

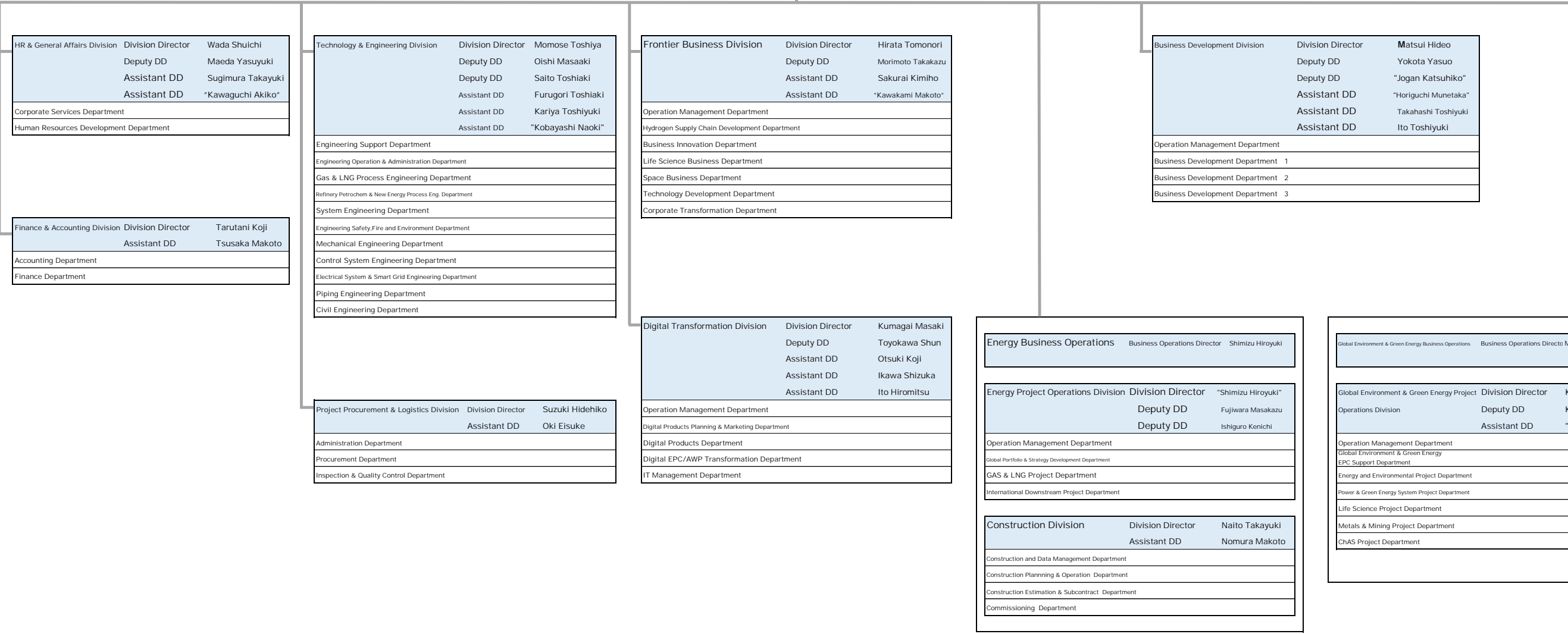
<Chief Officers>		
CEO (Executive) /CWO (Wellness)	Sakakida Masakazu	
COO (Operating) / CSO(Sustainability)	Santo Masaji	
CFO (Financial)	Tarutani Koji	
CCO (Compliance) / CHRO(Human Resources)	Wada Shuichi	
CDO (Digital)	Kumagai Masaki	

Board of Directors	Audit & Supervisory Committee
Chairman & CEO	
President & COO	Assistant to President
Executive Committee	Iuchi Setsuo

Officer in Charge	
Business process innovation	Tarutani Koji
Business process innovation	Wada Shuichi
Hydrogen business/Intelligence	Iuchi Setsuo
Person responsible for SQEI	Maeda Yasuyuki

Strategy & Risk Integration Division	Division Director	Hasegawa Fuminori
	Deputy DD	Kobayashi Naoki
	Assistant DD	Kiso Toshihiro
	Assistant DD	Toshima Yuji
	Assistant DD	Horiguchi Munetaka
	Assistant DD	Kawaguchi Akiko
Corporate Planning Department		
Project Management Department		
Legal Department		

- Internal Audit Department
- SQEI Department
- CDO Office



HR & General Affairs Division	Division Director	Wada Shuichi
	Deputy DD	Maeda Yasuyuki
	Assistant DD	Sugimura Takayuki
	Assistant DD	*Kawaguchi Akiko*
Corporate Services Department		
Human Resources Development Department		

Finance & Accounting Division	Division Director	Tarutani Koji
	Assistant DD	Tsusaka Makoto
Accounting Department		
Finance Department		

Technology & Engineering Division	Division Director	Momose Toshiya
	Deputy DD	Oishi Masaaki
	Deputy DD	Saito Toshiaki
	Assistant DD	Furugori Toshiaki
	Assistant DD	Kariya Toshiyuki
	Assistant DD	*Kobayashi Naoki*
Engineering Support Department		
Engineering Operation & Administration Department		
Gas & LNG Process Engineering Department		
Refinery Petrochem & New Energy Process Eng. Department		
System Engineering Department		
Engineering Safety, Fire and Environment Department		
Mechanical Engineering Department		
Control System Engineering Department		
Electrical System & Smart Grid Engineering Department		
Piping Engineering Department		
Civil Engineering Department		

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

Frontier Business Division	Division Director	Hirata Tomonori
	Deputy DD	Morimoto Takakazu
	Assistant DD	Sakurai Kimiho
	Assistant DD	*Kawakami Makoto*
Operation Management Department		
Hydrogen Supply Chain Development Department		
Business Innovation Department		
Life Science Business Department		
Space Business Department		
Technology Development Department		
Corporate Transformation Department		

Digital Transformation Division	Division Director	Kumagai Masaki
	Deputy DD	Toyokawa Shun
	Assistant DD	Otsuki Koji
	Assistant DD	Ikawa Shizuka
	Assistant DD	Ito Hiromitsu
Operation Management Department		
Digital Products Planning & Marketing Department		
Digital Products Department		
Digital EPC/AWP Transformation Department		
IT Management Department		

Energy Business Operations	Business Operations Director	Shimizu Hiroyuki
Energy Project Operations Division	Division Director	*Shimizu Hiroyuki*
	Deputy DD	Fujiwara Masakazu
	Deputy DD	Ishiguro Kenichi
Operation Management Department		
Global Portfolio & Strategy Development Department		
GAS & LNG Project Department		
International Downstream Project Department		
Construction Division	Division Director	Naito Takayuki
	Assistant DD	Nomura Makoto
Construction and Data Management Department		
Construction Planning & Operation Department		
Construction Estimation & Subcontract Department		
Commissioning Department		

Global Environment & Green Energy Business Operations	Business Operations Director	Matsuoka Norimasa
Global Environment & Green Energy Project	Division Director	Konno Tetsuya
Operations Division	Deputy DD	Kunihiro Junichi
	Assistant DD	*Ishiguro Kenichi*
Operation Management Department		
Global Environment & Green Energy EPC Support Department		
Energy and Environmental Project Department		
Power & Green Energy System Project Department		
Life Science Project Department		
Metals & Mining Project Department		
ChAS Project Department		