

# NETWORK, MAJOR SUBSIDIARIES AND AFFILIATES

## NETWORK (1 April 2009)

| Head Office                                  | Daiba Frontier Bldg., 2-3-2, Daiba, Minato-ku, Tokyo 135-8074 |
|--|---|
| Corporate Planning Division                  | Commercial Sales Division                                     |
| Crude Oil & Marine Division                  | Distribution & Operations Division                            |
| Financial Information Assurance Project Team | Finance & Control Division                                    |
| General Affairs Division                     | Health, Safety, Security and Environment (HSSE) Division      |
| Home Solution Division                       | Industrial Relations Division                                 |
| Internal Audit Division                      | Internal Control Promotion Division                           |
| International Sales Division                 | IT Planning Department  |
| Legal Department                             | Lubricants & Bitumen Division                                 |
| Manufacturing Division                       | Marketing Planning Division                                   |
| New Business Promotion Division              | Oil Products Division   |
| Personnel Division                           | Power Business Division                                       |
| Procurement Team                             | Public Affairs Division                                       |
| Real Estate Business Division                | Research & Development Division                               |
| Retail Sales Division                        | Sales Division  |
| Solar Business Center                        | Supply Division   |

|                             |  |
|-----------------------------|--|
| Ishioka Training Center     | 3-21-11, Minamidai, Ishioka, Ibaraki 315-0035              |
| Central Research Laboratory | 4052-2, Nakatsu, Aikawa-machi, Aiko-gun, Kanagawa 243-0303 |

| Branches            |  |
|---------------------|--|
| Hokkaido Branch     | Nishi 1-1-2, Kita 7-jo, Kita-ku, Sapporo, Hokkaido 060-0807  |
| Tohoku Branch       | 4-1-1, Ichiban-cho, Aoba-ku, Sendai, Miyagi 980-0811         |
| Metropolitan Branch | 1-6-1, Otemachi, Chiyoda-ku, Tokyo 100-0004                  |
| Kanto Branch        | 1-6-1, Otemachi, Chiyoda-ku, Tokyo 100-0004                  |
| Chubu Branch        | 3-25-9, Meieki, Nakamura-ku, Nagoya, Aichi 450-0002          |
| Kinki Branch        | 3-6-1, Doshumachi, Chuo-ku, Osaka-shi, Osaka 541-0045        |
| Chugoku Branch      | 2-7-10, Otemachi, Naka-ku, Hiroshima-shi, Hiroshima 730-0051 |
| Shikoku Branch      | 1-3-1, Kotobuki-cho, Takamatsu, Kagawa 760-0023              |
| Kyushu Branch       | 3-11-1, Tenjin, Chuo-ku, Fukuoka-shi, Fukuoka 810-0001       |

| Petro-Product Import Terminal |  |
|-------------------------------|--|
| Niigata                       | 21, Heiwa-cho, Higashi-ku, Niigata-shi, Niigata 950-8723 |

| Lubricant Blending Plants |   |
|---------------------------|---|
| Yokohama                  | 2-4, Anzen-cho, Tsurumi-ku, Yokohama, Kanagawa 230-0035 |
| Kobe                      | 6-1-17, Namimatsu-cho, Nagata-ku, Kobe, Hyogo 653-0055  |

| Terminal Management Center      |   |
|---------------------------------|---|
| Management Terminal (Tokyo)     | 1-6-1, Otemachi, Chiyoda-ku, Tokyo 100-0004           |
| Management Terminal (Osaka)     | 3-6-1, Doshumachi, Chuo-ku, Osaka-shi, Osaka 541-0045 |
| Management Terminal (Yokkaichi) | 1, Shiohama-cho, Yokkaichi, Mie 510-0851              |
| Management Terminal (Seibu)     | 5, Oaza-Nishioki, Onoda, Yamaguchi 756-0885           |
| Management Terminal (Sodegaura) | 1, Kitasode, Sodegaura-shi, Chiba 299-0266            |

## MAJOR SUBSIDIARIES AND AFFILIATES (31 December 2008)

| Company name                                    | Major businesses   |
|---|--|
| <b>Consolidated subsidiaries (40 companies)</b> |  |
| Central Energy K.K.                             | • Oil products sales   |
| Chuo Shell Sekiyu Hanbai K.K.                   | • Oil products sales   |
| Enessance Holdings Co., Ltd.                    | • Oil products sales   |
| Genex Co., Ltd.                                 | • Power provisions   |
| Heiwa Kisen Kaisha, Ltd.                        | • Depots operation<br>• Shipping brokerage                         |
| Jonen Co.                                       | • Oil products sales   |
| Kanto Koyu Energy Co., Ltd                      | • Oil products sales   |
| K.K. Marushin                                   | • Oil products sales   |
| K.K. On Site Power                              | • Dispersed power provision  |
| K.K. Rising Sun                                 | • Automobile parts sales<br>• Equipment lease<br>• Insurance agent |
| K.K. Shinyo Sekiyu                              | • Oil products sales   |
| K.K. Sun Road                                   | • Oil products sales   |
| Nagase Oil Ltd.                                 | • Oil products sales   |
| Nakagawa Oil Co., Ltd.                          | • Oil products sales   |
| Nippon Grease Co., Ltd.                         | • Grease and lub sales   |
| Nissho Koyu K.K.                                | • Oil products sales   |
| Petro Star Kansai Co., Ltd.                     | • Oil products sales   |
| Petro Star Kanto Co., Ltd.                      | • Oil products sales   |
| Shoseki Engineering & Construction Co., Ltd.    | • Design and construction of oil related facilities                |
| Shoseki Kako K.K.                               | • Bitumen production and sales                                     |
| Shoseki Overseas Oil Development Co., Ltd.      | • Management of EP project companies                               |
| Tokyo Shell Pack K.K.                           | • Oil products sales   |
| Showa Shell Sempaku K.K.                        | • Transportation of oil products                                   |
| Showa Shell Solar K.K.                          | • Production and sales of solar cell module                        |
| Showa Yokkaichi Sekiyu Co., Ltd.                | • Oil refining   |
| Toa Oil Co., Ltd.                               | • Oil refining   |
| Wakamatsu Gas K.K.                              | • Sales of oil products<br>• City gas business                     |
| Other 13 companies                              |  |

| Company name                                   | Major businesses                  |
|--|-----------------------------------|
| <b>Equity-method affiliates (12 companies)</b> |                                   |
| Central Sekiyu Gas Co., Ltd.                   | • Oil products sales              |
| Daia Shoseki K.K.                              | • Oil products sales              |
| Japan Oil Network Co., Ltd.                    | • Storing                         |
| Joyo Shell Sekiyu Hanbai K.K.                  | • Oil products sales              |
| Marubeni Energy Corporation                    | • Oil products sales              |
| Mieseki Shoji K.K.                             | • Oil products sales              |
| Niigata Joint Oil Stockpiling Co., Ltd.        | • Stock piling                    |
| Seibu Oil Co., Ltd.                            | • Oil refining                    |
| Shell Sekiyu Osaka Hatsubaisho K.K.            | • Oil products sales              |
| Shell Tokuhatsu K.K.                           | • Oil products sales              |
| Toyotsu Petrotex Co. Ltd.                      | • Oil products sales              |
| TS Aromatics Ltd.                              | • Sales of petrochemical products |