

January 24<sup>th</sup>, 2019

Sojitz Corporation

## Sojitz Corporation Announces Organizational Reforms and Executive Appointments

Sojitz Corporation has approved the following changes to the company organizational structure, as well as to executives and other management.

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[For questions, contact:]

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## I. Organizational Reforms

### 1. Organizational Reforms (effective as of April 1, 2019)

#### [Business Departments]

- The **Machinery & Medical Infrastructure Division** will have its **Plant Project Department**, **Industrial Machinery & Bearing Department**, and **Medical Infrastructure Department** reorganized into the **Industrial Machinery & Plant Project Department**, the **Bearing & Forefront Industry Dept.** and the **Medical Infrastructure Department**.

#### [Corporate Departments]

- The **Board Meeting Operation Office** will be established under the Board of Directors.
- The **Human Resources & General Affairs Department** and **IT Planning Department** will be reorganized into the **Human Resources Department**, the **General Affairs & IT Operation Department**, and the **ERP Transition Office**.
- The **Logistics Business Department** and **Overseas Project Development Office** will be dissolved.

#### [Other]

- The Executive Officer in charge of a given corporate department will now be referred to as the **Chief Operating Officer (COO)** of that department.

### 2. Purpose of Organizational Reforms

#### [Business Departments]

- By increasing the number of staff in the **Machinery & Medical Infrastructure Division** working on medical infrastructure projects, we aim to both increase the speed at which we accumulate productive assets, as well as consolidate and realign our strongest markets and functions to reinforce our ability to create business opportunities and draft financing plans.

#### [Corporate Departments]

- The **Board Meeting Operation Office** will strengthen administration of the Board of Directors and support its effective administration in order to improve corporate governance.
- The **Human Resources & General Affairs Department** and the **IT Planning Department** will be reorganized into the **Human Resources Department** and **General Affairs & IT Operation Department** in order to (1) develop staff and

promote workplace engagement; (2) accelerate efforts to create a better work environment, such as by introducing teleworking protocol; and (3) raise the organization's ability to implement new ideas. Furthermore, this reorganization will establish the ERP Transition Office, which will help introduce a new core system for the company.

- The Logistics Business Department will be dissolved, with its duties related to legal matters or risk management reincorporated into the Legal Department and Risk Management Planning Department, respectively. This will improve company expertise regarding trade compliance measures and strengthen risk management with regards to import/export trade control.
- The Overseas Project Development Office will be dissolved, having fulfilled its mission of creating business in target regions and revising existing business models. Part of its duties will be transferred to the Corporate Planning Department.

## II Executive Appointments

### 1. Executive Officers

(1) New appointments: 4 (effective as of April 1, 2019)

Name	New position	Current position
Ikuo Koinuma	Executive Officer COO, Machinery & Medical Infrastructure Division	Vice COO, Machinery & Medical Infrastructure Division General Manager, Planning & Administration Office
Masanori Kawakami	Executive Officer COO, Internal Control Administration Department, ERP Transition Office	Corporate Officer General Accounting, IT Planning
Yoshiki Manabe	Executive Officer COO, General Accounting Department, Finance Department, Structured Finance Department, IR Office	CFO & CAO for the Americas CFO & CAO, Sojitz Corporation of America
Tatsuya Morita	Executive Officer COO, Legal Department, Public Relations Department General Manager, Legal Department	Corporate Officer Legal, Public Relations General Manager, Legal Department

(2) Promotions: 5 (effective as of April 1, 2019)

Name	New position	Current position
Seiichi Tanaka	Executive Vice President CFO Executive Management of General Accounting, Finance, Structured Finance, IR, M&A Management Office, Controller Office Oversight	Senior Managing Executive Officer CFO Executive Management of General Accounting, IT Planning, M&A Management Office, Controller Office Oversight IR, Finance, Structured Finance
Ryutaro Hirai	Senior Managing Executive Officer Executive Management of Business Group (Automotive, Aerospace & Transportation Project, Machinery & Medical Infrastructure, Energy & Social Infrastructure, Metals & Mineral Resources) East Asia	Managing Executive Officer President & CEO for Asia & Oceania Managing Director, Sojitz Asia Pte. Ltd. General Manager, Singapore Branch
Koichi Yamaguchi	Managing Executive Officer COO, Aerospace & Transportation Project Division	Executive Officer COO, Aerospace & Transportation Project Division

Name	New position	Current position
Koji Izutani	Managing Executive Officer President & CEO for the Americas President, Sojitz Corporation of America and Sojitz Canada Corporation	Executive Officer President & CEO for the Americas President, Sojitz Corporation of America and Sojitz Canada Corporation
Shigeya Kusano	Managing Executive Officer President & CEO for Asia & Oceania Managing Director, Sojitz Asia Pte. Ltd. General Manager, Singapore Branch	Executive Officer COO, Machinery & Medical Infrastructure Division

(3) Retirees: 2 (effective as of March 31, 2019)

Name	Current position
Toshiharu Yoshimura	Executive Vice President Executive Management of Business Group (Automotive, Aerospace & Transportation Project, Machinery & Medical Infrastructure, Energy & Social Infrastructure, Metals & Mineral Resources) East Asia
Masashi Shinohara	Managing Executive Officer President & CEO for Middle East & Africa

Mr. Toshiharu Yoshimura and Mr. Masashi Shinohara are to be appointed as Corporate Advisors of Sojitz Corporation.

## 2. Changes to Executives' Areas of Responsibility (effective as of April 1, 2019)

Name	New position	Current position
Seiichi Tanaka	Executive Vice President CFO Executive Management of General Accounting, Finance, Structured Finance, IR, M&A Management Office, Controller Office Oversight	Senior Managing Executive Officer CFO Executive Management of General Accounting, IT Planning, M&A Management Office, Controller Office Oversight IR, Finance, Structured Finance
Shigeru Nishihara	Senior Managing Executive Officer COO, Corporate Planning Department, Corporate Sustainability Office CCO	Senior Managing Executive Officer Corporate Planning, Corporate Sustainability, Overseas Project Development Office CCO
Ryutaro Hirai	Senior Managing Executive Officer Executive Management of Business Group (Automotive, Aerospace & Transportation Project, Machinery & Medical Infrastructure, Energy & Social Infrastructure, Metals & Mineral Resources) East Asia	Managing Executive Officer President & CEO for Asia & Oceania Managing Director, Sojitz Asia Pte. Ltd. General Manager, Singapore Branch

Name	New position	Current position
Masaaki Kushibiki	Managing Executive Officer COO, Human Resources Department, General Affairs & IT Operation Department	Managing Executive Officer Human Resources & General Affairs
Shigeya Kusano	Managing Executive Officer President & CEO for Asia & Oceania Managing Director, Sojitz Asia Pte. Ltd. General Manager, Singapore Branch	Executive Officer COO, Machinery & Medical Infrastructure Division
Takafumi Ogasawara	Executive Officer COO, Risk Management Planning Department, Risk Management Department	Executive Officer Internal Control Administration, Risk Management Planning, Risk Management
Ken Kuribayashi	Executive Officer COO, Global Business Support & Promotion Department	Executive Officer Global Business Support & Promotion
Yoshito Suzuki	Executive Officer COO, Business Innovation Office	Executive Officer Logistics Business, Business Innovation



### 3. Updated List of Executives

#### (1) Directors

7 directors (finalized at General Shareholders' Meeting scheduled for June 2019)

Rank	Name
Representative Director, Chairman of the Board	Yoji Sato
Representative Director, Vice Chairman	Takashi Hara
Representative Director, President & CEO	Masayoshi Fujimoto
Representative Director, Executive Vice President	Seiichi Tanaka
Representative Director, Senior Managing Executive Officer	Shigeru Nishihara
Director	Kayoko Naito
Director	Norio Otsuka

Ms. Kayoko Naito and Mr. Norio Otsuka satisfy the requirements to be appointed outside directors as stipulated in Article 2, Paragraph 15 of the Companies Act.

#### (2) Auditors

5 auditors (effective as of April 1, 2019)

	Name
Audit & Supervisory Board Member	Junichi Hamatsuka
Audit & Supervisory Board Member	Takayuki Ishige

Audit & Supervisory Board Member	Mikinao Kitada
Audit & Supervisory Board Member	Kazunori Yagi
Audit & Supervisory Board Member	Kambayashi Hyo

Mr. Takayuki Ishige, Mr. Mikinao Kitada, Mr. Kazunori Yagi, and Mr. Hyo Kambyashi satisfy the requirements to be outside directors as stipulated in Article 2, Paragraph 15 of the Companies Act.

### (3) Executive Officers

28 officers (effective as of April 1, 2019)

Rank	Name	Position
Chairman	Yoji Sato	
Vice Chairman	Takashi Hara	Executive Management of Kansai Office
President	Masayoshi Fujimoto	CEO
Executive Vice President	Seiichi Tanaka	CFO Executive Management of General Accounting, Finance, Structured Finance, IR, M&A Management Office, Controller Office Oversight
Senior Managing Executive Officer	Shigeru Nishihara	COO, Corporate Planning Department, Corporate Sustainability Office CCO

Rank	Name	Position
Senior Managing Executive Officer	Tsutomu Tanaka	Executive Management of Business Group (Chemicals, Foods & Agriculture Business, Retail & Lifestyle Business, Industrial Infrastructure & Urban Development)
Senior Managing Executive Officer	Ryutaro Hirai	Executive Management of Business Group (Automotive, Aerospace & Transportation Project, Machinery & Medical Infrastructure, Energy & Social Infrastructure, Metals & Mineral Resources) East Asia
Senior Managing Executive Officer	Masao Goto	General Manager, Kansai Office
Managing Executive Officer	Yasushi Nishimura	President & CEO for China Chairman & President, Sojitz (China) Co., Ltd. General Manager, Qingdao Branch and Chongqing Office Chairman, Sojitz (Shanghai) Co., Ltd., Sojitz (Dalian) Co., Ltd. Sojitz (Guangzhou) Co., Ltd., and Sojitz (Hong Kong) Ltd. General Manager, Beijing (Liaison) Office
Managing Executive Officer	Masaaki Kushibiki	COO, Human Resources Department, General Affairs & IT Operation Department
Managing Executive Officer	Koichi Yamaguchi	COO, Aerospace & Transportation Project Division

Rank	Name	Position
Managing Executive Officer	Koji Izutani	President & CEO for the Americas President, Sojitz Corporation of America and Sojitz Canada Corporation
Managing Executive Officer	Shigeya Kusano	President & CEO for Asia & Oceania Managing Director, Sojitz Asia Pte. Ltd. General Manager, Singapore Branch
Executive Officer	Yoshihiro Tamura	Director/CEO & President, Thai Central Chemical Public Company Limited (finalized at the General Shareholders' Meeting scheduled for March 2019)
Executive Officer	Satoru Takahama	President & CEO for Europe, Russia & NIS Managing Director, Sojitz Europe plc
Executive Officer	Takafumi Ogasawara	COO, Risk Management Planning Department, Risk Management Department
Executive Officer	Masakazu Hashimoto	COO, Energy & Social Infrastructure Division
Executive Officer	Naoki Yokoyama	COO, Retail & Lifestyle Business Division
Executive Officer	Toshifumi Murata	Vice President for the Americas (South America) Chairman, Sojitz do Brasil S.A.
Executive Officer	Ken Kuribayashi	COO, Global Business Support & Promotion Department
Executive Officer	Kyosuke Sasaki	COO, Chemicals Division
Executive Officer	Yoshito Suzuki	COO, Business Innovation Office
Executive Officer	Masaaki Bito	COO, Metals & Mineral Resources Division

Rank	Name	Position
Executive Officer	Hiroto Murai	COO, Automotive Division
Executive Officer	Ikuo Koinuma	COO, Machinery & Medical Infrastructure Division
Executive Officer	Masanori Kawakami	COO, Internal Control Administration Department, ERP Transition Office
Executive Officer	Yoshiki Manabe	COO, General Accounting Department, Finance Department, Structured Finance Department, IR Office
Executive Officer	Tatsuya Morita	COO, Legal Department, Public Relations Department General Manager, Legal Department

## 4. Biographical Outlines of New Executives

### Biographical Outline

#### Ikuo Koinuma

Birthplace:	Gunma
Date of Birth:	March 3, 1961
Education:	Bachelor of Management from Gakushuin University's Faculty of Economics, 1983
April 2018 - present	Vice COO, Machinery & Medical Infrastructure Division General Manager, Planning & Administration Office
December 2017	General Manager, Medical Infrastructure Office, Infrastructure & Environment Business Division
April 2017	(Concurrent) General Manager, Medical Infrastructure Office, Infrastructure & Environment Business Division
April 2016	General Manager, Transportation & Social Infrastructure Department, Infrastructure & Environment Business Division
April 2013	(Concurrent) General Manager, Muscat Liaison Office
February 2012	(Concurrent) General Manager, Sanaa Liaison Office
July 2011	General Manager, Middle East & Africa Office General Manager, Dubai Liaison Office General Manager, Baghdad Liaison Office
September 2010	General Manager, Planning & Administration Office, Machinery Division
April 2009	(Concurrent) Regional General Manager, Machinery Division, Middle East & Africa
October 2008	(Concurrent) Regional General Manager, Machinery & Aerospace Division, Middle East & Africa
September 2008	Middle East & Africa Office General Manager, Jeddah Branch
April 2006	General Manager, Jeddah Branch
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
	General Manager, Istanbul Branch, Sojitz Europe plc
July 2003	General Manager, Istanbul Branch of Nissho Iwai Europe plc
February 1992	Joined Nissho Iwai Corporation

Honors: None

## Biographical Outline

### Masanori Kawakami

Birthplace: Osaka  
Date of Birth: January 11, 1963  
Education: Bachelor of Commerce from Chuo University, 1986

April 2018 - present Corporate Officer  
General Accounting, IT Planning  
April 2017 Corporate Officer  
General Accounting, IT Planning  
General Manager, General Accounting Department  
July 2014 General Manager, General Accounting Department  
March 2007 Executive Vice President for China (Beijing)  
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 1986 Joined Nissho Iwai Corporation

Honors: None



## Biographical Outline

### Yoshiki Manabe

Birthplace:	Hiroshima
Date of Birth:	June 6, 1963
Education:	Bachelor of Economics from Osaka Prefecture University, 1986
July 2017 - present	CFO & CAO for the Americas CFO & CAO, Sojitz Corporation of America
July 2015	General Manager, Controller Office (Automotive, Aerospace & IT Business, Infrastructure & Environment Business)
April 2015	General Manager, Controller Office (Energy, Metals & Coal)
April 2012	General Manager, Controller Office, Energy & Metal Division
October 2005	Sojitz Holdings and Sojitz Corporation merged to form the newly named Sojitz Corporation
November 2004	Transferred to Sojitz Corporation of America (New York)
April 2004	Sojitz Corporation formed through the merger of Nichimen Corporation and Nissho Iwai Corporation
January 2004	Nissho Iwai Australia Limited becomes Nichimen-Nissho Iwai Australia Limited (Sydney)
May 2003	Transferred to Nissho Iwai Australia Limited (Sydney)
April 1986	Joined Nissho Iwai Corporation

Honors: None

## Biographical Outline

### Tatsuya Morita

Birthplace: Fukuoka  
Date of Birth: June 20, 1967  
Education: Bachelor of Law from Waseda University, 1990

April 2018 - present Corporate Officer  
Legal, Public Relations  
General Manager, Legal Department  
January 2014 General Manager, Legal Department  
October 2006 Transferred to Sojitz Corporation of America (New York)  
September 2006 Joined Sojitz Corporation  
August 2004 Resigned from Sojitz Corporation  
April 2004 Sojitz Corporation formed through the merger of Nichimen Corporation and Nissho Iwai Corporation  
January 2003 Transferred to East Asia Region (Singapore)  
Nissho Iwai Singapore Corporation  
March 2002 General Manager, Jakarta Liaison Office  
April 1990 Joined Nissho Iwai Corporation

Honors: None

## III Corporate Officer Appointments

Changes to Area of Responsibility: 2; New appointments: 5 (effective as of April 1, 2019)

Date	Name	New position	Current position
4/1	Noriyuki Kitamura	Corporate Officer Deputy COO, Global Business Support & Promotion	Corporate Officer Senior General Manager, Global Business Support & Promotion
4/1	Naoki Watanabe	Corporate Officer COO, M&A Management Office, Controller Office Oversight	Corporate Officer M&A Management Office, Controller Office Oversight
4/1	Yosuke Moriizumi	Corporate Officer President & CEO for Middle East & Africa	Managing Executive Officer, JALUX Inc.
4/1	Fumihiko Ushijima	Corporate Officer General Manager, Internal Audit Dept.	General Manager, Internal Audit Dept.
4/1	Osamu Matsuura	Corporate Officer General Manager, Secretariat Dept.	General Manager, Secretariat Dept.
4/1	Taro Okamura	Corporate Officer President, Sojitz (Shanghai) Co., Ltd.	President, Sojitz (Shanghai) Co., Ltd.
4/1	Toshiaki Kasai	Corporate Officer Vice COO, Human Resources, General Affairs And IT Operation General Manager, Human Resources Dept.	General Manager, Human Resources & General Affairs Dept.

## IV Other Appointments

Date	Name	New position	Current position
3/1	Keiko Nakahara	General Manager, Corporate Sustainability Office	Corporate Sustainability Office
3/1	Sadahisa Tsukamoto	Management Support for Investor Relations	General Manager, Investor Relations Office
3/1	Yumie Endo	General Manager, Investor Relations Office	Human Resources & General Affairs Dept.
4/1	Makoto Shibuya	Vice COO, General Accounting, Finance, Investor Relations, Corporate Sustainability	Senior General Manager, Corporate Planning, Corporate Sustainability, Overseas Project Development Office General Manager, Corporate Sustainability Office
4/1	Sadahisa Tsukamoto	Deputy COO, Investor Relations	Management Support for, Investor Relations ※1
4/1	Akira Mitsuda	General Manager, Structured Finance Dept.	Finance Dept.
4/1	Makiya Nami	General Manager, General Affairs And IT Operation Dept.	Sojitz Shared Service Corporation
4/1	Keita Fukuyama	General Manager, ERP Transition Office	General Manager, IT Planning Dept.
4/1	Wataru Kaneko	General Manager, Risk Management Planning Dept.	Risk Management Dept.

Date	Name	New position	Current position
4/1	Hidenobu Saito	General Manager, Energy & Nuclear Business Dept.	General Manager, Overseas Project Development Office
4/1	Yu Mizuike	COO, Industrial Infrastructure & Urban Development Division General Manager, Overseas Industrial & Urban Infrastructure Development Dept.	Director Vice President, PT. Puradelta Lestari Tbk
4/1	Masahiro Koizumi	Vice COO, Industrial Infrastructure & Urban Development Division	COO, Industrial Infrastructure & Urban Development Division General Manager, Overseas Industrial & Urban Infrastructure Development Dept.
4/1	Takashi Sumi	Deputy COO, Industrial Infrastructure & Urban Development Division	Director President, Atlas Fertilizer Corporation
4/1	Hironori Tateiri	Deputy COO, Industrial Infrastructure & Urban Development Division	President, Sojitz Vietnam Company Ltd.
4/1	Atsuhiko Tsukamoto	CFO, for the Americas CFO, Sojitz Corporation of America	Americas Planning Deputy CAO for Sojitz Corporation of America General Manager, San Jose Office, Sojitz Corporation of America

Date	Name	New position	Current position
4/1	Seita Kinoshita	CAO, for the Americas Americas Planning CAO, Sojitz Corporation of America	Director, Managing Executive Officer, Sojitz Pla-Net Corporation
4/1	Takero Ookawa	General Manager, San Jose Office, Sojitz Corporation of America	San Jose Office, Sojitz Corporation of America
4/1	Tatsuo Sakai	CFO, CAO for Europe, Russia & NIS General Manager, Madrid Branch, Sojitz Europe plc General Manager, Kyiv Representative Office	General Manager, Structured Finance Dept.
4/1	Hideki Shogen	General Manager, Paris Branch, Sojitz Europe plc	Deputy COO, Energy & Social Infrastructure Division
4/1	Kazuki Sugino	CFO, CAO for Asia & Oceania	General Manager, Risk Management Planning Dept.
4/1	Takahiro Ebisu	President, Sojitz India Private Ltd. General Manager, Chennai Branch	General Manager, Energy & Nuclear Business Dept.
4/1	Tadahiro Kinoshita	President, Sojitz Vietnam Company Ltd. General Manager, Hanoi Branch	Vice President for Asia & Oceania General Manager, Hanoi Branch, Sojitz Vietnam Company Ltd.
4/1	Kozo Mizushima	Vice President, Sojitz Vietnam Company Ltd. General Manager, Ho Chi Minh Branch	Managing Director, Sojitz Logistics Corporation

Date	Name	New position	Current position
4/1	Masazumi Konishi	Director, Sojitz Autrans Corporation	President, Sojitz India Private Ltd. General Manager, Chennai Branch
4/1	Hironori Funahashi	Director President, Atlas Fertilizer Corporation	Grain & Agribusiness Dept.

※1 Effective as of March 1.