Sojitz New way, New value

News Release

Sojitz Corporation February 26, 2016

Sojitz Corporation Announces Organizational Reforms and Executive Appointments

Sojitz Corporation's Board of Directors, at its meeting on February 26, 2016, approved the following organizational reforms and appointment of executives and corporate officers. Organizational reforms will take place as of April 1, 2016, whereas changes to the Board of Directors will be formally decided upon the General Shareholders' Meeting scheduled to be held in June.

I Organizational Reforms

- 1. Organizational Reforms (effective as of April 1, 2016)
- 2. Purpose of Organizational Reforms

II Executive Appointments

- 1. Directors
- 2. Executive Officers
- 3. Changes to Executives' Areas of Responsibility
- 4. Updated List of Executives
- 5. Biographical Outlines of New Executives

Attached: Organization Chart



I Organizational Reforms (effective as of April 1, 2016)

1. Organizational Reforms

O)	vers	eas Operating Structure]
	Eu	rope, Africa, Middle East, Russia & NIS <mark>–</mark> divided into the Europe, Russia & NIS and the
	Mic	ddle East & Africa regions. (Sojitz Corporation's overseas operations will thus change from a
	4-r	egion to a 5-region system.)
[Bı	usine	ess Divisions]
-	The	following departments will be restructured/newly established as detailed below.
∇	Ae	rospace & IT Business Division
	>	Aerospace Dept. and IT Business Dept. – reorganized into the Commercial Aircraft Dept.
		and Aerospace & ICT Dept.
∇	Infi	rastructure & Environment Business Division
	>	Transportation & Social Infrastructure Dept. – newly established to focus on industrial and
		social infrastructure projects.
∇	En	ergy Division
	>	Energy Business Dept. 1 and Energy Business Dept. 2 - merged to form the Energy
		Business Dept.
∇	Me	stals & Coal Division
	>	Ferroalloys Dept. and Non-Ferrous & Precious Metals Dept merged to form the
		Ferroalloys, Non-Ferrous & Precious Metals Dept.
∇	Fo	ods & Agriculture Business Division
	>	Grain & Feed Material Dept. and Agribusiness Dept. – reorganized into the Feed Material
		Dept. and Grain & Agribusiness Dept.
	>	Foodstuffs Dept. – name changed to the Foodstuffs & Marine Products Dept.
	>	CGG Business Office – newly established to concentrate efforts on our agricultural project in
		Brazil.
[Co	orpo	rate Departments]
	Str	rategic Investment Office, Overseas Project Development Office, and Financial Planning
	Off	fice – three new organizations to be established.
	Fo	rex & Securities Dept. – to be absorbed into the Finance Dept.



2. Purpose of Organizational Reforms

Through these changes, we aim to achieve the business goals put forth in Medium-term Management Plan 2017 and accelerate efforts to expand our revenue base for future growth.

[O ₁	verseas Operating Structure]
	By dividing this area into two regions, we can achieve framework and personnel allocation which
	can work towards business opportunities in these regions with greater focus and agility.
[Bu	siness Divisions]
	This reorganization aims to capture revenue opportunities in areas of business growth and accelerate implementation of initiatives, to further expand our business foundation.
[Co	prporate Departments]
	These new specialist offices will be established to supplement work on our medium/long-term and
	company-wide strategies.
∇	[Strategic Investment Office]:
	A specialist office to create revenue opportunities and promote work towards these opportunities
	through investment in projects aligned with company-wide strategy.
∇	[Overseas Project Development Office]
	A specialist office to promote overseas projects in specific areas based on our medium/long-term
	strategies.
∇	[Financial Planning Office]
	A specialist office to pursue opportunities for new business and seek ways to improve efficiency of
	held assets, considering the current financial climate.
	The Forex & Securities Dept. will be absorbed into the Finance Dept. to streamline and strengthen
	the Group's finance-related functions



II Executive Appointments

1. Directors

(1) New appointments: 1 (to be finalized at meeting of the Board of Directors following the General Shareholders' Meeting scheduled for June 2016)

Name	New position	Current position
	Representative Director	Executive Vice President
	Executive Vice President	Executive Management of
Satoshi Mizui	Advisor to the President	Business Group
	Executive Management of Business	(Energy, Metals & Coal,
	Group (Energy, Chemicals)	Chemicals)

(2) Change of Appointment and Corporate Representation: 1 (effective as of March 31, 2016)

Name	New position	Current position
Shigeki Dantani	Director, Vice Chairman*1	Representative Director Executive Vice President Advisor to the President Executive Management of Business Group(Automotive, Aerospace & IT Business, Infrastructure & Environment Business)

^{*1} Effective April 1, 2016, Shigeki Dantani will be instated as Director and Vice Chairman, retiring from his post as Executive Vice President. He will then retire from the post of Director following the General Shareholders' Meeting scheduled to be held in June.



2. Executive Officers

(1) New appointments: 3 (effective as of April 1, 2016)

Name	New position	Current position
Masaatsu Hirakawa	Executive Officer President, Sojitz Logistics Corporation	Corporate Officer President, Sojitz Logistics Corporation
Koji Izutani	Executive Officer President & CEO for the Americas President, Sojitz Corporation of America and Sojitz Canada Corporation	Vice COO, Chemicals Division President and CEO, Sojitz Pla-Net Corporation
Shigeya Kusano	Executive Officer President & CEO for Europe, Russia & NIS Managing Director, Sojitz Europe plc	Vice COO, Infrastructure & Environment Business Division General Manager, Plant Project Department.



(2) Promotions: 6 (effective as of April 1, 2016)

Name	New position	Current position
Hiroshi Matsumura	Senior Managing Executive Officer Global Business Support & Promotion President, Sojitz Research Institute, Ltd.	Managing Executive Officer COO, Metals & Coal Division
Shigeru Nishihara	Senior Managing Executive Officer Executive Management of Business Group (Metals & Coal, Foods & Agriculture Business, Lifestyle Commodities & Materials, Retail) General Manager, Overseas Project Development Office	Managing Executive Officer CIO IT Planning, Logistics & Insurance Deputy Executive Management of Business Group
Toshiharu Yoshimura	Senior Managing Executive Officer Executive Management of Business Group(Automotive, Aerospace & IT Business) COO, Infrastructure & Environment Business Division	Managing Executive Officer COO, Infrastructure & Environment Business Division
Masayoshi Fujimoto	Senior Managing Executive Officer, Corporate Planning, Strategic Investment, Investor Relations, Public Relations, Logistics & Insurance	Managing Executive Officer, Corporate Planning, Investor Relations, Public Relations
Masashi Shinohara	Managing Executive Officer, President & CEO for Middle East & Africa	Executive Officer Vice President for Europe, Africa, Middle East, Russia & NIS (Africa & Middle East Region)
Seiichi Tanaka	Managing Executive Officer CFO Finance, General Accounting	Executive Officer General Accounting, Forex & Securities, Finance



(3) Retirees: 4 (effective as of March 31, 2016)

Name	Current position
Masahiro Komiyama	Managing Executive Officer Global Business Support & Promotion
Shinichi Teranishi	Managing Executive Officer President & CEO for the Americas President, Sojitz Corporation of America and Sojitz Canada Corporation
Takeshi Yoshimura	Executive Officer President & CEO for Europe, Africa, Middle East, Russia & NIS Managing Director, Sojitz Europe plc
Yoshizumi Kurata	Executive Officer COO, Automotive Division

Masahiro Komiyama is due to be appointed as a President & CEO for Jalux Inc.
Shinichi Teranishi, Takeshi Yoshimura & Yoshizumi Kurata is due to be appointed as an Advisor for Sojitz Corporation.



3. Changes to Executives' Areas of Responsibility (effective as of April 1, 2016)

Name	New position	Current position	
		Executive Vice President	
		Advisor to the President	
Shigeki	Vice Chairman	Executive Management of Business	
Dantani		Group(Automotive, Aerospace & IT	
		Business, Infrastructure & Environment	
		Business)	
	Executive Vice President	Executive Vice President	
Yoshio	Advisor to the President	CFO	
Mogi	Executive Management of Finance &	Executive Management of Finance &	
-	Accounting, Risk Management	Accounting, Risk Management	
	Executive Vice President	Executive Vice President	
Satoshi	Advisor to the President	Executive Management of Business Group	
Mizui	Executive Management of Business Group	(Energy, Metals & Coal, Chemicals)	
	(Energy, Chemicals)	(Energy, Metals & Coal, Chemicals)	
	Senior Managing Executive Officer	Senior Managing Executive Officer	
Masato	Special Assistant to the President	Executive Management of Business Group (Foods & Agriculture Business, Lifestyle	
Takei	(Development of CGG, Central & South		
Taker	American Agriculture Businesses, and	Commodities & Materials, Retail)	
	Fertilizer Businesses)	Commodities & Materials, Netally	
Hiroshi	Senior Managing Executive Officer	Managing Executive Officer	
Matsumura	Global Business Support & Promotion	COO, Metals & Coal Division	
Watsumara	President, Sojitz Research Institute, Ltd.	OCC, Mictals & Ocal Division	
	Senior Managing Executive Officer		
	Executive Management of Business Group	Managing Executive Officer	
Shigeru	(Metals & Coal, Foods & Agriculture	CIO	
Nishihara	Business, Lifestyle Commodities &	IT Planning, Logistics & Insurance	
INISHIHAIA	Materials, Retail)	Deputy Executive Management of	
	General Manager, Overseas Project	Business Group	
	Development Office		



Name	New position	Current position
Toshiharu Yoshimura	Senior Managing Executive Officer Executive Management of Business Group(Automotive, Aerospace & IT Business) COO, Infrastructure & Environment Business Division	Managing Executive Officer COO, Infrastructure & Environment Business Division
Masayoshi Fujimoto	Senior Managing Executive Officer, Corporate Planning, Strategic Investment, Investor Relations, Public Relations, Logistics & Insurance	Managing Executive Officer, Corporate Planning, Investor Relations, Public Relations
Tetsuya Konoda	Managing Executive Officer, Special Assistant to the President, Financial Planning	Managing Executive Officer, Internal Control Administration, Controller Office Oversight
Masayuki Hanai	Managing Executive Officer, CCO Legal	Managing Executive Officer, CCO Legal, Internal Audit
Masashi Shinohara	Managing Executive Officer, President & CEO for Middle East & Africa	Executive Officer Vice President for Europe, Africa, Middle East, Russia & NIS (Africa & Middle East Region)
Seiichi Tanaka	Managing Executive Officer CFO Finance, General Accounting	Executive Officer General Accounting, Forex & Securities, Finance
Satoru Takahama	Executive Officer CIO IT Planning General Manager, Executive Management Affairs Office, Business Group	Executive Officer General Manager, Executive Management Affairs Office, Business Group



Name	New position	Current position
Masaaki Kushibiki	Executive Officer Risk Management Planning, Risk Management Controller Office Oversight	Executive Officer Risk Management Planning, Risk Management



4. Updated List of Executives

Directors

(1) 7 directors (effective as of April 1, 2016)

Position	Name
Representative Director, Chairman of the Board	Yutaka Kase
Representative Director, Vice Chairman	Takashi Hara
Representative Director, President & CEO	Yoji Sato
Representative Director, Executive Vice President	Yoshio Mogi
Director, Vice Chairman	Shigeki Dantani
Director	Yoko Ishikura
Director	Yukio Kitazume

Ms. Yoko Ishikura and Mr. Yukio Kitazume satisfy the requirements to be outside directors as stipulated in Article 2, Paragraph 15 of the Companies Act.

(2) 7 directors (Subject to approval at the General Shareholders' Meeting scheduled to be held in June 2016)

Position	Name
Representative Director, Chairman of the Board	Yutaka Kase
Representative Director, Vice Chairman	Takashi Hara
Representative Director, President & CEO	Yoji Sato
Representative Director, Executive Vice President	Yoshio Mogi
Representative Director, Executive Vice President	Satoshi Mizui
Director	Yoko Ishikura
Director	Yukio Kitazume

Ms. Yoko Ishikura and Mr. Yukio Kitazume satisfy the requirements to be outside directors as



stipulated in Article 2, Paragraph 15 of the Companies Act.

Auditors

4 auditors (effective as of April 1, 2016)

Name	
Jun Matsumoto	Corporate Auditor
Yukio Machida	Corporate Auditor
Miki Seko	Corporate Auditor
Tadao Tsuya	Corporate Auditor

Yukio Machida, Miki Seko, and Tadao Tsuya satisfy the requirements to be outside corporate auditors as stipulated in Article 2 paragraph 16 of the Companies Act.



Executive Officers: 31 (effective as of April 1, 2016)

Rank	Name	Position
Chairman	Yutaka Kase	
Vice Chairman	Takashi Hara	
Vice Chairman	Shigeki Dantani	
President	Yoji Sato	CEO
Executive Vice President	Shinichi Taniguchi	East Asia and Kansai Region
Executive Vice President	Yoshio Mogi	Advisor to the President, Executive Management of Finance & Accounting, Risk Management
Executive Vice President	Satoshi Mizui	Advisor to the President Executive Management of Business Group(Energy, Chemicals)
Senior Managing Executive Officer	Masato Takei	Special Assistant to the President, (Development of CGG, Central & South American Agriculture Businesses, and Fertilizer Businesses)
Senior Managing Executive Officer	Hiroshi Matsumura	Global Business Support & Promotion President, Sojitz Research Institute, Ltd.
Senior Managing Executive Officer	Shigeru Nishihara	Executive Management of Business Group (Metals & Coal, Foods & Agriculture Business, Lifestyle Commodities & Materials, Retail) General Manager, Overseas Project Development Office
Senior Managing Executive Officer	Toshiharu Yoshimura	Executive Management of Business Group(Automotive, Aerospace & IT Business) COO, Infrastructure & Environment Business Division



Rank	Name	Position
Senior Managing Executive Officer	Masayoshi Fujimoto	Corporate Planning, Strategic Investment, Investor Relations, Public Relations, Logistics & Insurance
Managing Executive Officer	Tetsuya Konoda	Special Assistant to the President, Financial Planning
Managing Executive Officer	Junichi Hamatsuka	Executive Vice President for Asia & Oceania (Corporate Affairs)
Managing Executive Officer	Hideaki Kato	President & CEO for Asia & Oceania Managing Director, Sojitz Asia Pte. Ltd. General Manager, Phnom Penh Office and Singapore Branch
Managing Executive Officer	Masayuki Hanai	CCO Legal
Managing Executive Officer	Tsutomu Tanaka	COO, Chemicals Division
Managing Executive Officer	Masao Goto	President & CEO for China Chairman & President, Sojitz (China) Co., Ltd., General Manager, Qingdao Branch, Wuhan Office and Chongqing Office Chairman, Sojitz (Shanghai) Co., Ltd., Sojitz (Dalian) Co., Ltd., Sojitz (Guangzhou) Co., Ltd., Sojitz (Hong Kong) Ltd. General Manager, Beijing (Liaison) Office
Managing Executive Officer	Ryutaro Hirai	Secretariat, Human Resources & General Affairs
Managing Executive Officer	Masashi Shinohara	President & CEO for Middle East & Africa



Rank	Name	Position
Managing Executive Officer	Seiichi Tanaka	CFO Finance, General Accounting
Executive Officer	Yoshihiro Tamura	Executive Vice President for China President, Sojitz (Shanghai) Co., Ltd.
Executive Officer	Yutaka Yamada	Structured Finance
Executive Officer	Satoru Takahama	CIO IT Planning General Manager, Executive Management Affairs Office, Business Group
Executive Officer	Yasushi Nishimura	COO, Retail Division
Executive Officer	Yoshiaki Ichimura	COO, Foods & Agriculture Business Division
Executive Officer	Masaaki Kushibiki	Risk Management Planning, Risk Management Controller Office Oversight
Executive Officer	Koichi Yamaguchi	COO, Aerospace & IT Business Division
Executive Officer	Masaatsu Hirakawa	President, Sojitz Logistics Corporation
Executive Officer	Koji Izutani	President & CEO for the Americas President, Sojitz Corporation of America and Sojitz Canada Corporation
Executive Officer	Shigeya Kusano	President & CEO for Europe, Russia & NIS Managing Director, Sojitz Europe plc



5. Biographical Outlines of New Executives

Biographical Outline

Masaatsu Hirakawa

Birthplace: Osaka Prefecture

Date of Birth: September 30, 1959

Education: Graduated from the Faculty of Law, Kyoto University in March 1983

April 2015-present Corporate Officer

President and Representative Director, Sojitz Logistics

Corporation

April 2014 Corporate Officer

Director Vice President, Sojitz Logistics Corporation

April 2013 Director Vice President, Sojitz Logistics Corporation

October 2008 Regional General Manager, Machinery & Aerospace

Division for Europe, Russia & NIS

Dusseldorf Branch of Sojitz Europe plc

October 2005 Sojitz Holdings and Sojitz Corporation merged to form the

newly named Sojitz Corporation

General Manager, Industrial Systems & Bearing

Department

April 2004 Sojitz Corporation formed through the merger of Nichimen

Corporation and Nissho Iwai Corporation

General Manager, Industrial Systems & Bearing Department

September 2002 General Manager, Industrial Systems & Bearing Department

April 1983 Joined Nichimen Corporation

Honors: None



Biographical Outline

Koji Izutani

Birthplace: Yamaguchi Prefecture Date of Birth: September 18, 1960

Education: Graduated from the Faculty of Economics, Yamaguchi University in March

1983

April 2015-present Vice COO, Chemicals Division

President and CEO, Sojitz Pla-Net Corporation

April 2013 President and CEO, Sojitz Pla-Net Corporation

April 2012 General Manager, Life Science Business Development

Office, Chemicals Division

November 2009 General Manager, Fine Chemicals & Functional Materials

Department

February 2009 (Concurrent) General Manager, Houston Branch, Sojitz

Corporation of America

October 2008 Regional General Manager, Chemicals & Plastics Division

of Americas

Sojitz Corporation of America

October 2005 Sojitz Holdings and Sojitz Corporation merged to form the

newly named Sojitz Corporation

General Manager, Houston Branch, Sojitz Corporation of

America

September 2005 General Manager, Houston Branch, Sojitz Corporation of

America

April 2004 Sojitz Corporation formed through the merger of Nichimen

Corporation and Nissho Iwai Corporation

March 2004 General Manager,

Chemical Products, Lifestyle & Resources Business Group,

Nissho Iwai America Corporation

April 1983 Joined Nissho Iwai Corporation

Honors: None



Biographical Outline

Shigeya Kusano

Birthplace: Miyagi Prefecture Date of Birth: January 15, 1962

Education: Graduated from the School of Law, Tohoku University in March 1985

April 2015-present Vice COO, Infrastructure & Environment Business Division

General Manager, Plant Project Department

April 2013 General Manager, Plant Project Department

April 2009 General Manager, Cairo Liaison Office

December 2007 (Concurrent) General Manager, Tripoli Liaison Office

March 2007 General Manager, Dubai Liaison Office

October 2005 Sojitz Holdings and Sojitz Corporation merged to form the

newly named Sojitz Corporation

April 2004 Sojitz Corporation formed through the merger of Nichimen

Corporation and Nissho Iwai Corporation

April 1985 Joined Nissho Iwai Corporation

Honors: None

