Outline of Reorganization Current Structure New Structure (from April 1, 2016) 1. Iron & Steel Products 1. Iron & Steel Products **Business Unit Business Unit** 2. Mineral & Metal Resources 2. Mineral & Metal Resources **Business Unit Business Unit** 3. Infrastructure Projects 3. Infrastructure Projects **Business Unit Business Unit** 4. Integrated Transportation 4. Integrated Transportation **Systems Business Unit Systems Business Unit** 5. Energy Business Unit I 5. Energy Business Unit I 6. Energy Business Unit II 6. Energy Business Unit II 7. Basic Chemicals 7. Basic Materials Business Unit **Business Unit** 8. Performance Chemicals 8. Performance Materials **Business Unit Business Unit** 9. Nutrition & Agriculture 9. Food Resources **Business Unit Business Unit** 10. Food Products & Services 10. Food Business Unit **Business Unit** 11. Consumer Service 11. Food & Retail Management **Business Unit Business Unit** 12. Healthcare & Service 12. IT & Communication **Business Unit Business Unit** 13. Corporate Development 13. Consumer Business Unit **Business Unit** 14. IT & Communication **Business Unit** 15. Corporate Development **Business Unit**

New Business Unit Structure Business Areas 1. Iron & Steel Products Iron and steel products, semi-finished products **Business Unit** 2. Mineral & Metal Resources Iron and steel raw materials, non-ferrous metals and products, iron and steel and non-**Business Unit** ferrous metal secondary products, recycling, environmental solutions 3. Infrastructure Projects Core industrial infrastructure for electric power, renewable energy, resources and energy, development of offshore energy, water and logistics infrastructure projects **Business Unit** 4. Integrated Transportation Motor vehicles, construction machinery, industrial machinery, vessels, aircraft, traffic **Systems Business Unit** Exploration and production (E&P), logistics transaction business for oil, coal, and nuclear 5. Energy Business Unit I LNG business, natural gas logistics, commercial development of new gas fields, 6. Energy Business Unit II environmental business Olefins, chlor-alkali, methanol, ammonia, aromatics, industrial chemicals, and coating 7. Basic Materials Business Unit materials 8. Performance Materials Performance/advanced materials, green biochemicals, and specialty chemicals **Business Unit** 9. Nutrition & Agriculture Agrochemicals (fertilizers and pesticides), food products, nutritional science **Business Unit** 10. Food Business Unit Grains, oilseeds, livestock, seafood, feed, sugars 11. Food & Retail Management Food raw materials, food logistics, retail support **Business Unit** 12. Healthcare & Service Medical/healthcare services **Business Unit** 13. Consumer Business Unit Real estate, lifestyle supplies, fashion business 14. IT & Communication Communications, Internet, media, new social systems, IT solutions **Business Unit** 15. Corporate Development Asset management, business investment, insurance, commodity derivatives, finance, **Business Unit** logistics, company-wide strategic projects

Principal Business Areas after Reorganization