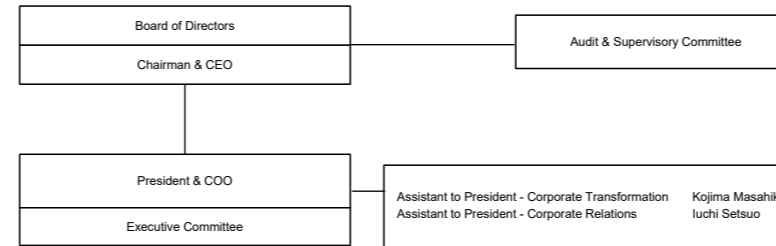


DD:Division Director
OD:Operations Director
BOD:Business Operation Director

< Chief Officers >

CEO (Executive) /CWO (Wellness)	Okawa Kazushi
COO (Operating) / CSO(Sustainability)	Santo Masaji
CFO (Financial)	Tarutani Koji
CRO (Risk Management)	Hasegawa Fuminori
CCMO(Construction Management)	Abe Yasumitsu
CCO (Compliance) / CHRO(Human Resources)	Wada Shuichi
CDO (Digital)	Momose Toshiya



Officer in Charge
Business process innovation : Tarutani Koji
Business process innovation : Wada Shuichi
Hydrogen business : Iuchi Setsuo

Person responsible for SQEI : Yasuyuki Maeda

Strategy & Risk Integration Division	Division Director Hasegawa Fuminori
	Assistant DD Kadono Masaki
	Assistant DD Kiso Toshihiro
	Assistant DD Kobayashi Naoki
	Assistant DD Toshima Yuji
EPC Project Review Department	
Corporate Planning Department	
Administration Department of SRI	
Project Management Department	
Legal Department	

Internal Audit Department

SQEI Department

HR & General Affairs Division	Division Director Wada Shuichi
	Deputy DD Maeda Yasuyuki
	Assistant DD Sugimura Takayuki
Crisis Management Department	
Compliance Department	
Corporate Services Department	
Human Resources Development Department	
IR, PR & CSR Department	

Frontier Business Division	Division Director Hirata Tomonori
	Deputy DD Morimoto Takakazu
Operation Management Department	
Licensing & Marketing Department	
Business Innovation Department	
Space & Life Science Development Department	
Hydrogen Supply Chain Development Department	
Technology Development Department	
Corporate Transformation Department	

Finance & Accounting Division	Division Director Tarutani Koji
	Assistant DD Koizumi Yoshikazu
Accounting Department	
Finance Department	

Technology & Engineering Division	Division Director Ishikawa Masao
	Deputy DD Furugori Toshiaki
	Deputy DD Oishi Masaaki
	Assistant DD Kariya Toshiyuki
	Assistant DD Saito Toshiaki
Engineering Support Department	
Engineering Operation & Administration Department	
Gas & LNG Process Engineering Department	
Refinery Petrochem & New Energy Process Eng. Department	
Integrity Management Department	
Mechanical Engineering Department	
Control System Engineering Department	
Electrical System & Smart Grid Engineering Department	
Piping Engineering Department	
Civil Engineering Department	

Digital Transformation Division	Division Director Momose Toshiya
	Assistant DD Otsuki Koji
	Assistant DD Ito Hiromitsu
	Assistant DD Toyokawa Shun
Digital Products Planning & Marketing Department	
Digital Products Department	
Digital EPC/AWP Transformation Department	
IT Management & Administration Department	

Project Procurement & Logistics Division	Division Director Abe Yasumitsu
	Assistant DD Oki Eisuke
	Assistant DD Suzuki Hidehiko
Administration Department of PLD	
Procurement Department	
Inspection & Quality Control Department	

Energy Business Operations	Business Operations Director Shimizu Hiroyuki
	Deputy BOD Kumagai Masaki
Energy Project Operations Division	Operations Director "Shimizu Hiroyuki"
	Deputy OD Uchida Nobuyuki
	Deputy OD Fujiwara Masakazu
	Assistant OD Sahara Arata
	Assistant OD Fujisawa Akira
Operation Management Department	
GAS & LNG Project Department	
International Downstream Project Department	

Global Environment & Green Energy Business Operations	Business Operations Director Iio Terunobu
	Deputy BOD Matsuoka Norimasa

Global Environment & Green Energy Project Operations Division	Operations Director "Iio Terunobu"
	Deputy OD Kunihiro Junichi
	Deputy OD Konno Tetsuya
	Assistant OD Ishiguro Kenichi
	Assistant OD Yasui Makoto
	Assistant OD Endo Hideki
	Assistant OD Ikawa Shizuka
Operation Management Department	
Downstream & Chemical Project Department	
Power & Green Energy System Project Department	
Green Infrastructure Project Department	
Pharmaceutical Industries Project Department	
Metals & Mining Project Department	
ChAS Project Department	

Energy Project Business Development Division	Division Director Matsui Hideo
	Assistant DD Horiguchi Munetaka
	Assistant DD Sakurai Kimiho
Operation Management Department	
Business Development Department	

Global Environment & Green Energy Project Business Development Division	Division Director Yokota Yasuo
	Deputy DD Takahashi Toshiyuki
	Assistant DD "Horiguchi Munetaka"
Operation Management Department	
Business Development Department 1	
Business Development Department 2	

Construction Division	Division Director Naito Takayuki
	Deputy DD Ikenaga Hirokazu
	Assistant DD Nomura Makoto
Construction Management & Administration Department	
Construction Planning & Operation Department	
Construction Estimation & Subcontract Department	
Commissioning Department	