

## Review of Operations

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## Business Groups at a Glance

### Fiscal 2007 Results

#### New Business Initiative Group



Operating transactions:  
¥278,378 million  
Gross profit: ¥56,853 million  
Equity in earnings of affiliated  
companies: ¥3,408 million  
Net income: ¥12,202 million  
Segment assets: ¥486,738 million  
No. of employees: 4,965

#### Energy Business Group



Operating transactions:  
¥4,377,210 million  
Gross profit: ¥80,904 million  
Equity in earnings of affiliated  
companies: ¥49,745 million  
Net income: ¥73,999 million  
Segment assets: ¥1,556,896 million  
No. of employees: 1,902

#### Metals Group



Operating transactions:  
¥5,261,412 million  
Gross profit: ¥366,789 million  
Equity in earnings of affiliated  
companies: ¥43,227 million  
Net income: ¥186,818 million  
Segment assets: ¥3,204,975 million  
No. of employees: 11,051

#### Machinery Group



Operating transactions:  
¥3,440,429 million  
Gross profit: ¥197,883 million  
Equity in earnings of affiliated  
companies: ¥20,523 million  
Net income: ¥83,201 million  
Segment assets: ¥2,633,935 million  
No. of employees: 10,177

#### Chemicals Group



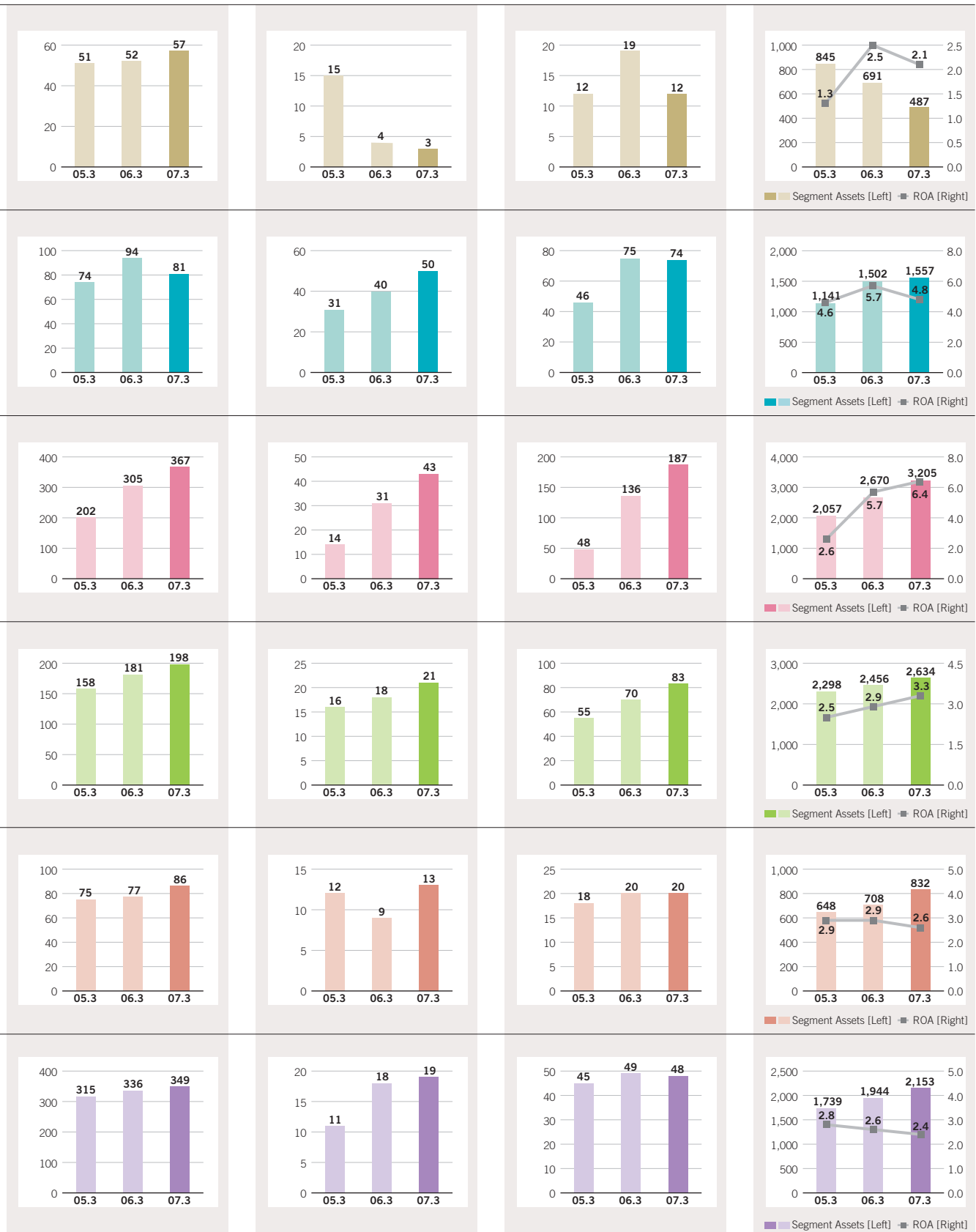
Operating transactions:  
¥2,202,522 million  
Gross profit: ¥86,252 million  
Equity in earnings of affiliated  
companies: ¥13,456 million  
Net income: ¥19,994 million  
Segment assets: ¥831,606 million  
No. of employees: 4,252

#### Living Essentials Group



Operating transactions:  
¥4,953,248 million  
Gross profit: ¥348,655 million  
Equity in earnings of affiliated  
companies: ¥19,399 million  
Net income: ¥48,286 million  
Segment assets: ¥2,153,026 million  
No. of employees: 20,384

**Gross Profit** (¥ billion)      **Equity in Earnings of Affiliated Companies** (¥ billion)      **Net Income** (¥ billion)      **Segment Assets, ROA** (¥ billion [Left], % [Right])



\* The number of employees is as of March 31, 2007. The number of Corporate Staff Section employees not shown on this page was 3,136.

In April 2007, the Innovation Center, New Business Initiative Group and other related groups were reorganized to form the Business Innovation Group and the Industrial Finance, Logistics & Development Group—putting in place a 7 business group framework.

### Main Products and Services

#### Business Innovation Group



Changes in the structure of industry around the world and technological innovation are rapidly progressing. Amid these trends, the Business Innovation Group seeks to establish a foundation for generating large profits, by aggressively leading the market in the development of competitive businesses in high-growth fields of industry in which MC can obtain a basis for future growth.

Business incubation of advanced technologies, development of new businesses in the electronics, ITS and automotive industries; solar power, biofuels, emissions reduction, water-related and resource recycling businesses; ICT-related business (IT solutions and services, network services, IT-related consulting services, information security business and ASP businesses, others); comprehensive solutions for hospitals, nursing care and rehabilitation services, community healthcare support, food services/delivery businesses; content business, e-commerce business, publishing, human resources management, call centers, mobile phone-related business, outdoor advertising, settlement infrastructure, others

#### Industrial Finance, Logistics & Development Group



This group aims to generate sizeable profits from the development of a shosha-type industrial finance business—fusing expertise in finance with expertise in real estate, construction, logistics to provide comprehensive finance solutions based on strengths and approaches different than those of financial institutions.

Buyout investments, alternative fund investments, asset management; real estate funds, infrastructure funds, leasing business, airline-related business; real estate development, commercial facility development and operation, sales and leasing of houses and condominiums, construction, real estate consulting, PFI business, overseas real estate business; parts and product distribution, tramp chartering (bulk carriers), terminals business, insurance solutions business, others

#### Energy Business Group



In addition to developing and investing in oil and gas projects, the Energy Business Group trades in crude oil, petroleum products, LPG, LNG, carbon products and other products.

LNG (liquefied natural gas), LPG (liquefied petroleum gas), crude oil, gasoline, naphtha, kerosene, diesel oil, heavy oil, lubricating oil, asphalt, other petroleum products, Orimulsion®, anthracite, coal coke, petroleum coke, carbon black feedstock, coal tar and tar products, carbon fibers and activated carbon, artificial graphite electrodes, oil and gas exploration and production, others

## Main Products and Services

### Metals Group



Through business development based on logistics and investment, the Metals Group creates value by building integrated value chains extending from raw materials to products

Iron ore, coking coal, thermal coal, auxiliary materials, raw materials for stainless steel such as nickel and chrome, ferro-alloys, non-ferrous metal raw materials such as copper and aluminum, non-ferrous metals, precious metals, automotive body parts, pig iron, scrap steel, steel sheets and coils, steel tubes and pipes, stainless steel, other steel products, others

### Machinery Group



The Machinery Group is building and expanding value chains by applying industry knowledge and capabilities to a wide range of areas. These include project development, networking and financing.

Facilities and machinery for power generation, power transmission and transformer facilities, transport and import of nuclear fuel, elevators and escalators, power projects outside Japan, sales of electricity in Japan, and on-site power generation projects; petrochemical plants, natural gas and petroleum plants, machinery for production of steel and non-ferrous metals, cement-production machinery, mining machinery, port facilities, off-shore marine structures, agricultural machinery, construction machinery, food machinery, machine tools, tire production machinery, printing machinery; ships and vessels, marine machinery, operation of vessels, rolling stock, signals, communications systems and transformer facilities for railways, railway project development, traffic control systems, satellite communications, satellite imagery & mapping services, aircraft, defense-related equipment, and space-related equipment and development; motor vehicles (entire cars, assembly parts, spare parts, production facilities), others

### Chemicals Group



The Chemicals Group contributes to the creation of an affluent society by supplying essential chemicals and chemical products to numerous industries. These chemicals include raw materials for synthetic resins and fibers, chemical fertilizers, inorganic raw materials, industrial salts, plastics, electronics materials, and life science products.

Petrochemical products, fertilizers, inorganic chemical products, synthetic plastics and plastic products, functional materials, electronic materials, food and feed additives, pharmaceutical and agricultural chemical intermediates manufacturing, life science business, advanced materials, others

### Living Essentials Group



The Living Essentials Group trades in products and develops businesses that support the daily lives of consumers in fields related to food, clothing and housing. It operates in a wide range of spheres from the procurement of materials to the consumer market.

Rice, wheat, barley, wheat flour, corn, sugar, starch, corn syrup and other sweeteners, corn grits, brewing malt, hop, soybean, rapeseed, sesame seed, oil and fat products, chicken and pork, processed meat products, vegetable protein, grain by-products, roughage; processed foods, soft drinks, raw tea products, canned foods, liquor, confectionery and confectionery ingredients, health foods, pet foods, tuna, marine products, frozen and chilled products, cheese, dairy products, coffee and cocoa ingredients, fruit juices, fruit and vegetables; textile raw materials, yarn and knitted fabric, fashion apparel, footwear, household goods, furniture and interior products, brand business, raw materials for paper (including wood chips and pulp), paper, paperboard, packaging materials, construction materials, cement, glass raw materials, tires, industrial textiles, enhanced materials, electronic equipment; retail management solutions, marketing research, logistics engineering, sales promotion service, others