

## Global Strategy



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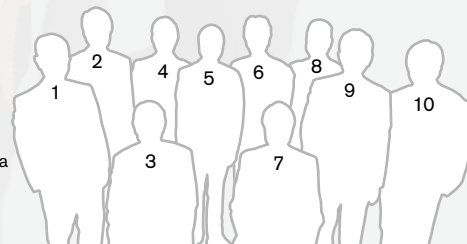
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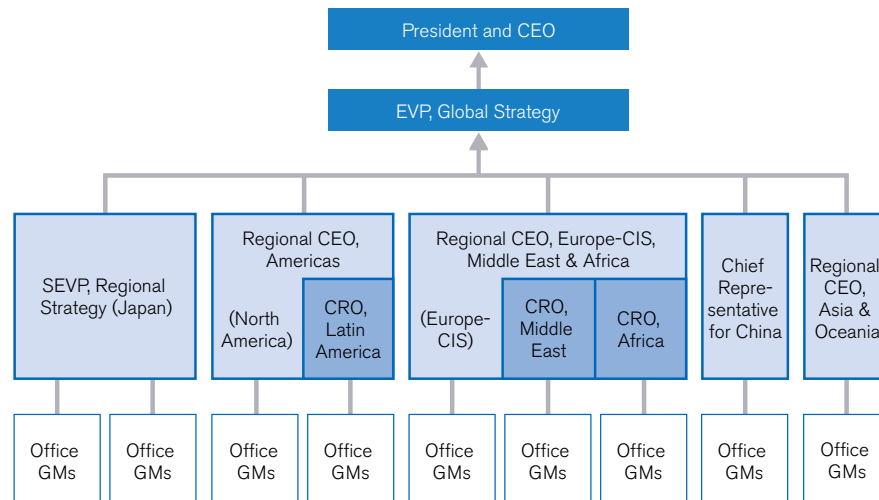
### Message From Executive Vice President, Global Strategy

The economic environment has been changing on a daily basis in the aftermath of the financial crisis. We are undoubtedly entering a difficult period filled with much uncertainty. In the context of our global strategy, the most important theme in times like these is to enhance our management structure on a consolidated basis to capture growth in each region while controlling risk. In order to achieve this goal and to accurately grasp conditions and make management decisions, we adopted a new global management structure on June 1, 2009, which involved partially revamping the system to promote global strategy we introduced in 2008. Specifically, in addition to Japan, we have divided the world into four regions (Americas; Europe-CIS, Middle East & Africa; China; and Asia & Oceania). A Regional CEO is assigned to each region. Each Regional CEO will try to ensure that optimal activities are conducted on a consolidated basis in each region by overseeing regional offices. With Americas, and Europe-CIS, Middle East &

Africa there will be a CRO (Chief Regional Officer) responsible for Latin America, Middle East and Africa as before. Under this new framework, we will improve the dissemination of information from each region, including Japan, with the goal of developing a more sophisticated global strategy on a consolidated basis.

Hideto Nakahara  
Member of the Board,  
Executive Vice President,  
Global Strategy

## Structure to Promote Global Strategy



### Japan

One of the strengths of MC's operations in Japan is the domestic branches that deal with customers on a daily basis and feel their changes directly.

We take advantage of this strength to respond to the various needs of regional industries and customers. To improve our response to customers, we are working to upgrade our proposal capabilities in cooperation with MC Group companies.

By strengthening customer relationships in this way, we are bolstering our core businesses as well as developing promising businesses.

### 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, Ukraine and elsewhere, meanwhile, we are working hard to develop new projects. Key fields we are concentrating on include solar, wind and other renewable energy, electric vehicles and next-generation batteries.

### Middle East

In addition to developing and trading energy resources, we continue to engage in machinery, chemical products 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.