

Organizational Changes (As of April 1, 2025)

Business Organizations

1. Within all Divisions, a Planning & Strategy Dept. will be formed.
2. Within all Divisions (except the Next Generation Corporate Development Div.), a Growth Investment Management Dept. will be formed.

Lifestyle Div.

1. The Forest Solutions Dept. will be merged into the Forest Resources Business Dept.
2. The Consumer Products Business Dept. will be renamed the Forest Products Business Dept.
3. The Mobile Solutions Business Dept. will be transferred from the IT Solution Div. to the Lifestyle Div.

Lifestyle Div.	Planning & Strategy Dept., Lifestyle Div.	[Newly Formed]
	Growth Investment Management Dept., Lifestyle Div.	[Newly Formed]
	Lifestyle Business Dept.	
	Rubber & Industrial Materials Dept.	
	Tire Business Dept.	
	Forest Resources Business Dept.	[Merged]
	Packaging Solutions Dept.	
	Forest Products Business Dept.	[Renamed]
	Mobile Solutions Business Dept.	[Transferred]

Food & Agri Business Div.

1. The Food Business Administration Dept. will be abolished, and its business will be transferred into the Food Ingredients Dept. and Grain and Oilseeds Dept.
2. The Nutrition Business Dept. will be formed.

Food & Agri Business Div.	Planning & Strategy Dept., Food & Agri Business Div.	[Newly Formed]
	Growth Investment Management Dept., Food & Agri Business Div.	[Newly Formed]
	Food Merchandising Dept.	
	Food Ingredients Dept.	
	Nutrition Business Dept.	[Newly Formed]
	Beverage Dept.	
	Meat Dept.	
	Grain and Oilseeds Dept.	
	Agri-Input Business Dept.	
	Agri Business Development Dept.	

Metals & Mineral Resources Div.

Metals & Mineral Resources Div.	Planning & Strategy Dept., Metals & Mineral Resources Div.	[Newly Formed]
	Growth Investment Management Dept., Metals & Mineral Resources Div.	[Newly Formed]
	Metals & Mineral Resources Development Dept.	
	Iron Ore Dept.	
	Steel Raw Material Dept.	
	Non-Ferrous Metals & Ores Trading Dept.	
	Copper Mining Dept.	
	Light Metals Dept.	
	Steel Products Dept.	

Energy & Chemicals Div.

1. Energy Business Dept.-I, Energy Business Dept.-II, and the Energy Business Administration Dept. will be reorganized into the LNG Business Dept., Oil and Gas E&P Dept., and Energy Business Development Dept.
2. Chemicals Dept.-IV will be abolished, and its business will be transferred into Chemicals Dept.-II, Chemicals Dept.-III, and the Power & Infrastructure Domestic Services Dept.

Energy & Chemicals Div.	Planning & Strategy Dept., Energy & Chemicals Div.	[Newly Formed]
	Growth Investment Management Dept., Energy & Chemicals Div.	[Newly Formed]
	LNG Business Dept.	[Reorganized]
	Oil and Gas E&P Dept.	[Reorganized]
	Energy Trading Dept.	
	Energy Business Development Dept.	[Reorganized]
	Nuclear Fuel Dept.	
	Chemicals Dept.-I	
	Chemicals Dept.-II	
	Chemicals Dept.-III	

Power & Infrastructure Services Div.

1. The Power Asset Management Dept. will be renamed the Power & Infrastructure Asset Management Dept.
2. Overseas Power Dept.-I, Overseas Power Dept.-II, the Off-Shore Wind & Domestic Renewable Energy Dept., Power Service Dept., New Business Development Dept., Energy Infrastructure Dept., Transport Infrastructure Dept., and Environmental Infrastructure Dept. will be reorganized into Power & Infrastructure Dept.-I, Power & Infrastructure Dept.-II, Power & Infrastructure Dept.-III, Power & Infrastructure Dept.-IV, the Power & Infrastructure Overseas Services Dept., and the Power & Infrastructure Domestic Services Dept.
3. The Infrastructure Strategic Investment Dept. will be renamed the Power & Infrastructure Strategic Investment Dept.

Power & Infrastructure Services Div.	Planning & Strategy Dept., Power & Infrastructure Services Div.	[Newly Formed]
	Growth Investment Management Dept., Power & Infrastructure Services Div.	[Newly Formed]
	Power & Infrastructure Asset Management Dept.	[Renamed]
	Power & Infrastructure Dept.-I	[Reorganized]
	Power & Infrastructure Dept.-II	[Reorganized]
	Power & Infrastructure Dept.-III	[Reorganized]
	Power & Infrastructure Dept.-IV	[Reorganized]
	Power & Infrastructure Overseas Services Dept.	[Reorganized]
	Power & Infrastructure Domestic Services Dept.	[Reorganized]
	Power & Infrastructure Strategic Investment Dept.	[Renamed]
	New Energy Business Development Dept.	

Finance, Leasing & Real Estate Business Div.

1. The Finance & Leasing Dept. and Insurance & Risk Solutions Dept. will be merged into and named the Finance, Leasing & Insurance Dept.
2. The Real Estate Business Dept. will be merged into the Domestic Real Estate Business Dept.

Finance, Leasing & Real Estate Business Div.	Planning & Strategy Dept., Finance, Leasing & Real Estate Business Div.	[Newly Formed]
	Growth Investment Management Dept., Finance, Leasing & Real Estate Business Div.	[Newly Formed]
	Asset Finance Dept.	
	Finance, Leasing & Insurance Dept.	[Merged]
	Business Investment Dept.	
	Domestic Real Estate Business Dept.	[Merged]
	Overseas Real Estate Business Dept.	

Aerospace & Mobility Div.

1. The Aviation, Space & Defense Dept. will be renamed the Aerospace Dept.
2. The Ship Project Dept. will be merged into the Ship Dept.

Aerospace & Mobility Div.	Planning & Strategy Dept., Aerospace & Mobility Div.	[Newly Formed]
	Growth Investment Management Dept., Aerospace & Mobility Div.	[Newly Formed]
	Aerospace Dept.	[Renamed]
	Ship Dept.	[Merged]
	Construction & Mining Equipment Dept.-I	
	Construction & Mining Equipment Dept.-II	
	Mobility Business Dept.	
	Next Mobility Development Dept.	

IT Solutions Div.

IT Solutions Div.	Planning & Strategy Dept., IT Solutions Div.	[Newly Formed]
	Growth Investment Management Dept., IT Solutions Div.	[Newly Formed]
	Digital Solutions Business Dept.	
	Network Solutions Business Dept.	
	Supply Chain Solutions Business Dept.	

Next Generation Business Development Div.

1. The Production System Dept. will be transferred from the Construction, Industrial Machinery & Mobility Div. (as of FY2024) to the Next Generation Business Development Div., and be renamed to the Industrial Solutions Dept.

Next Generation Business Development Div.	Planning & Strategy Dept., Next Generation Business Development Div.	[Newly Formed]
	Growth Investment Management Dep., Next Generation Business Development Div.	[Newly Formed]
	Next Generation Social Infrastructure Dept.	
	Healthcare & Medical Business Dept.	
	Wellness Business Dept.	
	Industrial Solution Dept.	[Transferred] [Renamed]
	Next Generation Business Exploration & Development Dept.	

Next Generation Corporate Development Div.

Next Generation Corporate Development Div.	Planning & Strategy Dept., Next Generation Corporate Development Div.	[Newly Formed]
	Investment Management Dept.	

Overseas

1. The Yuzhno-Sakhalinsk Liaison Office will be closed.
2. The Regional CEO's Office for ASEAN & Southwest Asia will be renamed the Regional CEO's Office for ASEAN.