

# CORPORATE PROFILE

April, 2020

# ○ Company Profile

● <b>Founded</b>	<b>May 1858</b>
● <b>Incorporated</b>	<b>December 1, 1949</b>
● <b>President and CEO</b>	<b>Masumi Kakinoki</b>
● <b>Paid-in Capital</b>	<b>262,686 million yen</b>
● <b>Head Office</b>	<b>Tokyo Nihombashi Tower, 7-1, Nihonbashi 2-chome, Chuo-ku, Tokyo, 103-6060, Japan</b>
● <b>Number of Branches and Offices (Including Tokyo Head Office)</b>	<b>136 branches and offices in 67 countries and regions, consisting of 12 domestic branches and offices, 57 overseas branches and offices and 29 overseas corporate subsidiaries with 67 offices</b>
● <b>Number of Employees*</b> (non-consolidated)	<b>4,418</b> (Excluding 432 local employees of overseas branches and offices and 1,468 local employees of overseas corporate subsidiaries)
● <b>Number of Employees*</b> (consolidated)	<b>42,882</b>
● <b>Number of Consolidated Companies</b>	<b>431</b>



(As of April 1, 2019 , except \* as of March 31, 2019)

# ○ Marubeni Management Philosophy

## ● Company Creed



“Sei, Shin, Wa” which means “Fairness, Innovation and Harmony” has been our company creed since the company's foundation.

## ● Marubeni Spirit

"Marubeni Spirit," stipulated in 2013, expresses the corporate culture and spirit promoted by the Marubeni Group in simplified terms reflecting the behavior of individuals.

The character '志' (Shi) is written in bold black calligraphy.

大きな志で未来を築け

Possess the willpower  
to shape the future

The character '挑' (Cho) is written in bold black calligraphy.

挑戦者たれ

Relish a great challenge

The character '論' (Ron) is written in bold black calligraphy.

自由闊達に議論を尽くせ

Value a full, free and  
vigorous debate

The character '強' (Kyo) is written in bold black calligraphy.

困難を強かに突破せよ

Fight through hardships

The character '正' (Sei) is written in bold black calligraphy.

常に迷わず正義を貫け

Maintain a formidable  
sense of fairness

## ● Marubeni Management Philosophy

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.

# ○ Vision for the Marubeni of the Future

## Global crossvalue platform

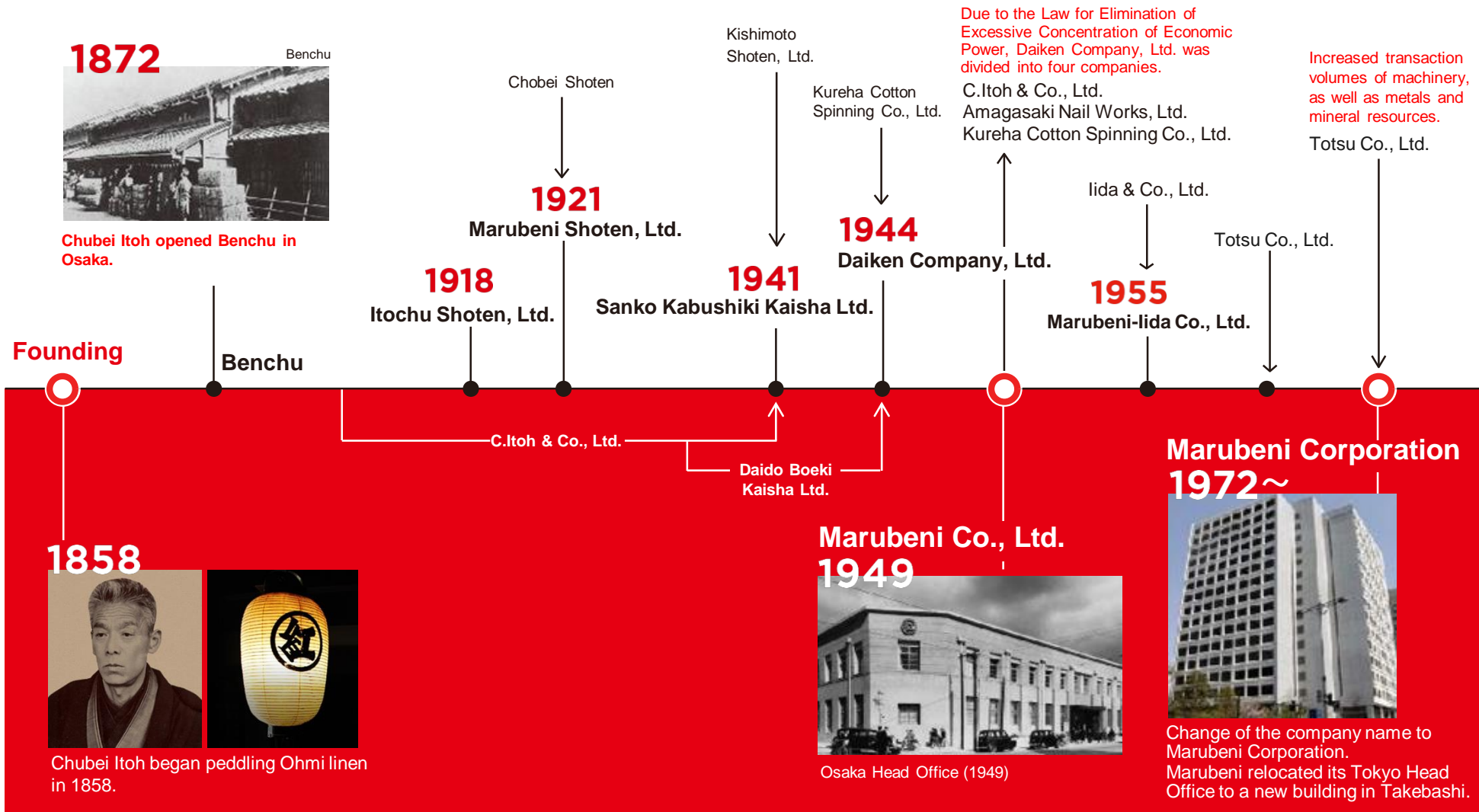
- We anticipate the issues and challenges facing society and create innovative solutions for our customers and for the world, breaking down barriers between sectors, between internal and external, crossing borders, building on our existing business models and expanding into new markets.
- We will generate new value by freely combining our Group's strengths, internal and external expertise, individual dreams and visions, taking the Marubeni Group as one single platform.



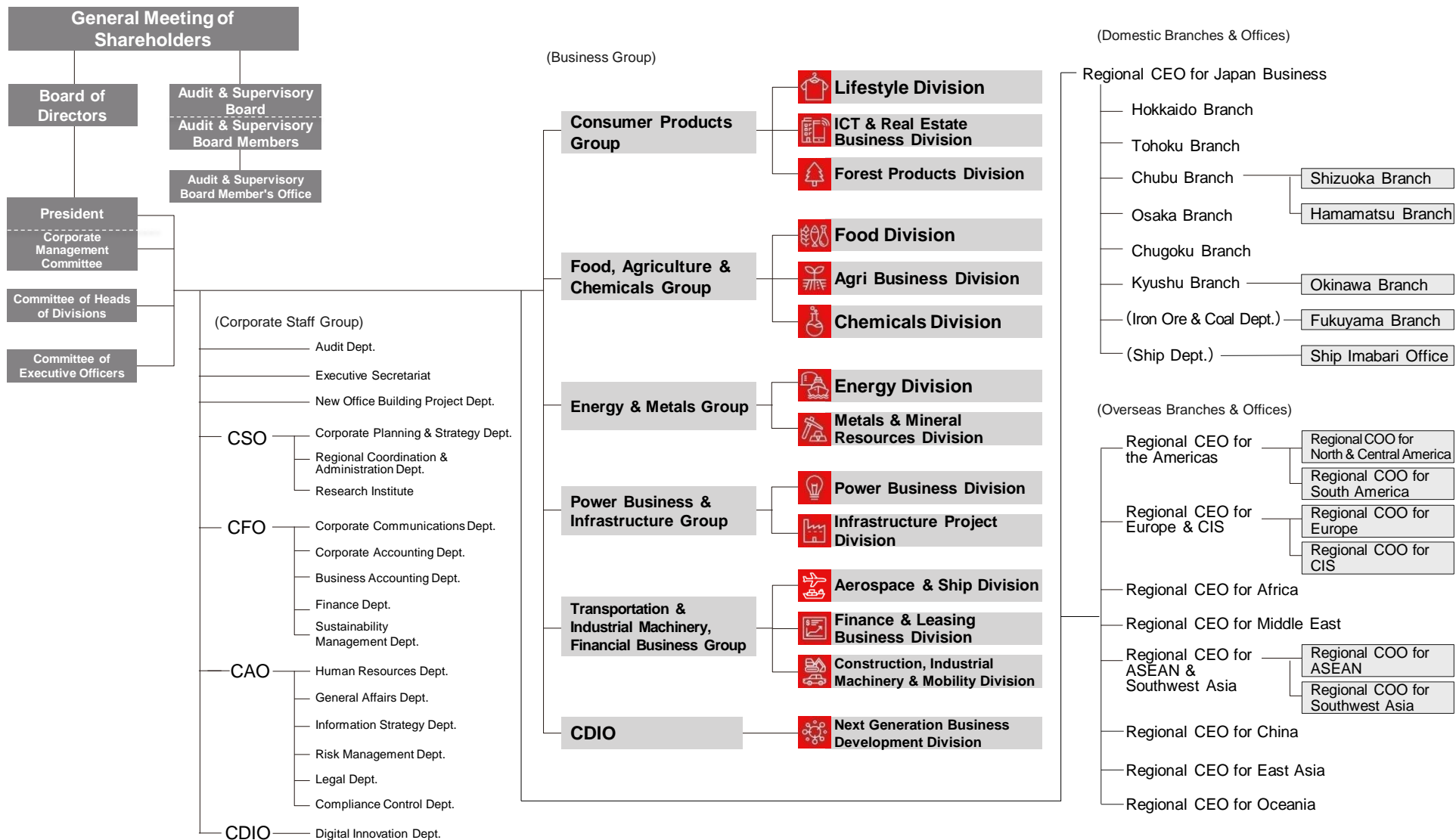
**Global crossvalue platform**  
**Marubeni**

# ○ Our History

Having started its business peddling Ohmi linen in 1858, Marubeni has grown and made steady progress as a *sogo shosha* (general trading company) while expanding its businesses.



# Organization



(As of April 1, 2020)



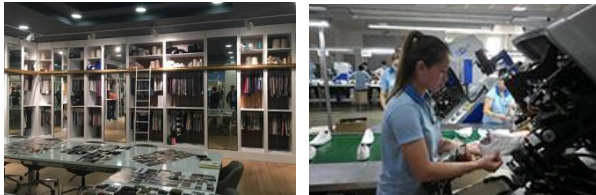
## Major Products and Areas

- Apparel, Footwear
- Lifestyle Products
- Textile Materials, Industrial Materials

## Our Strengths

### 1. OEM\*1 and ODM\*2 Business

Marubeni has established an OEM manufacturing system capable of supplying high-quality lifestyle related products, including apparel, footwear, and livingware at low cost and in large numbers, in a timely and stable manner, resulting in a high degree of trust from customers worldwide. Marubeni is also involved in ODM planning, manufacturing and sales.



\*1 Original Equipment Manufacturer; manufacturing of products sold under the contractee's name or brand.

\*2 Original Design Manufacturer; ODM is an abbreviation for Original Design Manufacturing/Manufacturer. An ODM does everything from the development and design to the production of a product that is eventually sold under another firm's name or brand.

### 2. Brand Marketing Business

Raising value and expanding sales, especially in apparel and footwear, by importing and distributing domestically and overseas well-known brands and Marubeni's own brand items; through planning, manufacturing and sales; and also via joint enterprises.



**Major Products and Areas**

- Network    ● Systems solutions    ● Mobile sales    ● Domestic and overseas housing development
- J-REIT · Private Placement REIT · Private Real Estate Fund Management Business    ● Property management
- Logistics    ● Insurance and reinsurance

**Our Strengths**

**1. Comprehensive ICT services adopting advanced technologies**

We have a business base for comprehensive ICT services adopting advanced technologies that can meet customer needs from various aspects, such as provision of information communication services like network lines, data centers, and cloud, and creation and proposal of solutions for network systems.



**2. Offering a variety of mobile-related services**

Marubeni has a mobile phone sales network that spans Japan and holds the industry's top position as a mobile service provider agent. For corporate customers, we provide services such as optimization of communication cost, mobile device installation and management, billing, and security management.

We also offer a wide range of mobile solution services such as mobile device repair and maintenance services for manufacturers and various companies.



**3. Utilizing Sogo Shosha Functions to Operate Domestic & Overseas Real Estate Development & Investment in the Sogo Real Estate Industry**

Over 50 years, Marubeni has accrued a track record of over 80,000 units in the domestic sale condominium development business. Marubeni is also expanding its overseas real estate development business in places like China and ASEAN countries. Marubeni also manages J-REITs like United Urban Investment Corporation, and Private Placement REITs like Marubeni Private REIT. Furthermore, Marubeni is planning the expansion of outstanding assets under management via the formation and management of private real estate funds, and also its stable business foundation which includes the property management business.



**4. Providing optimized logistics solutions**

Today, many enterprise leaders face a significant challenge to reduce logistics costs and optimize the supply chain on a global scale. Marubeni provides total solutions to such logistics challenges from planning to operation. We support our customers to develop logistics strategy and improve operation efficiency based on our years of expertise, logistics data, and field surveys.



**5. Providing Comprehensive Insurance Solutions**

Where it be insurance agencies that provide the various services of a multitude of life and non-life insurance companies, insurance brokerage that provides risk management services in line with consumer needs, or competitive reinsurance procurement, we cater to the demands of our diverse consumers, both domestic and abroad, throughout the value chain – including procurement, sales, and maintenance.





### Major Products and Areas

- Wood chips and biomass fuel
- Paper and paperboard
- Pulp and waste paper
- Building & construction materials and wood products

### Our Strengths

#### 1. Developing a Diverse Portfolio of Forest Product Related Businesses

Marubeni is conducting various businesses ranging from tree planting, manufacturing of pulp, and manufacturing and trading of paper products. Also, in the biomass fuel business which is expected to have increasing demand, Marubeni will strengthen its efforts in the sales of Vietnamese pellets.

#### 2. Tree planting business in two countries

Marubeni has been conducting its tree planting business since the 1990s, and is now controlling two projects in two countries, which have 190,000 hectares of land for planting trees. Cut and processed chips are used as paper-manufacturing materials. Marubeni will continue to focus on securing renewable wooden resources which will continue to be re-valued in the future.



#### 3. Domestic Containerboard Manufacturing Business & Overseas Expansion

As demand continues to grow in Asia, Marubeni considers the packaging business to be an area of top importance.

Domestically, we manage and operate Koa Kogyo Co., Ltd. (located in Fuji City) and Fukuyama Paper Co., Ltd. (located in Osaka City); our strength is our unique combination of manufacturing and distribution into one discipline. Marubeni utilizes this strength in expanding our business domain in the growing markets of many Asian countries, extending all the way to our starting point in the Vietnamese packaging market.



## Major Products and Areas

- Grains in general (corn, soybeans, wheat, rapeseed, etc.)
- Feed ingredients (soybean meal, rapeseed meal, fish meal, etc.)
- Compound feed
- Consumer-use food products, commercial-use food materials, dairy products 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.)

## Our Strengths

### 1. Strong domestic distribution network and expansion to growing overseas markets

In the domestic market, Marubeni has a strong presence in its sales spaces centered in the Tokyo Metropolitan Area and operates a customer-oriented food distribution strategy that maximizes its advantages in functionality and knowledge for the procurement of merchandise and materials.

In the overseas market, Marubeni is working towards expanding its business in many countries, including participating in the management of Acecook Vietnam. Marubeni is focused on the domestic demand in growing markets.



### 2. The largest import and sales share in the industry, with an optimized supply chain for the coffee trade

Marubeni has about a 30% import share of the entire coffee bean industry. For instant coffee, Marubeni has established a sales system not only for Japan but also global markets including Europe, the U.S. and Asia, with Marubeni's subsidiary Iguacu de Café Solúvel (Brazil), one of the largest manufacturer/dealers of instant coffee materials in the world, as the production base.



### 3. Globally Developing an Exceptional Livestock Production & Sales Business

Overseas, In addition to our acquisition of Rangers Valley (a cattle fattening business) in Australia, in 2017 Marubeni also acquired Creekstone Farms Premium Beef (a beef processing company) in the United States, and is strengthening its global strategies, in order to respond to the growing demand for premium beef in many countries around the world. Also, in China, Marubeni is developing a joint venture for integrated production broilers by employing experience and knowledge cultivated in Japan, and expanding production of poultry and processed poultry products.

In Japan, Marubeni owns companies like Nippon Chunky (broiler breeder) and Wellfam Foods Corporation (broiler & pork production and sales), and sells reliable and safe meat products, founded in strictly regulated management practices, to bulk retailers, restaurants, and meat processing makers.



## Our Strengths

### 4. The marine products business shows strong sales networks in the large consumer markets of Japan and the U.S. as well as a high level of aptitude in the procurement of natural marine resources

Marubeni procures marine products from production and processing sites around the world according to the needs of consumers, and sells the products in Japan and the U.S. the two major consumer markets through the industry's top-class sales companies. Marubeni has a strong presence in the industry, with a 10% handling share of wild red salmon globally and a U.S. sales company having approximately 6% share of the shrimp wholesale market in the U.S., the third largest in the country.



### 5. Grain trade and sales worldwide; the largest trading volume in the industry

Marubeni has the largest trading volume of grain among all of Japan's sogo shosha, or general trading companies. With a worldwide grain procurement system mainly in North and South America, and a worldwide sales network, Marubeni provides a reliable supply of grain at competitive price to the global market where grain demand is increasing as well as to Japan.



### 6. Operating export facilities of grain in Brazil

Marubeni owns Terlogs Terminal Maritimo Ltda. ("Terlogs") as a subsidiary, which operates grain storage and shipping facilities at the port of Sao Francisco do Sul, Santa Catarina, in Brazil, which is the second largest producing and exporting country of grain next to the U.S. Terlogs connects the increasing demands of emerging nations such as China and Southeast Asian countries, with the expanding production of Brazil, thereby realizing steady and timely grain exports.



### 7. Nationwide placement of grain silos for a stable, large-volume supply

The Marubeni Group has seven grain import silos across Japan including Pacific Grain Terminal Co., Ltd. ("Pacific Grain Terminal"). These import silos enable efficient supply to the neighboring feed plants. Marubeni also invests in the leading oil crushing company, The Nisshin OilliO Group, and provides them oilseeds as a raw material.



## Major Products and Areas

- Sales of agri-inputs (crop protection products, fertilizers, seeds, Helena-brand products)
- Subcontracting services for fertilization and crop protection products dispersion
- Provision of precision agriculture and other technical services
- Fertilizer raw materials
- Grain & Oilseed (corn, wheat, barley, soy, vegetables, edible beans etc.) Procurement and Export Business in the U.S.
- Contract crop protection products formulation

## Our Strengths

### 1. Global expansion of the agri-input business

Helena is an agri-input sales company, with “People, Products, and Knowledge” as its core assets. It has established a firm position as one of the top sales companies in the industry through a direct sales network with farmers across the U.S. It aims to further evolve by adapting to the ever-changing market environment. Marubeni owns major agri-input retailers in the U.K. and the Netherlands, as well as fertilizer/crop protection products manufacturers and retailers in Japan, Malaysia, and Myanmar, and is globally expanding the agri-input business.



### 2. Grain Procurement and Export Business in the U.S.

Marubeni owns Gavilon Agriculture Investment, Inc. (“Gavilon”), Columbia Grain International, LLC (“Columbia Grain”), and Pacificor, LLC (“Pacificor”) in the U.S., which is the largest grain producing and exporting country in the world. The grain is procured by Gavilon and Columbia Grain, and exported to Japan and other countries around the world through Pacificor’s shipping facilities. These Marubeni Group companies work closely together to achieve a stable supply of grain.



## Major Products and Areas

- Basic Petrochemical Products and plastic derivatives
- Life Science products like Functional feed additives, Oleochemicals, Multifunctionals for food products
- Electronic materials, Inorganic Mineral Resources, Fertilizer Materials and Inorganic Chemicals
- Salt and Chlor-alkali products

## Our Strengths

### 1. The top of the industry trade volume for olefins, aromatics, intermediates of synthetic fiber, polyolefins and fertilizer materials

For olefin trading, Marubeni owns or has a standing charter for olefin tankers to maintain its industry-leading position in Asia and the Middle East. For aromatics, intermediates of synthetic fiber, polyolefins, and PVC, Marubeni is expanding its sales networks through cooperation with major suppliers.



### 2. Comprehensive expansion of business

Upstream in the supply chain, Marubeni secures a stable supply of inorganic mineral resources, including salt and boric acid, by financing and investing in the world's major supply sources. Downstream in the supply chain, Marubeni is pursuing profitable opportunities in many fields. One such field is the electronic materials industry where we are involved in displays, solar power generation, semiconductors and battery materials. We are also involved in the specialty chemicals industry, including fatty alcohols, and in the life science industry mainly in feed additives.





**Major Products and Areas**

- Production of LNG
- Trading of crude oil, products, and natural gas
- Production of uranium
- Sales of equipment for nuclear power plants and provision of related services
- Exploration, development, and production of oil and gas
- Oil and gas sales and distribution
- Uranium trading

**Our Strengths**

**1. Stronger LNG business built by developing a value chain and participating in LNG projects around the world**

Marubeni participates in global LNG projects in Qatar, Equatorial Guinea, Peru, and Papua New Guinea. Marubeni will continue to work on the smooth operation of existing LNG projects, while also focusing on the pursuit of investment opportunities and expanding trading operations to respond to the increasing global demand for LNG demand, and strengthening our comprehensive approach from sourcing to delivery.



**2. Trading and marketing projects to meet domestic and foreign energy demand through the handling of crude oil, petroleum products, LNG and LPG**

Marubeni conducts global trade in crude oil, petroleum products, LNG, and LPG by utilizing its trade infrastructure such as terminals and vessels. In our marketing operations, we sell petroleum products and LPG by utilizing our distribution network through Marubeni Energy Corporation and other domestic and overseas subsidiaries. Marubeni will continue to provide high-value added services, and expand its business.





**Our Strengths**

**3. Upstream business including exploration, development and production of oil and gas**

Marubeni is involved in oil and gas exploration, development, and production activities in the U.S., U.K., India, and Russia, while also continuing steady production in the Kharassan uranium mine project in Kazakhstan. We will focus on maximizing the value of our asset, through appropriate cost management and streamlining of business.



**4. Nuclear fuel cycle and nuclear power-related equipment and services**

Marubeni operates businesses across the nuclear cycle, while also offering nuclear power-related equipment, materials, and services, and contributing to improving power plant safety.





## Major Products and Areas

- Development of iron ore, coal, and copper mines
- Trading of iron ore, coal, ferroalloy, and ferrous raw materials
- Trading of non-ferrous metals, ingots, and related products
- Steel product trading and business investment
- Smelting and refining of aluminum
- Leasing of temporary steel construction materials

## Our Strengths

### 1. Roy Hill Iron Ore Project in Australia

The Roy Hill Iron Ore Project, in which Marubeni holds a 15% stake, is a large-scale project featuring the largest annual production capacity as a single iron mine in the Western Australia's Pilbara region. With integrated infrastructure including mine, railway and port facilities, and having a capacity of producing 55 million tons per year, the Roy Hill iron ore mine achieves high cost competitiveness. The majority of the high-quality iron ores production volume, are sold to steelmakers in Japan and throughout Asia through long-term sales contracts. Marubeni will contribute to steel industries in Asia by ensuring stable supply of high-quality iron ores.



### 2. Coal projects in Australia

Marubeni invests in coking coal mines in Australia. The Jellinbah East coal mine and the Lake Vermont coal mine have high cost competitiveness, and shape the core of our coal business. As the largest stakeholder of both mines, we will continue to improve the cost competitiveness of our coal project and realize sustainable profit.



### 3. Copper mining projects in Chile

Marubeni holds a 30% stake in the Centinela, and the Antucoya copper mine, and 9.21% in Los Pelambres copper mine in Chile. Marubeni operates the mines with one of the world's leading copper producers, Antofagasta PLC. The equity volume of copper ingot from Marubeni's interest is 150 thousand tons a year (payable copper equivalent), which is a leading amount worth among Japanese companies. Marubeni aims to further improve the asset values by expanding the capacity of the Los Pelambres copper mine, and developing copper deposits surrounding the Centinela copper mine.



### 4. Aluminum smelting project in Canada

Marubeni holds a 13.3% stake of the Alouette Aluminum Smelter in Canada, which has the largest production capacity in North America. The aluminum smelter runs on hydro power and operates with minimal environmental impact, and also succeeds in achieving high cost competitiveness. Plans are under way to expand the annual production capacity and produce high-value-added products. Marubeni will contribute to the aluminum industry, which is essential for global economic growth.



**Our Strengths**

**5. Worldwide trading**

Marubeni stations employees around the world, which creates a global network that enables trading in various regions. Marubeni's global network achieves to utilize its sales and marketing abilities to connect the needs of suppliers and customers. By meeting the market needs, we aim to create new businesses as well as expanding the existing businesses.



**6. Promoting steel products business by utilizing Marubeni Group's comprehensive strength**

Through our investment in Marubeni-Itochu Steel Inc. and Marubeni Construction Material Lease Co., Ltd., Marubeni promotes steel products businesses related to every industry. By collaborating with each of Marubeni's divisions (including their domestic / overseas group companies), and utilizing Marubeni Group's comprehensive strength, we have been expanding our steel products business.



## Major Products and Areas

- **Power Generation Business**
- **Renewable Energy**
- **Power Service & Retails Business**
  - **EPC Business\* & Offshore Wind Turbine Installation**
  - **Wholesale and Retail Power Sales**
  - **Community-based Multi Utilities Service**
  - **Power Digital & New Energy Solution Business**

※EPC: Engineering, Procurement and Construction

## Our Strengths

### 1. Top Class Global IPP Portfolio with Rich Sales & Marketing Knowledge, Worldwide Strongholds for Project Development & Asset Management

In the power generation business, Marubeni delivers a safe & stable supply of power by taking a leading role throughout the entirety of the projects in which it participates; from the development stage, to construction, and finally operation & maintenance, Marubeni leverages its industry expertise, fostered by a wealth of knowledge and experience in EPC and Project Finance, and fully supported by a worldwide network of strongholds for project development & asset management. Marubeni has built an optimum IPP/IWPP asset-portfolio in a diverse range of fields and across many regions of the world, most of which are guaranteed under long-term PPA contracts which provide a stable profit foundation. In more than 20 countries around the world, our total net generation capacity is 12,003MW (as of the end of March 2019) which is a comparable scale to the international leading IPP players.



### 2. Proactively Promoting and Increasing Renewable Energy Projects to Contribute to a Low-Carbon Society

Marubeni recognizes that climate change is a global issue that affects both environmental and social sustainability. In accordance with the Marubeni Group's sustainability management policies, and in recognition of the importance of counteracting the effects of climate change, Marubeni will reduce its greenhouse gas emission volume from its power generation portfolio by both cutting its coal-fired power net generation capacity in half<sup>※1</sup> and also no longer entering into any new coal-fired power generation business as a general principle. Furthermore, Marubeni will expand its renewable energy generation business<sup>※2</sup> in addition to deploying innovative technologies to increase the efficiency of its portfolio assets and proactively promote the reduction of its environmental impact.



- ※1 We will cut our net generation capacity of coal-fired power generation (approximately 3GW at the end of FY2018) in half by 2030.
- ※2 Renewable energy power generation currently accounts for approximately 10% of our net generation capacity. We will increase this to approximately 20% by 2023.

**Our Strengths**

**3. A Robust Track Record of Overseas Power EPC Projects & Unique EPC Contract Knowledge and Experience**

Since Marubeni began the supply and construction of overseas power projects in the 1960s, we have proactively engaged with Japanese and multi-national major equipment manufacturers, and compiled a robust track record of power generation, T&D and S/S EPC projects all over the world. Such expertise as an EPC contractor creates a synergy-effect with IPP/IWPP development. Furthermore, in the offshore wind turbine installation business, we are planning an expansion into the Asian market in addition to our existing bases of operation in Europe.



**4. Extensive Experience in Power Aggregation and Retail**

Through SmartestEnergy Ltd., a company established in the U.K. in 2001, we are conducting the aggregation/whole-procurement and retail sale of primarily renewably generated power to the U.K. power market. Furthermore, in 2000 when the Japanese domestic power retail market became deregulated, Marubeni established Marubeni Power Retail Corporation as a PPS (Power Producer and Supplier) and entered the market. This allowed Marubeni to, among other things, internally balance the supply and demand of power retail sales through power sourced from Marubeni-owned plants. Marubeni has thus accumulated ample skill in supply and demand management, and has an impressive track record of power projects.



**5. Promoting Community-Based Power & Power Servicing Businesses to Support the Resolution of Regional Social Subjects**

Marubeni promotes community-based power businesses in regions of Africa that do not yet have access to electricity through our business with WASSHA Inc, a company which uses solar panels and chargeable lanterns to supply portable power to various regions of Tanzania, where roughly 76% of the population is still without access to electricity. Furthermore, as we have become aware of growing interest in the idea of energy autonomy through renewable energy and de-centralized power sources, we have established Marubeni Ina Mirai Denki Corporation, a new company in Ina City, Nagano, Japan, which provides lifestyle services centered on power retailing and local needs. Moving forward, we will expand a multitude of power and service businesses that will assist in the development of regional societies.





## Major Products and Areas

- EPC\*1 for industrial plants (oil/gas/chemical, steel, cement, paper pulp, sugar, textiles, waste power generation etc.)
- Investments in oil and gas infrastructure projects
- EPC and operation and maintenance for railway systems
- Investments in transportation infrastructure projects (railway, road, port, airport, etc.)
- Investments in the water business (water supply, wastewater treatment, desalination, etc.)
- EPC and operation and maintenance for water related facilities
- Circular economy businesses such as waste to energy power generation, fuel conversion etc.
- Management of Infrastructure Funds

※1 EPC: Engineering, Procurement and Construction

## Our Strengths

### 1. A top-class track record among general trading companies in EPC projects & trade in the railway industry and industrial plants

Marubeni has a top-class track record in EPC projects and trade in the field of railway systems and various types of industrial plants, such as oil/gas/chemical, sugar, pulp & paper and textile, in many regions throughout the world.

At the same scale, Marubeni also provides a comprehensive function to its customers by combining its expertise in areas such as high-quality EPC & trading financing, and raw material supply and product offtake arrangements. Furthermore, in the Thai Purple Line metropolitan railway project, Marubeni undertakes maintenance services in addition to the EPC of the railway system. Marubeni will continue to provide various plant/transportation system EPCs together with operation and maintenance services as a package.



### 2. Promoting a circular economy through waste material recycling

Viewing waste material as a resource, we will contribute to the actualization of a sustainable society by promoting a circular economy. As such, we are currently expanding our business domain into new areas such as the conversion of waste materials into energy fuel and chemical products.





## Our Strengths

### 3. Investments in transportation infrastructure-related projects

Through collaboration with strategic partners worldwide, Marubeni is expanding and improving its infrastructure projects portfolio in a wide range of fields and regions. Examples include railway PPP<sup>\*2</sup> projects and ports, in the Americas, Asia, and Australia.

※2 PPP: Public-Private Partnership



### 4. Investments in oil & gas infrastructure-related projects

Through collaboration with strategic partners all around the globe, Marubeni is making wide-ranged investments in oil & gas infrastructure, including marine energy projects such as FPSO<sup>\*3</sup> and offshore platforms, pipelines and local gas distribution in the Americas, Europe, Australia, and Africa.

※3 FPSO: Floating Production, Storage and Offloading system



### 5. Top-level Japanese player in the water business

Marubeni conducts various water businesses in Asia, the Americas, Europe, and Middle East, such as water supply and wastewater projects, water treatment facility BOT<sup>\*4</sup>, EPC projects, and operation and maintenance. Marubeni is a top-class Japanese player in the water business due to its abundant experience and in terms of the size of the population served by its held assets. Moving forward, Marubeni aims to further contribute to the improvement of water and wastewater infrastructure worldwide through business expansion.

※4 BOT: Build, Operate, and Transfer; projects in which plants are built and operated temporarily before the assets are turned over to government agencies.



## Major Products and Areas

- Aircraft & Engine Parts Trading Business, Fund Establishment, Development Investment
- Sales representatives for commercial aircraft and defense equipment, and space-related projects
- Business Jet Sales Agency & Business, Airport Related Businesses
- Sale and purchase, chartering, and ownership of merchant ships
- Ownership and chartering of LNG carriers, and investments in offshore businesses

## Our Strengths

### 1. With a background of steady demand increase, Marubeni is putting more effort into the commercial aircraft sector

Against a backdrop of increasing demand for air travel, the division has produced steady growth through its aircraft and engine parts trading business and equipment assistance agency, fund establishment business, engine development investment, and airport ground handling business. In the business jet portfolio, Marubeni is providing the solutions to expand the market of the business jet portfolio in Japan with long experience as the exclusive representative for Gulfstream Aircraft and the dealership for HondaJet newly entitled in 2018, while establishing a joint venture with Japan Airlines for the charter and ground handling services.



### 2. Proactive entrance into defense, security and space sectors

Marubeni has gained ground through distribution agent operations for aircraft, helicopters, engines, composite materials, and high-resolution cameras for satellites. Marubeni is also making new entries in the security sector, such as support for the Philippines to introduce multipurpose vessels. In other areas, Marubeni is currently making moves for a full-scale entry into the space business.



### 3. Utilizing the specialized organizational functions of a general trading company in the ship business

Marubeni makes the most of its specialized organizational abilities, which only a general trading company can provide, in its ship business, including sale and purchase, chartering, ownership of merchant ships, and marine equipment, by organically integrating demands from business clients across the world, such as operators, ship owners, builders, and financial institutions.



### 4. LNG carriers and offshore business with global growth potential

As demand for LNG rises on a global level, we will continue to strengthen our fleet, improve the quality of assets and expand LNG transportation business. Furthermore, we are exploring opportunities for collaboration with other groups in the offshore business sector.





## Major Products and Areas

- Financial Service for Automotive Sector
- Aircraft Engine Leasing Business
- Leasing, Rental, Maintenance, Sales, and Fleet Management of Refrigerated Trailers
- Leasing, Rental, Maintenance, Sales, and Fleet Management of Commercial Vehicles
- Leasing, Management, and Brokerage of Commercial Freight Railcars
- Comprehensive Leasing & Non-Bank Business
- Corporate Investment and Fund Management Business
- Aircraft Operating Leasing Business

## Our Strengths

### 1. Auto finance Business & Automobile Lease and Rental Business

In automobile related financing, leasing and rental businesses, this division uses its foundation of product and industry knowledge, cultivated over many years in the automobile industry, in order to provide services that respond to the needs of BtoB and BtoC clients alike. Furthermore, through the promotion of industry leading digitalized support on our existing platform, we are providing improved convenience for our customers, and striving to even further grow our businesses.



### 2. Aircraft Operating Leasing, and Aircraft Engine Leasing Business

Based on the recognition of growing air traffic demand led by growth of emerging economy countries, Marubeni entered aircraft operating leasing business in 2010 and engine leasing business in 2011 followed by taking a stake of Aircaste Ltd., one of the major aircraft operating lessors, in 2013.

Those decisions were based on wide range of accumulated knowledge and experience regarding aviation industries from sales and marketing activities of aircraft/engines and aftermarket solutions.



### 3. Refrigerated Trailer, and Rental Car Business

In the U.S., this Division is developing refrigerated trailer leasing and rental car businesses, providing resources that respond to the country's strong demand for land transportation. Also, as the golden chain market is expected to rapidly expand globally, we are currently in the midst of effectively applying our knowledge of U.S. markets and IoT services to develop the refrigerated trailer leasing business and other markets.



### 4. General Leasing & Non-bank Business

We provide best solutions to meet our clients' financial needs with our extensive product lineup. At the end of March 2019, we entered into a strategic alliance with IBJ Leasing and completed a capital restructuring of MG Leasing Corporation to make it a joint business with IBJ Leasing. Moving forward, we will further promote MGL's presence as a Marubeni Group's captive leasing company and expand MGL's business domain in overseas market in a collaboration with IBJ Leasing.



### 5. Corporate Investment and Fund Management Business

As an early pioneer of Japanese domestic private equity funds, this Division's strength lies in its ability to use investment knowledge and experience gained over more than 20 years, as well as the combined power of the Marubeni Group, in order to provide business assistance to investees, and thus developing corporate investment funds. Additionally, the Division is also proactively involved in the management of infrastructure funds and other new types of funds.



**Major Products and Areas**

- Sales, Services, and Financing of Construction and Mining Equipment
- Retail Sale of Tires & Automobile After Market Service Business
- Sales and peripheral businesses related to automotive production line and machine tools
- Sales of industrial machinery and investment in related business
- Automotive trade, Distributor & Dealer business, and Aftermarket services.
- Sale of Conveyor Belts and Other Rubber Materials & Raw Materials
- Mobility Services & Related Businesses

**Our Strengths**

**1. Construction & Mining Equipment Sales and Product Service Business**

The Division's trading business has a particularly long history with regard to its distributorship operations, which have been conducted for decades in the U.K., and Australia. Recently, the Division has also begun expanding its distributorship and product support operations in Asia and Latin America as an attempt to capture infrastructure demand in resource-producing nations and emerging countries.



**2. Automotive Sales, Aftermarket and Mobility Services that Optimize and Develop Our Assets**

This Division develops its business throughout the world, from automotive trading, wholesaling and retailing to aftermarket businesses. By combining our own assets with digital, autonomous driving and other new technologies, we develop new mobility services that match local needs and wants.



**3. Creating a Broad Rubber Value Chain from Raw Materials to Final Products**

This division creates an expansive value chain that covers everything from the sale of raw rubber materials upstream in the value chain, to the mid-stream and downstream import, export and third country trading of rubber products like tires and conveyor belts, as well as overseas retailing.



**4. Wide range of Function such as Trade, Sales Financing and Parts Sales Business**

While we work to consistently expand our traditional businesses like trading and retailing, we are also proactively involved in related businesses like sales financing, parts sales and the rental business. In the machine tools industry, we have a long history of whole sales business with Citizen Machinery Co. in the U.S.



**5. Electrifying the World through the Comprehensive Combination of Solar Power Generation, Storage Batteries, EV Infrastructure and More**

In addition to the sale of solar panels and super-fast EV chargers, this Division has also entered the market in solar power generation management as well as in the solar panel testing, evaluation and inspection business. Applying the information, knowledge and experience gained through our work in those industries, we are contributing to the promulgation of renewable energy and the provision of electricity to the world.





### Major Products and Areas

- Platform Business for Growing Middle-Income Class in Asia
- Smart City & New Materials Business
- Healthcare & Medical Business
- New Business Development & Corporate Venture Capital Management
- Digital Function such as AI, Blockchain, and Digital Marketing (In-house)
- Business Model Innovation Function (In-house)

### Our Strengths

#### 1. Creating New Business Models in Growing Fields

In areas where rapid market growth is expected in future and we have not made sufficient efforts so far, we are taking challenge of creating new business models by leverage from interplay with our business through cross-sector collaborations as Sogo Shosha, and new functions including digital innovation.



# The Marubeni Group by Numbers

**Marubeni Group**


Number of Bases  
**136** branches/offices in  
**67** countries/regions

\*Including Japan, as of April 1, 2019


Number of Consolidated Companies  
**431**



Number of Group Employees  
**42,882**



Company Employees Positioned Overseas  
**894**



**Helena Agri-Enterprises, LLC**

**Nationwide Network in the United States.**

**Approx. 500 locations**

Helena is the No.2 retailer of crop protection products, fertilizers, and seeds in the United States.

**Volume of Coffee Beans Traded**

**30% of Coffee Consumed in Japan**

Approximately 470,000 tons of coffee are consumed in Japan each year. Marubeni handles approximately 30% of this volume.

\* Achievements in 2018

**Number of LNG Vessels Owned**

**16** LNG vessels

Marubeni is currently in possession of 16 out of all operational LNG vessels around the world. The total number of LNG vessels in existence globally is 512 (as of March 2019; this number excludes small model vessels and FSRU).

**Copper Equity Volume**

**150,000 tons**

Conducting copper mining business in Chile. Equity volume is one of the largest in Japan.

**Number of Aircrafts Owned & Managed**

**274** aircrafts

Marubeni commenced investment in Aircastle Limited in 2013, and we are now leasing aircraft to 81 airlines in 44 countries worldwide through this company.

**Global Olefin Trading Market**

**Approx. 30% share**

Using specialized tankers, Marubeni has secured approximately 30% of the global olefin trading market.

**Net Power Generation Capacity**

**12,003 MW**

As a leading Independent Power Producer (IPP), Marubeni has world class net power generation capacity.

\* The total sum of Japan and overseas

**Provision of Housing in China**

**Approx. 11,000 units**

Marubeni was one of the first Japanese companies to enter into the Chinese real estate market and has been engaged in such business operations as the development of housing for Chinese homebuyers and complex facilities since 1985.

**People Served by Marubeni's Water Business**

**Approx. 13.5 million people**

Marubeni is conducting diversified water projects mainly in Central & South America, Asia, the Middle East, and Europe.

\*The target population of a total of 4 concession services this company owns in Europe, South America and Asia.

**Afforestation Business Sites**

**190,000 hectares**

2 projects managed in 2 countries with a total of 190,000 hectares (roughly the size of Tokyo).

\*Leading site area among Japanese companies

**Grain Trading**

**Industry No.1 Trading volume 70 million tons**

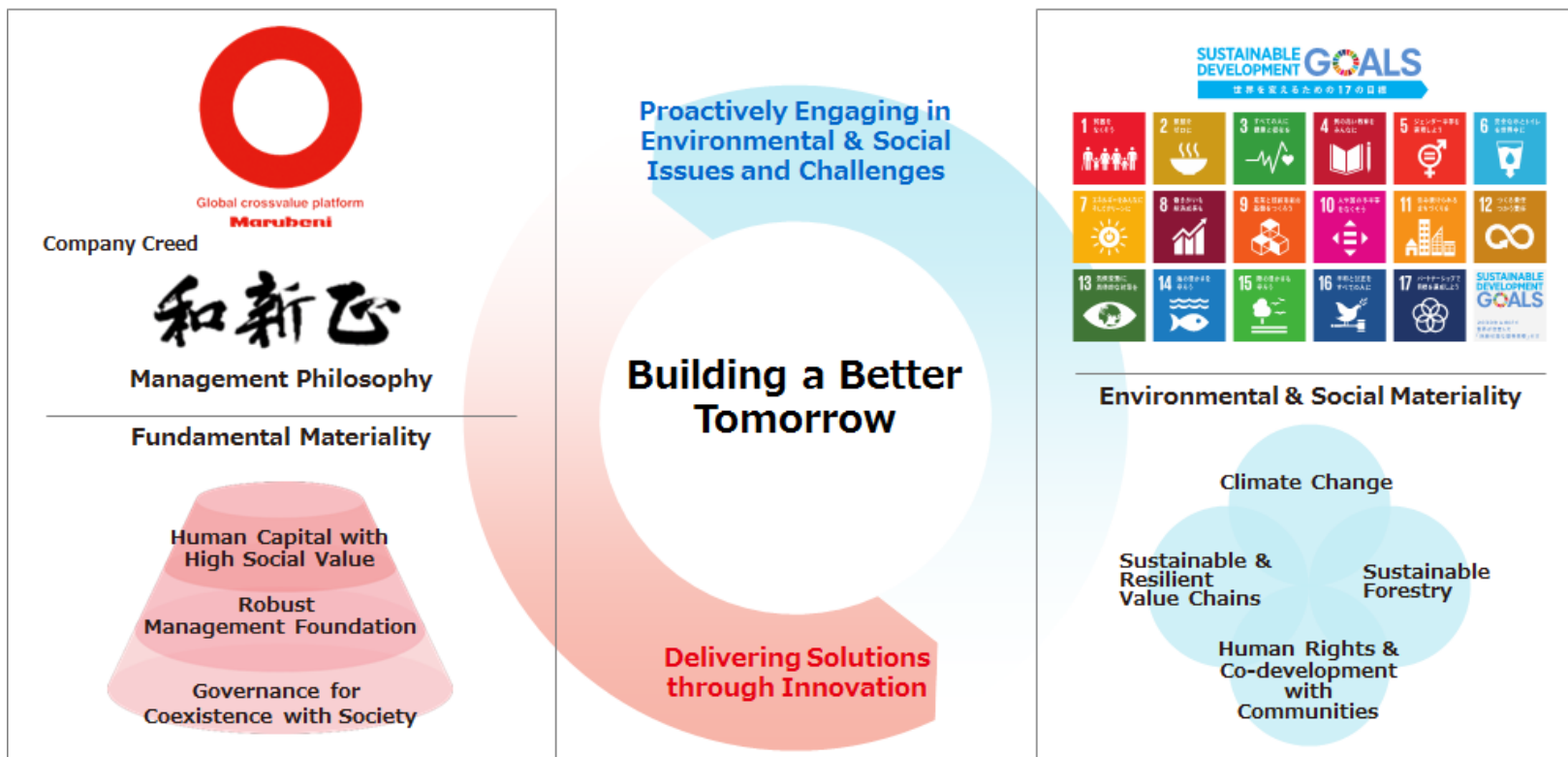
Marubeni boasts the top grain trading volume among Japanese companies.

\*Includes some double-counted trades  
\*As of March 2018



# Identification and review process of material issues for sustainability

In accordance with the spirit of the Company Creed of “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. Our Management Philosophy clearly expresses our views on sustainability. To us, sustainability means proactively engaging in environmental and social issues and challenges, delivering solutions through innovation, and living by the Management Philosophy. Corporate value is composed of financial and non-financial value; non-financial value in particular is steadily growing in importance. With regard to sustainability, such issues as climate change, the depletion of forestry resources and human rights issues pose grave threats to social and environmental sustainability. Adopting and implementing clear medium- and long-term corporate policies regarding these issues is directly related to increasing non-financial value and corporate value. Until now, to increase corporate value, each of our businesses has generally created its own innovative business model in anticipation of the challenges facing society.



# Global Network



## ● Locations

### North & Central America

Guatemala City  
Houston  
Los Angeles  
Mexico City  
New York  
Omaha  
Queretaro  
Silicon Valley  
Toronto  
Washington, D.C.

### South America

Belo Horizonte  
Bogota  
Buenos Aires  
Caracas  
Habana  
Lima  
Rio de Janeiro  
Salvador  
Santiago  
São Paulo

### Europe & CIS

Almaty  
Athens  
Bucharest  
Budapest  
Düsseldorf  
Hamburg  
Helsinki  
Khabarovsk  
Kiev  
London  
Lisbon  
Milan  
Moscow  
Nur-Sultan  
Paris  
Prague  
Risley  
Tallinn  
Tashkent  
Vladivostok  
Warsaw  
Yuzhno-Sakhalinsk

### Middle East & Africa

Abidjan  
Abu Dhabi  
Accra  
Addis Ababa  
Algiers  
Amman  
Ankara  
Baghdad  
Cairo  
Casablanca  
Doha  
Dubai  
Istanbul  
Johannesburg  
Kuwait City  
Lagos  
Luanda  
Maputo  
Muscat  
Nairobi  
Riyadh  
Tehran

### Southwest Asia

Chennai  
Chattogram  
Dhaka  
Goa  
Islamabad  
Karachi  
Kolkata  
Lahore  
Mumbai  
New Delhi

### ASEAN

Bangkok  
Hanoi  
Ho Chi Minh City  
Jakarta  
Kuala Lumpur  
Kuching  
Manila  
Nay Pyi Taw  
Phnom Penh  
Singapore  
Vientiane  
Yangon

### China / East Asia

Beijing  
Changchun  
Chengdu  
Dalian  
Guangzhou  
Hefei  
Hong Kong  
Kunming  
Nanjing  
Qingdao  
Shanghai  
Shenzhen  
Taipei

Tianjin  
Ulan Bator  
Wuhan  
Xiamen

### Oceania

Auckland  
Melbourne  
Perth  
Sydney  
Port Moresby

### Japan

Sapporo  
Sendai  
Tokyo  
Shizuoka  
Hamamatsu  
Nagoya  
Osaka  
Fukuyama  
Hiroshima  
Imabari  
Fukuoka  
Okinawa