

January 29, 2026
Sojitz Corporation

Sojitz Corporation Announces Organizational Reforms and Executive Appointments

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

I. Organizational Reforms (effective as of April 1, 2026)

II. Executive Appointments

1. Directors (excludes Audit and Supervisory Committee Members)
2. Directors (Audit and Supervisory Committee Members)
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I. Organizational Reforms (effective as of April 1, 2026)

In preparation for the final year of Medium-term Management Plan 2026, Sojitz will implement the following organizational changes to clarify business domains and functions in order to establish a framework for further accelerating the speed of strategy execution and to maximize our success rate for achieving targets under the current Plan.

[Business Divisions]

- **Automotive Division**
 - To improve productivity and profitability through resource optimization, the Automotive Division will shift from 3 departments/1 office to 2 departments/1 office.
- **Aerospace & Transportation Infrastructure Division**
 - To strengthen our focus on transportation infrastructure such as railways and airports, the Aerospace, Transportation & Infrastructure Division will be renamed the Aerospace & Transportation Infrastructure Division.
- **Energy Solutions & Public Infrastructure Division**
 - To accelerate large-scale project development, the Energy Solutions & Healthcare Division will shift from 5 departments/1 office to 4 departments/1 office and be renamed the Energy Solutions & Public Infrastructure Division.
- **Metals, Mineral Resources & Recycling Division**
 - To align businesses around steelmaking raw materials and critical minerals, the Metals, Mineral Resources & Recycling Division will shift from 4 departments/1 office to 2 departments/1 office.
- **Chemicals Division**
 - The Chemicals Division will be restructured to consolidate related business areas and strengthen cross-product capabilities and functions.
- **Consumer Industry & Agriculture Business Division**
 - The Consumer Industry & Agriculture Business Division will be reorganized to optimize capabilities and functions in agricultural and forestry business operations with the aim of creating greater value.

[Corporate Departments]

- The Business Innovation Office and the Energy Transformation Department will be restructured into the NEXT Innovation Department to strengthen business creation by leveraging capabilities and insights in new technologies and new business domains.

Current Structure (As of January 2026)		New Structure (Starting April 2026)	
Automotive Division	Planning & Administration Office	Automotive Division	Planning & Administration Office
	Automotive Dept. 1		Automotive Dept. 1
	Automotive Dept. 2		Automotive Dept. 2
	Automotive Dept. 3		
Aerospace, Transportation & Infrastructure Division	Planning & Administration Office	Aerospace & Transportation Infrastructure Division	Planning & Administration Office
	Aerospace Dept.		Aerospace Dept.
	Business Jet Dept.		Business Jet Dept.
	National Security & Public Project Dept.		National Security & Public Project Dept.
	Social Infrastructure Business Dept.		Social Infrastructure Business Dept.
Energy Solutions & Healthcare Division	Planning & Administration Office	Energy Solutions & Public Infrastructure Division	Planning & Administration Office
	Infrastructure Business Development Dept.		Infrastructure Business Development Dept.
	Energy Solutions Business Dept. 1		Energy Solutions Business Dept. 1
	Energy Solutions Business Dept. 2		Energy Solutions Business Dept. 2
	Energy Solutions Business Dept. 3		Energy Solutions Business Dept. 3
	Healthcare Dept.		
Metals, Mineral Resources & Recycling Division	Planning & Administration Office	Metals, Mineral Resources & Recycling Division	Planning & Administration Office
	Coal & Carbon Management Business Dept.		Steel Raw Materials Dept.
	Metal Resources Dept.		Metal Resources Dept.
	Industrial Minerals Dept.		
	Metal Products & Recycling Business Dept.		
Chemicals Division	Planning & Administration Office	Chemicals Division	Planning & Administration Office
	Environment & Life Science Dept.		Basic and Green Chemicals Dept.
	Basic Chemicals Dept.		Speciality Chemicals Dept.
	Speciality Chemicals Dept.		Inorganic Chemicals Dept.
	Inorganic Chemicals Dept.		Industrial Minerals Dept.
Consumer Industry & Agriculture Business Division	Planning & Administration Office	Consumer Industry & Agriculture Business Division	Planning & Administration Office
	Agribusiness Dept.		Agribusiness Dept.
	Food & Forestry Business Dept.		Food Business Dept.
	Agriculture & Regional Business Development Office		Agriculture, Forestry & Regional Business Development Dept.
Retail & Consumer Service Division	Planning & Administration Office	Retail & Consumer Service Division	Planning & Administration Office
	Quality Assurance Office		Quality Assurance Office
	Retail Business Dept. 1		Retail Business Dept. 1
	Retail Business Dept. 2		Retail Business Dept. 2
	Retail Business Dept. 3		Retail Business Dept. 3

II. Executive Appointments

1. Directors (excludes Audit and Supervisory Committee Members)

- ① Director candidates: 7 (excludes Audit and Supervisory Committee Members)
(finalized at the General Shareholders' Meeting scheduled for June 2026)

Name	Rank
Masayoshi Fujimoto	Representative Director
Kosuke Uemura	Representative Director
Makoto Shibuya	Representative Director
Tomomi Arakawa	Director
Tsuyoshi Kameoka	Independent Director
Yumiko Jozuka	Independent Director
Mamoru Morita	Independent Director

- ② Retiring Directors: 1 (excludes Audit and Supervisory Committee Members)
(effective as of the General Shareholders' Meeting scheduled for June 2026)

Name	Current Position
Ungyong Shu	Independent Director

2. Directors (Audit and Supervisory Committee Members)

- ① Director candidates: 3 (Audit and Supervisory Committee Members)
(finalized at the General Shareholders' Meeting scheduled for June 2026)

Name	Rank
Yoshiki Manabe	Director Audit and Supervisory Committee Member
Haruko Kokue	Independent Director Audit and Supervisory Committee Member

Name	Rank
Junko Watanabe	Independent Director Audit and Supervisory Committee Member

② Retiring Directors: 1 (Audit and Supervisory Committee Members)

(effective as of the General Shareholders' Meeting scheduled for June 2026)

Name	Current Position
Satoko Suzuki	Independent Director Audit and Supervisory Committee Member

3. Executive Officers

① New appointments: 2 (effective as of April 1, 2026)

Name	New Position	Current Position
Takahiro Yamashita	Executive Officer COO, Consumer Industry & Agriculture Business Division	Director CEO & President, Thai Central Chemical Public Company Limited
Hideobu Saito	Executive Officer COO, Retail & Consumer Service Division	Corporate Officer COO for the Americas COO, Sojitz Corporation of America

② Promotions: 1 (effective as of April 1, 2026)

Name	New Position	Current Position
Hideo Hatada	Managing Executive Officer COO, Automotive Division	Executive Officer COO, Consumer Industry & Agriculture Business Division

③ Retiring Executive Officers: 1 (effective as of March 31, 2026)

Name	Current Position
Tatsuhiko Niitaka	Executive Officer President & CEO for Europe Managing Director, Sojitz Corporation of Europe B.V. General Manager, Sojitz Corporation of Europe B.V., Warsaw Office

Mr. Tatsuhiko Niitaka will be appointed as a Corporate Advisor of Sojitz Corporation.

4. Changes to Executives' Areas of Responsibility

8 Officers (effective as of April 1, 2026)

Name	New Position	Current Position
Masakazu Hashimoto	Managing Executive Officer COO, Aerospace & Transportation Infrastructure Division	Managing Executive Officer COO, Aerospace, Transportation & Infrastructure Division
Yumie Endo	Executive Officer COO, PR Department, IR & Corporate Sustainability Department Senior Vice President, Sojitz Corporation of America	Executive Officer COO, PR Department, IR & Corporate Sustainability Department
Tatsuhiko Kanetake	Executive Officer Special Assistant to the President	Executive Officer COO, Automotive Division
Osamu Matsuura	Executive Officer President & CEO for China Chairman, Sojitz (China) Co., Ltd.	Executive Officer COO, Metals, Mineral Resources & Recycling Division

Name	New Position	Current Position
	Chairman & President, Sojitz (Shanghai) Co., Ltd. Chairman, Sojitz (Dalian) Co., Ltd., Sojitz (Guangzhou) Co., Ltd., Sojitz (Hong Kong) Ltd. and Sojitz (Shenzhen) Co., Ltd.	
Takefumi Nishikawa	Executive Officer COO, Energy Solutions & Public Infrastructure Division	Executive Officer COO, Energy Solutions & Healthcare Division
Katsunori Okada	Executive Officer COO, Metals, Mineral Resources & Recycling Division	Executive Officer President & CEO for China Chairman, Sojitz (China) Co., Ltd. Chairman & President, Sojitz (Shanghai) Co., Ltd. Chairman, Sojitz (Dalian) Co., Ltd., Sojitz (Guangzhou) Co., Ltd., Sojitz (Hong Kong) Ltd. and Sojitz (Shenzhen) Co., Ltd.
Sari Miida	Executive Officer President & CEO for Europe Managing Director, Sojitz Corporation of Europe B.V.	Executive Officer COO, Retail & Consumer Service Division
Takahiro Matsunaga	Executive Officer COO, Corporate Planning Department, M&A Strategy & Value Creation Office, NEXT Innovation Department	Executive Officer COO, Corporate Planning Department, Energy Transformation Department, M&A Strategy & Value Creation Office, Business Innovation Office

5. Updated List of Executives

① [Directors (excludes Audit and Supervisory Committee Members)]

7 Directors (effective as of April 1, 2026)

Rank	Name
Representative Director	Masayoshi Fujimoto
Representative Director	Kosuke Uemura
Representative Director	Makoto Shibuya
Director	Tomomi Arakawa
Independent Director	Ungyong Shu
Independent Director	Tsuyoshi Kameoka
Independent Director	Yumiko Jozuka

7 Directors (finalized at the General Shareholders' Meeting scheduled for June 2026)

Rank	Name
Representative Director	Masayoshi Fujimoto
Representative Director	Kosuke Uemura
Representative Director	Makoto Shibuya
Director	Tomomi Arakawa
Independent Director	Tsuyoshi Kameoka
Independent Director	Yumiko Jozuka
Independent Director	Mamoru Morita

② [Directors (Audit and Supervisory Committee Members)]

4 Directors (effective as of April 1, 2026)

Rank	Name
Director Audit and Supervisory Committee Member	Yoshiki Manabe
Independent Director Audit and Supervisory Committee Member	Haruko Kokue
Independent Director Audit and Supervisory Committee Member	Satoko Suzuki
Independent Director Audit and Supervisory Committee Member	Kazuhiko Takeda

4 Directors (appointments for three members will be finalized at the General Shareholders' Meeting scheduled for June 2026)

Rank	Name
Director Audit and Supervisory Committee Member	Yoshiki Manabe
Independent Director Audit and Supervisory Committee Member	Haruko Kokue
Independent Director Audit and Supervisory Committee Member	Kazuhiko Takeda
Independent Director Audit and Supervisory Committee Member	Junko Watanabe

③ [Executive Officers]

28 Officers (effective as of April 1, 2026)

Rank	Name	Position
Chairman	Masayoshi Fujimoto	
President	Kosuke Uemura	CEO
Senior Managing Executive Officer	Masaaki Bito	Representative Director, Executive Vice President, Metal One Corporation
Senior Managing Executive Officer	Koichi Yamaguchi	President & CEO for the Americas President, Sojitz Corporation of America President, Sojitz Canada Corporation
Senior Managing Executive Officer	Makoto Shibuya	CFO Executive Management of Corporate Departments
Senior Managing Executive Officer	Tomomi Arakawa	CDO, CIO COO, Digital Department
Managing Executive Officer	Satoru Takahama	General Manager, Kansai Office
Managing Executive Officer	Masakazu Hashimoto	COO, Aerospace & Transportation Infrastructure Division
Managing Executive Officer	Hiroto Murai	President & CEO for Asia & Oceania Managing Director, Sojitz Asia Pte. Ltd. General Manager, Singapore Branch
Managing Executive Officer	Tatsuya Morita	CCO, CISO COO, Legal Department, Internal Control Administration Department

Rank	Name	Position
Managing Executive Officer	Yasuhisa Nakao	Executive Management of Economic Security Affairs Vice President for the Americas General Manager, Washington Branch, Sojitz Corporation of America
Managing Executive Officer	Kazuhisa Yumikura	COO, Finance Department
Managing Executive Officer	Toshiaki Kasai	Representative Director & CEO, JALUX Inc.
Managing Executive Officer	Hideo Hatada	COO, Automotive Division
Executive Officer	Taro Okamura	President & CEO for Middle East & Africa
Executive Officer	Yumie Endo	COO, PR Department, IR & Corporate Sustainability Department Senior Vice President, Sojitz Corporation of America
Executive Officer	Tatsuhiko Kanetake	Special Assistant to the President
Executive Officer	Osamu Matsuura	President & CEO for China Chairman, Sojitz (China) Co., Ltd. Chairman & President, Sojitz (Shanghai) Co., Ltd. Chairman, Sojitz (Dalian) Co., Ltd., Sojitz (Guangzhou) Co., Ltd., Sojitz (Hong Kong) Ltd. and Sojitz (Shenzhen) Co., Ltd.
Executive Officer	Takefumi Nishikawa	COO, Energy Solutions & Public Infrastructure Division
Executive Officer	Katsunori Okada	COO, Metals, Mineral Resources & Recycling Division
Executive Officer	Hitoshi Oda	COO, Risk Management Department

Rank	Name	Position
Executive Officer	Kenji Maeda	COO, Chemicals Division
Executive Officer	Mizue Nakazawa	COO, General Accounting Department, Business Accounting Department
Executive Officer	Shigeru Ogura	COO, Human Capital Department
Executive Officer	Sari Miida	President & CEO for Europe Managing Director, Sojitz Corporation of Europe B.V.
Executive Officer	Takahiro Matsunaga	COO, Corporate Planning Department, M&A Strategy & Value Creation Office, NEXT Innovation Department
Executive Officer	Takahiro Yamashita	COO, Consumer Industry & Agriculture Business Division
Executive Officer	Hidenobu Saito	COO, Retail & Consumer Service Division

6. Biographical Outlines of New Director Candidates

Biographical Outline

Mamoru Morita

Hometown: Tokyo, Japan

Education: Bachelor of Economics, Hitotsubashi University, March 1983

MBA, Louisiana State University, August 1994

November 2025–present	Advisor, Sojitz Corporation
June 2025–present	Outside Director, NIHON KOHDEN CORPORATION
April 2025–present	Strategic Expert, Nuclear Energy Business Unit, Hitachi, Ltd.
April 2024	Executive Advisor, Hitachi, Ltd.
April 2022	Senior Vice President and Executive Officer CSO General Manager, Strategy Planning Division, Hitachi, Ltd.
April 2020	Senior Vice President and Executive Officer CSO General Manager, Strategy Planning Division General Manager, Future Investment Division, Hitachi, Ltd.
April 2016	Vice President and Executive Officer General Manager, Strategy Planning Division, Hitachi, Ltd.
April 2015	General Manager, Strategy Planning Division, Hitachi, Ltd.
July 2008	Vice President, Hitachi Global Storage Technologies, San Jose, U.S.
April 1983	Joined Hitachi, Ltd.

Honors: None

(Reason for Nomination as an Independent Director Candidate)

Mr. Mamoru Morita has been involved in corporate strategy, investment, financing, and business development at Hitachi, Ltd. for many years. He possesses management experience in the United States and knowledge of infrastructure fields including nuclear power, and also brings a global perspective through involvement in business management overseas. He is a candidate for Independent Director, as we expect that his extensive experience and broad insight will enable him to provide appropriate oversight from an objective and neutral standpoint and offer advice relevant to the management of a general trading company on matters including capital allocation, management of business portfolios, and risk management.

Biographical Outline

Junko Watanabe

Hometown: Tokyo, Japan

Education: Master of Science in Accounting, University of Illinois at Urbana-Champaign, December 1986

June 2022–present	Board Observer, Deloitte Tohmatsu LLC (currently Deloitte Tohmatsu Group Japan LLC) and Deloitte Touche Tohmatsu LLC
June 2022–present	Deputy Chair, Deloitte Asia Pacific Limited
June 2022–present	Board Member, Deloitte Touche Tohmatsu Limited
August 2018–present	Board Member, Deloitte Asia Pacific Limited
November 2015	Board Member, Deloitte Tohmatsu LLC (currently Deloitte Tohmatsu Group Japan LLC) and Deloitte Touche Tohmatsu LLC
November 2013	Member of the Executive Management Committee, Deloitte Touche Tohmatsu LLC
June 2001	Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)
March 1991	Certified Public Accountant in the United States Registration (California)
September 1989	Joined Aoyama Audit Corporation
February 1987	Joined Price Waterhouse (currently PricewaterhouseCoopers) (New York)

Honors: None

(Reason for Nomination as an Audit and Supervisory Committee Member and an Independent Director Candidate)

Ms. Junko Watanabe's longstanding career includes roles at firms such as Pricewaterhouse (New York), Aoyama Audit Corporation, and Deloitte Tohmatsu, where she gained experience in audits, M&A support, internal controls, and IFRS/accounting advisory. We expect that her extensive insight and high level of expertise will enable her to perform appropriate auditing and supervisory functions from an independent and objective perspective, making her a qualified candidate for Independent Director and Audit and Supervisory Committee Member.

7. Biographical Outlines of New Executive Officers

Biographical Outline

Takahiro Yamashita

Hometown: Hyogo, Japan

Education: Bachelor of Law, Doshisha University, March 1995

April 2021–present	Director, CEO & President, Thai Central Chemical Public Company Limited
January 2021	Deputy COO, Foods & Agriculture Business Division
April 2016	General Manager, Grain & Agribusiness Department
October 2014	General Manager, Grain & Feed Material Department
October 2005	Sojitz Holdings Corporation and Sojitz Corporation merge to form company under trade name, Sojitz Corporation
April 2004	Nichimen Corporation and Nissho Iwai Corporation merge to form company under trade name, Sojitz Corporation
April 1995	Joined Nissho Iwai Corporation

Honors: None

Biographical Outline

Hideobu Saito

Hometown: Hyogo, Japan

Education: Bachelor of Law, The University of Tokyo, March 1996

February 2026	Vice COO, Retail & Consumer Service Division
April 2025–present	Corporate Officer
April 2021–present	COO for the Americas COO, Sojitz Corporation of America
April 2020	General Manager, Energy Business Department
April 2019	General Manager, Energy & Nuclear Business Department
October 2017	General Manager, Overseas Project Development Office
October 2005	Sojitz Holdings Corporation and Sojitz Corporation merge to form company under trade name, Sojitz Corporation
April 2004	Nichimen Corporation and Nissho Iwai Corporation merge to form company under trade name, Sojitz Corporation
April 1996	Joined Nissho Iwai Corporation

Honors: None

III. Other Appointments

Date	New position	Name	Continuous position, () Previous position
Mar.1	(Concurrent) General Manager, Corporate Planning Dept.	Toshinori Kawahara	Vice COO, Corporate Planning Department, Energy Transformation Department, M&A Strategy & Value Creation Office, Business Innovation Office
Mar.1	General Manager, Infrastructure Business Development Dept.	Ryuji Kikuchi	(General Manager, Corporate Planning Dept.)
Apr.1	Vice President for Asia & Oceania COO for Asia & Oceania	Hachiman Yokoi	(General Manager, Infrastructure Business Development Dept.)