Organizational Structure (As of July 1, 2021)

General Meeting of Shareholders

Audit & Supervisory Board Members

Audit & Supervisory Board Members Office

Audit & Supervisory Board

Board of Directors

Governance, Nomination & Compensation Committee

International Advisory Committee

Internal Audit Dept.

Corporate Strategy & Planning Dept.
- Corporate Strategy & Planning Office
- Business Creation Office
- DX Project Office

President and CEO

Executive Committee

- Business Strategy Committee
- Management Strategy Meeting
- Investment Committee
- Human Resources Development Committee
- Digital Strategy Committee
- Compliance Committee
- Sustainability & CSR Committee
- Disclosure Committee

Industrial DX Task Force

Chief Compliance Officer

Officer for Emergency Crisis Management Headquarters

Corporate Staff Section

- Business Investment Management Dept.
- Digital Strategy Dept.
- IT Service Dept.
- Corporate Communications Dept.
- Global Human Resources Dept.
- Corporate Sustainability & CSR Dept.
- Corporate Administration Dept.
- Legal Dept.
- Global Strategy and Regional Management Dept.
- Regional Market Development Dept.
- Global Risk & Insurance Management Dept.
- Corporate Accounting Dept.
- Finance Dept.
- Structured Finance, M&A Advisory Dept.
- Investor Relations Dept.

Natural Gas Group
- Natural Gas Group CEO Office
- Natural Gas & Mineral Resources Administration Dept.
- **Asia-Pacific Div.**
- **North America Div.**
- **New LNG Ventures & Marketing Div.**

Industrial Materials Group
- Industrial Materials Group CEO Office
- Industrial Materials, Petroleum & Chemicals Solution Administration Dept.
- Construction Materials Dept.
- Ceramic Minerals Dept.
- **Performance Materials Div.**
- **Steel Products Div.**

Petroleum & Chemicals Solution Group
- Petroleum & Chemicals Solution Group CEO Office
- Industrial Materials, Petroleum & Chemicals Solution Administration Dept.
- **Next-Generation Fuels & Petroleum Business Div.**
- **Ecological Materials & Chemicals Business Div.**
- **Global Marketing Div.**

Mineral Resources Group
- Mineral Resources Group CEO Office
- Natural Gas & Mineral Resources Administration Dept.
- **Mineral Resources Investment Div.**
- **Mineral Resources Trading Div.**

Industrial Infrastructure Group
- Industrial Infrastructure Group CEO Office
- Industrial Infrastructure Administration Dept.
- **Plant Engineering Div.**
- **Industrial Machinery Div.**
- **Ship & Aerospace Div.**

Automotive & Mobility Group
- Automotive & Mobility Group CEO Office
- Automotive & Mobility Administration Dept.
- **Automotive Business Div.**
- **Isuzu Business Div.**
- **Mobility Business Div.**

Food Industry Group
- Food Industry Group CEO Office
- Food Industry Administration Dept.
- Livestock, Meat & Dairy Products Dept.
- **Food Sciences Div.**
- **Food Resources Div.**
- **Produce & Marine Products Div.**
- **Global Fast Moving Consumer Goods Div.**

Consumer Industry Group
- Consumer Industry Group CEO Office
- Consumer Industry Administration Dept.
- Tire Dept.
- **Retail Div.**
- **Apparel & S. P. A. Div.**
- **Healthcare Div.**
- **Logistics & Food Distribution Div.**

Power Solution Group
- Power Solution Group CEO Office
- Power Solution Administration Dept.
- **International Power Div.**
- **Energy Service Solution Div.**
- **Utility Retail Div.**

Urban Development Group
- Urban Development Group CEO Office
- Urban Development Administration Dept.
- **Urban Infrastructure Div.**
- **Urban Development Div.**
- **Asset Finance Div.**

Note: Organizational structure of the Head Office