Reorganization of the Corporate Group

We changed our Business Units in April 2001 to reorganize into nine units. Following this change, we reorganized the Corporate Group, which is in charge of administration, from "six groups" to "two groups, together with one office and one department" effective on July 1, 2002.

In the "Step Up Plan," which is our current two-year management plan, we are enhancing the functions with higher productivity of the Corporate Group under a policy of "further promotion of efficient management." The reorganization was conducted as a part of this effort in which we integrated administrative functions to streamline the organization's structure.

This new Corporate Group consists of three types of organizations in charge of managing the Company's resources, promoting and coordinating general matters across the Company and conducting internal audits.

We created two groups to manage the Company's management resources: the Human Resources Development & Information Management Group, which manages intangible assets such as human resources and information, and the Financial Resources Management Group, which manages cash and other tangible assets.

We aim to further upgrade our human and information resources by allocating the following functions to the Human Resources Development & Information Management Group: human resource management, legal management, survey of economic trends and regional markets and promotion of global environmental conservation. This group also manages the general operation of the Company, including general affairs, compliance and development of IT infrastructure.

Our Financial Resources Management Group handles management of our business portfolio, its operating results and comprehensive risk management to upgrade integrated risk asset management. We created a department in this group to formulate and promote capital policies to achieve optimum capital structure and financing.

We established the Corporate Planning & Coordination Office, which "operates across all departments" to promote and coordinate matters across the Company. In addition to formulation and promotion of the Company's policy and business plan, we intend to develop a system to actively promote disclosure and transparency externally, using investor relations and public relations to capitalize on our "integrated corporate strength."

The new Corporate Group consists of two groups, one office and one department which is the Internal Auditing Department.

Although a major reorganization was completed, we are committed to continue improving our Corporate Group to be streamlined and focused on core functions, with further promoting efficient management.

■ Key Role of the Corporate

To manage the company resources including Risk Assets, Human Resources and Information
To promote and coordinate cross functional matters of the Company
To conduct Internal Audits

■ Organization

Internal Auditing Department

Corporate Planning & Coordination Office
Corporate Planning & Coordination Dept.
Secretarial Dept.
Investor Relations Dept.
Corporate Communications Dept.

Human Resources Development & Information Management Group
Human Resources Dept.
General Affairs Dept.
Corporate Legal Dept.
Legal Dept.
Regional Strategy & Coordination Dept.
Information Analysis & Research Dept.
Global Environmental Dept.
Information Technologies Planning & Promotion Dept.
Information Systems Planning & Development (SIGMA21) Dept.

Financial Resources Management Group
Corporate Finance Dept.
Project & Structured Finance Dept.
Accounting Controlling Dept.
Risk Management & Planning Dept.
Risk Analysis & Assessment Dept.
Treasury Service Dept.
Treasury Administrative Dept.
General Accounting Dept.
Accounting Dept., Metal Products Business Unit,
    Mineral Resources & Energy Business Unit
Accounting Dept., Transportation & Construction Systems Business Unit,
    Machinery & Electric Business Unit, Media, Electronics & Network Business Unit
Accounting Dept., Chemical Business Unit, Consumer Goods & Service Business Unit,
    Materials & Real Estate Business Unit