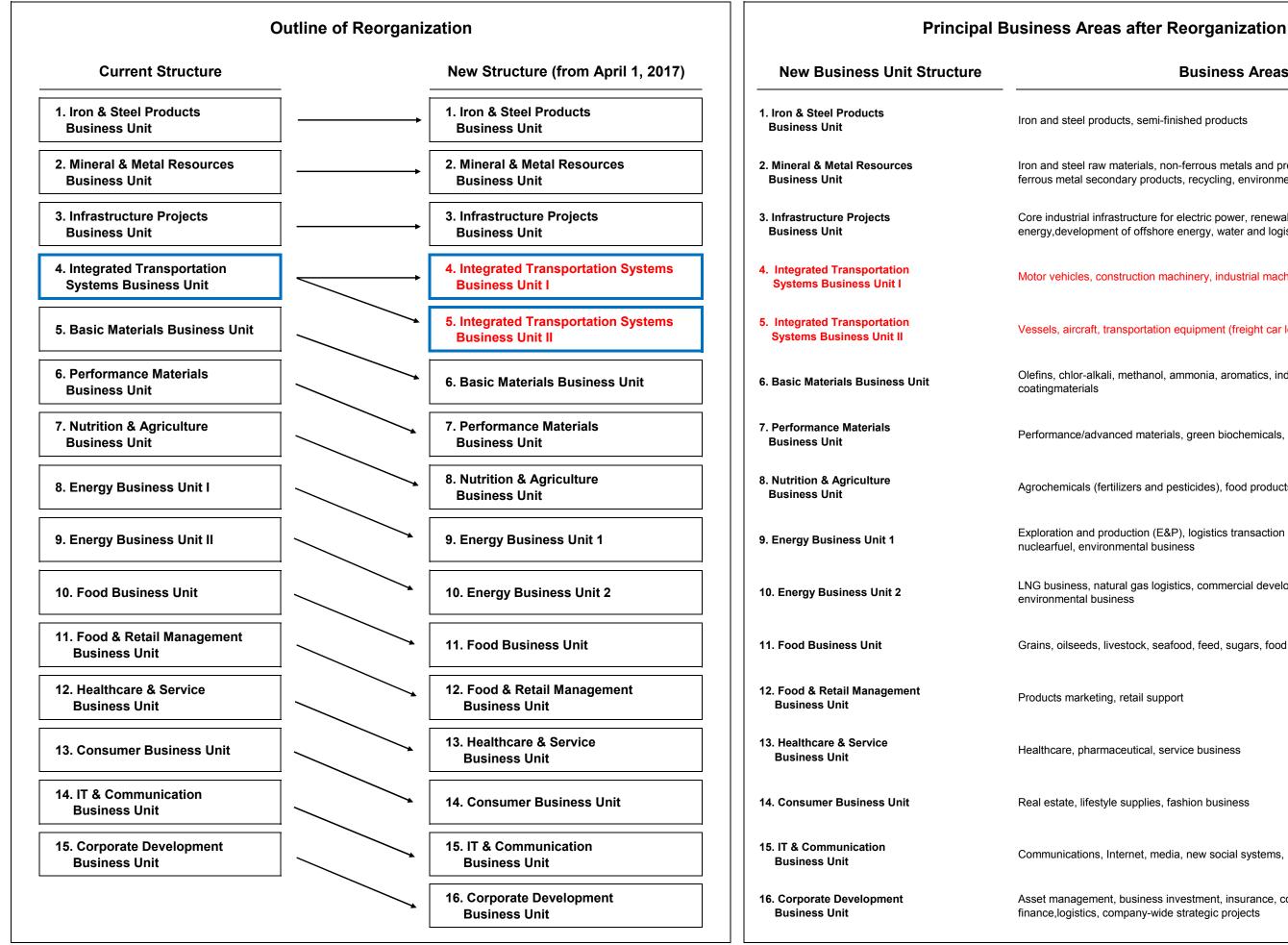
Conceptual Diagram of Business Unit Reorganization



Business Areas

Iron and steel products, semi-finished products

Iron and steel raw materials, non-ferrous metals and products, iron and steel and nonferrous metal secondary products, recycling, environmental solutions

Core industrial infrastructure for electric power, renewable energy, resources and energy, development of offshore energy, water and logistics infrastructure projects

Motor vehicles, construction machinery, industrial machinery, traffic system projects

Vessels, aircraft, transportation equipment (freight car leasing)

Olefins, chlor-alkali, methanol, ammonia, aromatics, industrial chemicals,

Performance/advanced materials, green biochemicals, specialty chemicals

Agrochemicals (fertilizers and pesticides), food products, nutritional science

Exploration and production (E&P), logistics transaction business for oil, coal,

LNG business, natural gas logistics, commercial development of new gas fields,

Grains, oilseeds, livestock, seafood, feed, sugars, food raw materials

Healthcare, pharmaceutical, service business

Real estate, lifestyle supplies, fashion business

Communications, Internet, media, new social systems, IT solutions

Asset management, business investment, insurance, commodity derivatives, finance, logistics, company-wide strategic projects