

Global Strategy

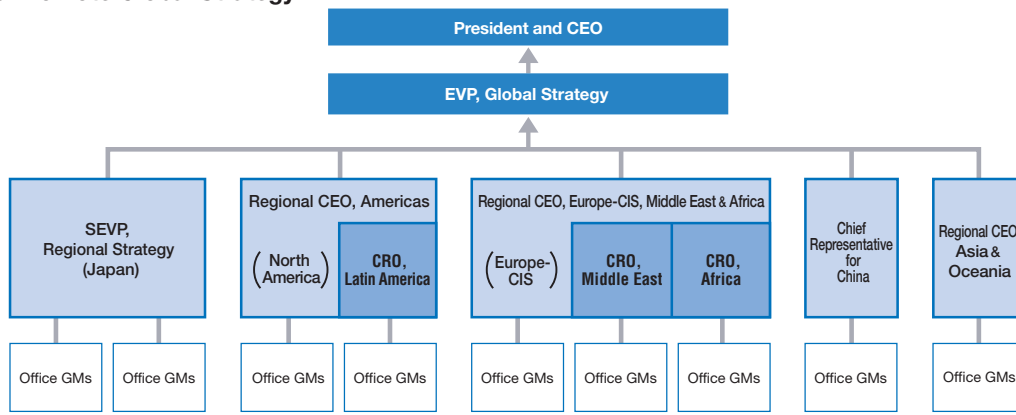
Since the onset of the financial crisis in September 2008, the business environment has been in an almost constant state of upheaval. Recognizing how increasingly important it is to have an accurate grasp of the situation from one region to the next, and to exercise the utmost discretion in all of its business decisions, MC introduced a new structure to promote global strategy. This went into effect on June 1, 2009.

The new structure is headed by EVP, Global Strategy, and acts as a comprehensive base for all related functions and operations. Meanwhile, MC's overseas regions have been reclassified according to four geographic areas: Americas; Europe-CIS, Middle East & Africa; China; and Asia & Oceania.

To each of these areas has been appointed a Regional CEO who has overall authority and responsibility for operations within the area. The Regional CEOs coordinate activities between the area's MC offices, formulate ways to optimize the area's activities on a consolidated basis, and support the measures devised and executed by EVP, Global Strategy.

Under the new structure, a Chief Regional Officer (CRO) will be appointed to each of Latin America, Middle East, and Africa. Each CRO will be responsible for duties assigned by the Regional CEO in charge of that area.

Structure to Promote Global Strategy



Japan

The strength of MC's branches and branch offices in Japan is that they operate on the cutting-edge of business. They leverage this strength to detect developments in regional industries and customers in response to changes in economic conditions and based on this information work with MC Group companies throughout Japan to better serve customers. In this way, they are strengthening core businesses as well as developing promising fields.

North America

The U.S. has slipped into recession due to the financial crisis that began in September 2008. However, the Obama Administration has moved to rebuild the country, centered on initiatives in the environment and new energy fields. While establishing a firmer footing in existing businesses, we will focus on developing businesses in anticipation of changes in the structure of U.S. industry going forward.

Latin America

Latin America is blessed with an abundance of metals and energy resources, as well as food resources. As a result, its presence is rising as a region for supplying the world with natural resources. Besides continuing to unearth business opportunities in these existing fields, we plan to focus on new energy, environment and water-related businesses as well as other activities that help create a sustainable society in the region.

Europe & CIS

In Western Europe, MC is maintaining and strengthening its core businesses in metals, machinery, chemicals, living essentials and other areas. In Central & Eastern Europe, Turkey, Russia, the Ukraine and elsewhere, meanwhile, we are working hard to discover and develop new projects. Key fields we are concentrating on include solar, wind and other renewable energy, electric vehicles and next-generation batteries.

Middle East

Besides developing and trading energy resources, we continue to engage in petrochemical, chemical fertilizer and other businesses. With countries in the Middle East introducing new energies as part of their national strategies, we also see opportunities in the infrastructure and environmental businesses.

Africa

In addition to developing commercial transactions in automobiles, general merchandise, foods, chemical raw materials and other products, we are active in infrastructure development, which will be essential to regional growth. We are also focusing on projects that may come to fruition in the future with an eye on securing metals and energy resources. Aiming to better coexist with local communities, we are also making considerable contributions to activities that help build a more sustainable society.

China

MC is expanding transactions in growing domestic markets in China, exporting competitive Chinese-made products and engaging in other activities in China in cooperation with leading companies. We are aiming to create businesses in a variety of fields, such as infrastructure, where the Chinese government has been focused, as well as medicine, education, the environment, energy conservation and the service industry.

Asia & Oceania

Despite the difficult economic environment, we are working to promote infrastructure projects, as well as businesses that target domestic demand in the region, which are relatively strong and still growing. At the same time, we continue to develop the resource and energy fields and are strengthening our hand in the environment and new energy, agriculture and other new fields, laying the foundations for future growth. Ongoing efforts to bolster partnerships with important customers are another aspect of our strategy in the region.