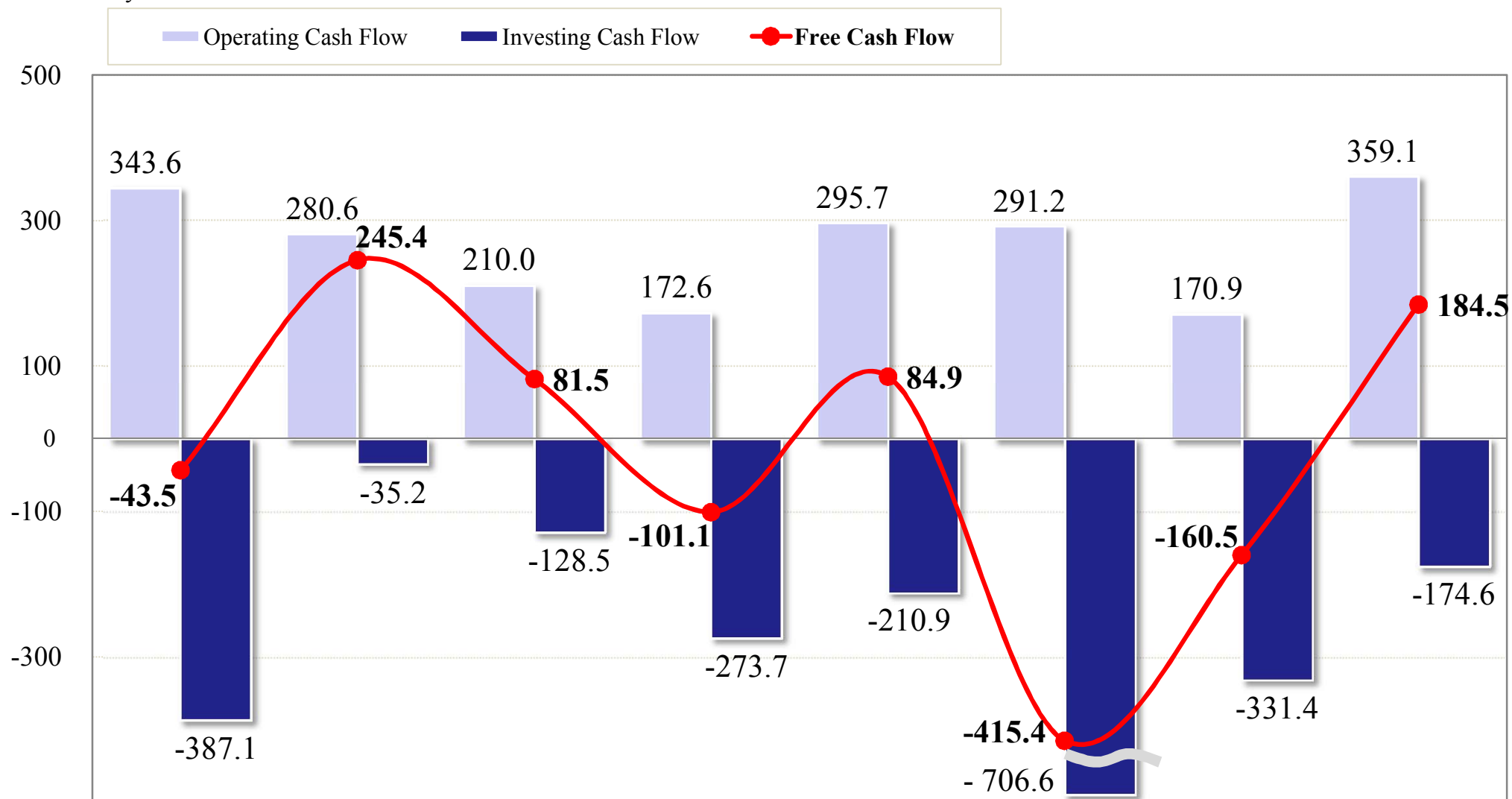
FYE 3/2015		FYE 3/2016	
Approx. -125.0		Approx. -105.0	
[Non-resources]	Approx. -41.0	[Non-resources]	Approx. +37.0
(Main items)		(Main items)	
-Gain on fair value measurement on consolidation of grain export facilities in the U.S.	+21.0	-Gain on fair value measurement of a railroad freight car leasing business in North America	+24.0
-Impairment loss on Gavilon	-43.0	-Gain on fair value measurement of a Chinese sewerage treatment business	+22.0
-Loss on discontinuation of LNG receiving terminal operations in Uruguay	-8.0	-Profit on sales of real estate in Japan	+8.0
		-Loss on discontinuation of LNG receiving terminal operations in Uruguay	-10.0
[Resources]	Approx. -84.0	[Resources]	Approx. -142.0
(Main items) Impairment losses on;		(Main items) Impairment losses on;	
-North Sea (Oil & Gas)	-24.0	-Gulf of Mexico (Oil & Gas)	-49.0
-Gulf of Mexico (Oil & Gas)	-12.0	-North Sea (Oil & Gas)	-33.0
-Grande Cashe Coal	-11.0	-Copper Business in Chile	-36.0
-Shale Oil	-10.0	-Iron Ore Project in Australia	-20.0
-Copper Business in Chile	-10.0		
-Coal Business in Australia	-6.0		

* After-tax basis



Cash Flows

(billions of yen)



FYE 3/2009

FYE 3/2010

FYE 3/2011

FYE 3/2012

FYE 3/2013

FYE 3/2014

FYE 3/2015

FYE 3/2016

SG2009

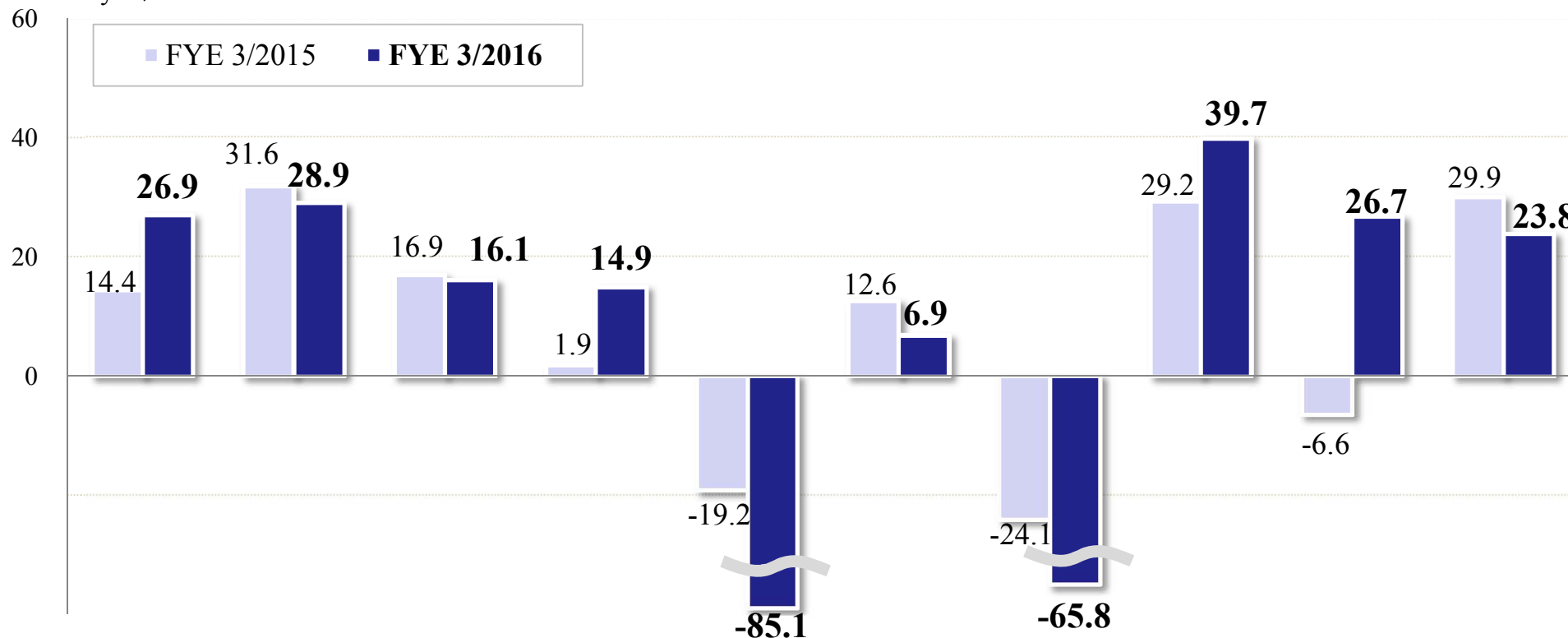
SG-12

GC2015

◆ *Operating Segment Information -Results and Prospects-*

Net Profit by Sub-segment

(billions of yen)



FYE 3/2017 Prospect	31.0	26.0	17.0	16.0	-21.0	8.0	0.0	37.0	13.0	30.0
Food (Grain, Food Products)	Lifestyle, ICT, Logistics & Healthcare, Insurance, Finance & Real Estate Business	Helena Business	Chemical Products, Forest Products	Energy I, Energy II	Steel Products	Metals & Mineral Resources	Power Projects	Energy & Environment Infrastructure, Plant	Aerospace & Ship, Automotive & Leasing, Construction & Industrial Machinery	
Food & Consumer Products		Chemical & Forest Products		Energy & Metals			Power Projects & Plant		Transportation & Industrial Machinery	

◆ *Priority Actions in 2016 (FYE 3/2017)*

GC2018 Quantitative Targets

<p>Consolidated Net Profit</p>	<p>2018 (FYE 3/2019) ¥250.0 billion (Non-Natural Resources ¥230.0 billion or more)</p>
<p>Free Cash Flow (after dividends)</p>	<p>Cumulative total for 2016-2018 (FYE 3/2017 – FYE 3/2019) Positive free cash flow (⇒as of March 31, 2019, the net D/E ratio of 1.3 times)</p>
<p>ROE</p>	<p>10% or more</p>
<p>New Investments</p>	<p>2016 -2018 (FYE 3/2017 – FYE 3/2019) ¥1 trillion (Breakdown) Distribution Businesses 30% Finance Businesses 20% Stable Earnings-Type Business 40% Natural Resources Investment 10%</p>
<p>Consolidated Dividend Payout Ratio</p>	<p>25% or more of consolidated net profit</p>

Priority Actions to be Taken in 2016 (FYE 3/2017)

- **Established the GC2018 Execution Committee and facilitate the following priority actions as Marubeni as a whole.**

Strengthen Balance Sheet and Cash Flow Management

- ✓ **Maximize positive free cash flow for 2016 (FYE 3/2017) on a single year basis**
 ⇒ **Set a minimum bar for FCF by each operating segment**
 Further strengthen our cash flow management
- ✓ **Place the highest priority on strengthening balance sheet**
 ⇒ **Net D/E ratio as of March 31, 2017: less than 1.7 times**
- ✓ **Strictly select new investment**
 ⇒ **New investments for FYE 3/2017: Approx. ¥200.0 billion at a maximum**

Further Reinforce Existing Businesses

- ✓ **Further reinforce our strong business fields (agri-related, infrastructure, transport-related businesses, etc.)**
 - ✓ **Upgrade existing businesses**
 - ✓ **Strategically exit from non-core businesses (unprofitable, peaking out, low-growth)**
- ⇒ **Thorough upgrading of existing businesses**
 Net profit for the non-resource businesses;
 FYE 3/2017 Pros. ¥165.0 billion (excluding one-time items)
 FYE 3/2019 Plan ¥230.0 billion