

Creating the Sojitz Growth Story

I, Kosuke Uemura, have assumed my role as Sojitz president and COO as of April 1st, 2024.

This fiscal year, Sojitz will celebrate its 20th anniversary. While this milestone marks Sojitz's "coming of age," the roots of our predecessor companies—Nichimen Corporation and Nissho Iwai Corporation—can be traced back over 160 years. We have inherited the ambitious spirit of our predecessors passed down throughout our long history, and I am committed to making Sojitz a company that will continue to be filled with youthful potential and challenge-taking spirit in order to create new value on a global scale and contribute to a future of prosperity as we embody the Sojitz Group slogan of "New way, New value."

Sojitz's new Medium-term Management Plan 2026 will also begin from this fiscal year. Our external operating environment is rapidly shifting with a rise in geopolitical risks such as the Russo-Ukraine War, as well as ongoing changes to the business landscape resulting from rapid advances in digital technologies. In order to realize sustainable value creation under these circumstances, we must reinforce our business bases and enhance human capital while implementing an all-in approach toward digital transformation (with the motto "Digital in All") to create our unique Sojitz growth story moving forward.

As society's needs diversify and become more complex, it is essential that we both collaborate with our stakeholders and find ways to define Sojitz's unique identity in order to provide solutions. Through an accumulation of these efforts, we will realize Sojitz's vision for 2030 to become a "general trading company that constantly cultivates new businesses and human capital."

Kosuke Uemura

President & COO



Corporate Statement

The Sojitz Group creates value and prosperity by connecting the world with a spirit of integrity.

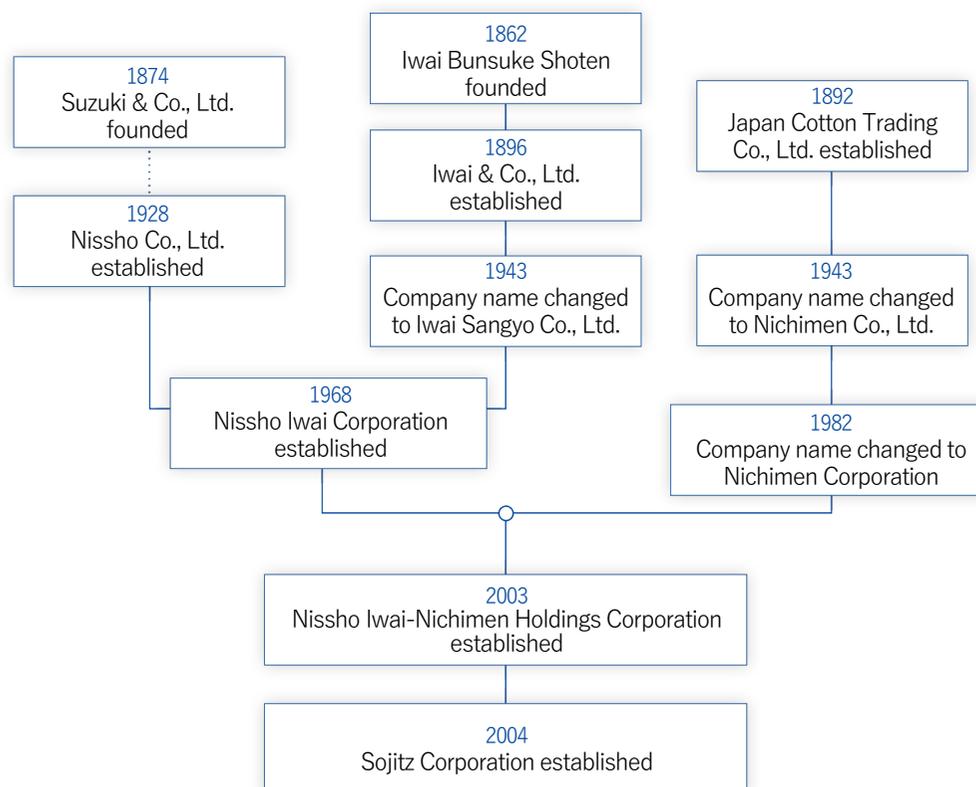
Sojitz Group Slogan

New way, New value

Sojitz Guiding Principles

1. *Trust*: Build enduring trust.
2. *Innovation*: Innovate with foresight.
3. *Speed*: Strive for speed.
4. *Challenge*: Take calculated risks.
5. *Perseverance*: Persevere until successful.

Sojitz Corporation was formed out the union of Nichimen Corporation and Nissho Iwai Corporation, both companies that boast incredibly long histories. For more than 160 years, our business has helped support the development of countless countries and regions. Today, the Sojitz Group consists of approximately 400 subsidiaries and affiliates located in Japan and throughout the world, developing wide-ranging general trading company operations in a multitude of countries and regions.



Performance and Operating Bases (As of March 31, 2024)

Total assets

¥2.9 trillion

Number of Branches & Offices

77

Number of Subsidiaries and Affiliates

433

Number of Employees

25,332

Domestic: 5 (Including the Head Office)

Domestic: 129

Non-consolidated: 2,513

Overseas: 72

Overseas: 304

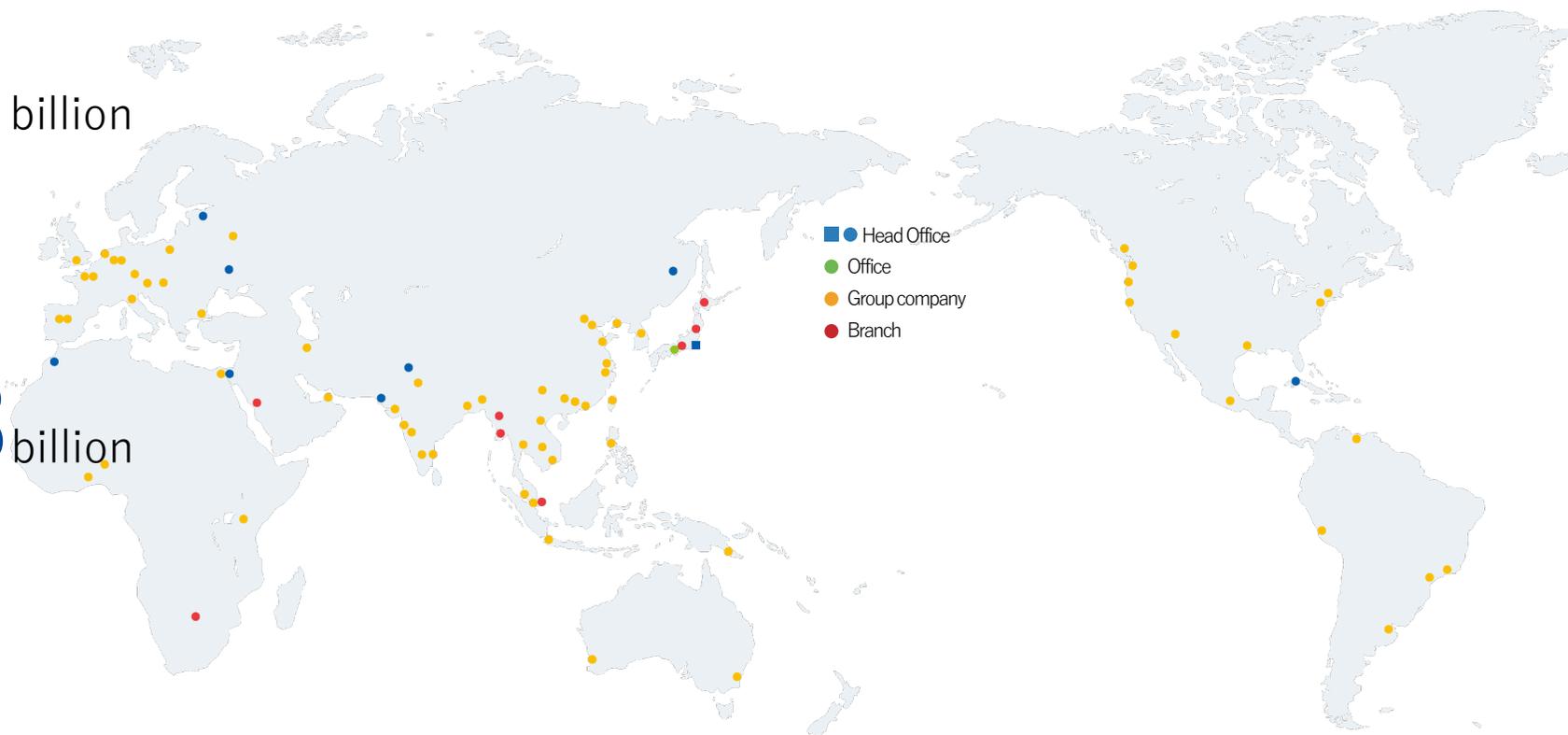
Consolidated: 22,819

Total equity

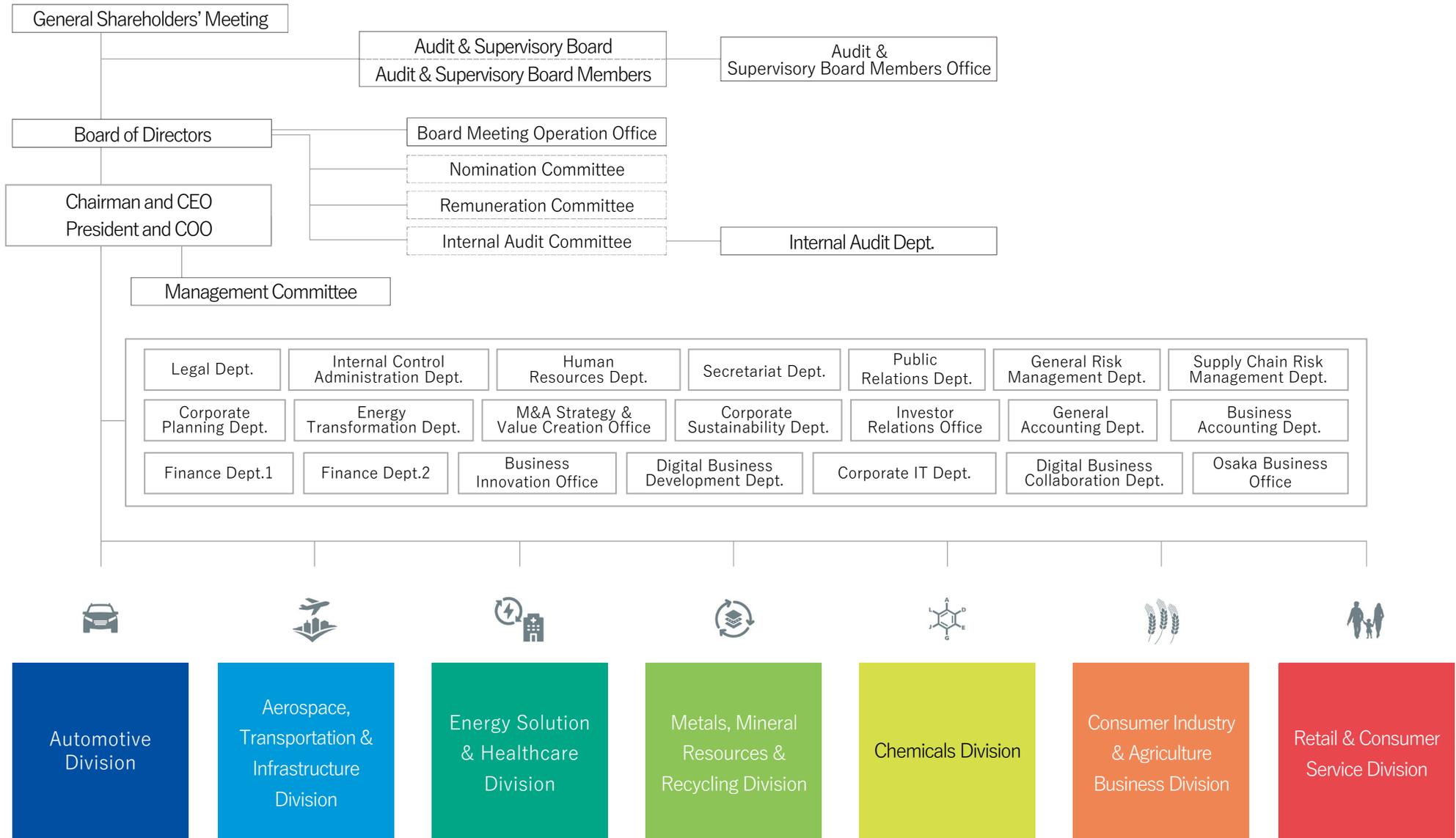
¥924.1 billion

Profit for the year

¥100.8 billion



Organization Chart (As of April 1, 2024)





Automotive Division

With automotive assembly and wholesale and retail sales as its core businesses, the Automotive Division develops its operations in growing markets, such as Asia and Latin America, as well as in mature markets, such as Japan and the United States. In addition, this division is actively enhancing its auto-financing business while developing automotive-related services that meet the needs of the changing times.

Major Businesses

- Distributor Business
- Dealership Business
- Auto-Financing Business
- Service Business



Aerospace, Transportation & Infrastructure Division

The Aerospace, Transportation & Infrastructure Division operates businesses in social infrastructure and acts as a sales agent for commercial aircraft and defense systems and aircraft leasing, in addition to handling business jet services, airport and industrial park management, railway infrastructure, railcar MRO business, freight car leasing, and a range of marine vessel businesses.

Major Businesses

- Commercial Aircraft Sales Agent Business and Aircraft Asset Business
- Business Jet Business
- Transportation Infrastructure Business
- Marine Vessel Business
- Industrial Park and Urban Infrastructure Business





Energy Solution & Healthcare Division

In the field of energy, we will create and operate businesses related to renewable energy, energy saving and energy transition. Meanwhile, in the field of healthcare, we will create and operate medical services and related businesses. The Energy Solution & Healthcare Division aims to provide solutions to social issues such as decarbonization, population growth, and aging.

Major Businesses

- Healthcare Business
- Energy Saving Service Business
- Renewable Energy Businesses
- Downstream Energy Business
- Gas-Fired Power Generation Businesses



Metals, Mineral Resources & Recycling Division

In addition to upstream investment and trading in metal resources and ferrous materials, the Metals, Mineral Resources & Recycling Division has made a full-scale entry into the circular economy field, which includes recycling businesses, and this division is working to create and promote new businesses that respond to social needs.

Major Businesses

- Coking Coal and Steel Products Businesses
- Circular Economy Businesses
- Businesses That Respond to Social Needs





Chemicals Division

The Chemicals Division conducts a wide variety of trading and businesses, ranging from basic chemicals, such as methanol, to functional materials focusing on plastic resins as well as inorganic chemicals like industrial salts and rare earths. We are also developing businesses in the environmental and life science fields to contribute to building a low-carbon, recycling-oriented society.

Major Businesses

- Environment and Life Science Businesses
- Plastic Resin Business
(Sojitz Pla-Net Corporation, Pla Matels Corporation)
- European Chemical Businesses
(Sojitz SOLVADIS GmbH)



Consumer Industry & Agriculture Business Division

With the objectives of contributing to sustainable production and consumption, the Consumer Industry & Agriculture Business Division is developing operations in the fields of agribusiness, foodstuffs, animal feed, livestock, forest products, and regional economic development.

Major Businesses

- Fertilizer Business
- Animal Feed and Livestock Business
- Domestic Agriculture Business
- Biomass Fuel Business
- Building Material Business
- Papermaking Business





Retail & Consumer Service Division

The Retail & Consumer Service Division is focused on a diverse range of businesses that respond to consumer needs both in Japan and overseas. These businesses include food distribution, consumer goods distribution, aquaculture, shopping center management, and real estate. At the same time, this division is enhancing its retail digital transformation and marketing functions.

Major Businesses

- Retail Businesses
- Shopping Center Management Business
- Food Distribution Businesses
- Domestic Real Estate



Overview of Initiatives for Value Creation

Market-Oriented Initiatives



Sojitz entered into the domestic business jet market through acquisition of Japcon Inc. and Okayama Air Service Co., Ltd. and now offers comprehensive business jet services for both domestic and international flights.

Collaboration



Sojitz acquired full ownership of marine food processing company The Marine Foods Corporation. Sojitz will leverage Marine Foods' management resources and collaborate with Royal Holdings Co., Ltd. in order to expand its B2C businesses both in Japan and internationally.

Regional Economic Development



Sojitz signed a comprehensive agreement with Kawaminami, Miyazaki Prefecture with the aim of achieving sustainable agriculture and a more energized local community through initiatives such as smart agriculture and the use of biomass energy.

Digital Transformation Initiatives



Sojitz formed a business alliance with infineloop Co., Ltd. and has developed "Auto VR," an automobile sales negotiation tool that utilizes virtual reality (VR).

Business Overview (Details)



Automotive Division

We will strengthen the functions in automobile sales as a core business, build business bases in new fields, and ultimately contribute to a prosperous mobility society.

Strengths

Track record of automobile sales spanning over **40** years

Locally based sales and marketing force

More than **5,000** Group employees at over **30** Group companies

Diverse human resources and global business management know-how

Capabilities of investment execution and business development

Business asset portfolio including new business areas

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Automotive Group, Inc. (100%)
- Sojitz de Puerto Rico Corporation (100%)
- Subaru Motor LLC (65.6%)
- Sojitz Quality, Inc. (100%)

(As of September 30, 2023)

Consolidated subsidiaries 34

Equity-method associates 7

(As of March 31, 2023)



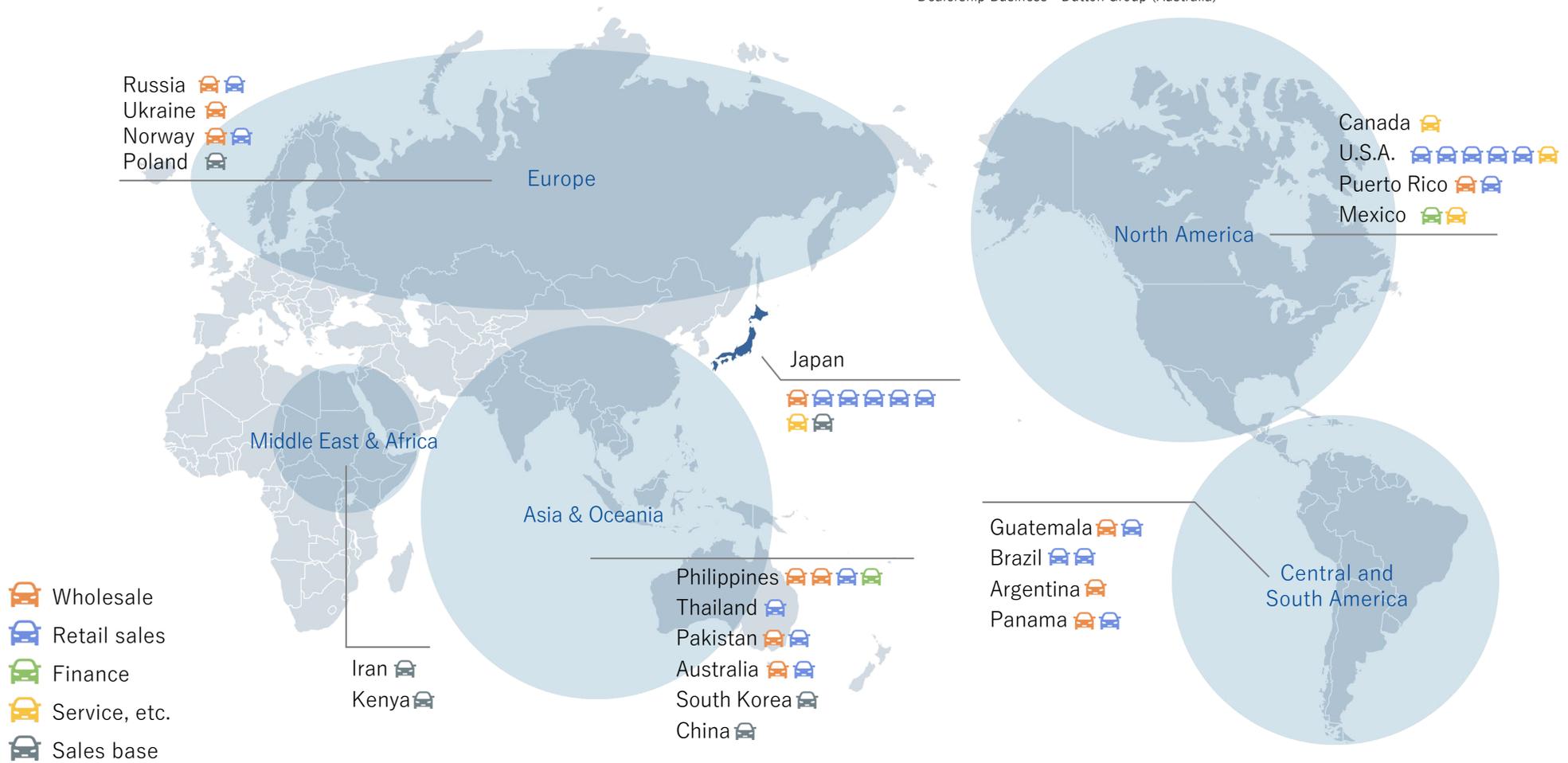
Distributor Business : Sojitz G Auto Philippines Corporation (Philippine)

Business Overview (Details)



Automotive Division

Business Map



Dealership Business : Dutton Group (Australia)

Business Overview (Details)



Aerospace, Transportation & Infrastructure Division

We will enhance business operations in sectors with predicted market growth, such as business jets, aircrafts, and defense systems. At the same time, we are focusing on businesses which act as platforms for collaboration inside and outside the company in transportation and social infrastructure, such as airport and industrial park management and urban development in emerging countries. In North America, we are optimizing cost-effectiveness and the life cycle of our transportation and social infrastructure businesses, such as our railway business.

Strengths

Experience in the aircraft sales business with more than 1,000 aircraft sold, accounting for the top market share in Japan

Create a shared collaborative platform (airports, industrial parks, urban development, railway)

Extensive expertise in the shipbuilding and marine transport business with a vast network in Japan and overseas

- Over 50 years of business experience in the aerospace, transportation, and marine vessel fields
- Ability to collect and analyze information related to the aerospace industry, enabling us to develop an understanding of the needs and issues of aircraft manufacturers, airlines, leasing companies, parts-related companies, airport facilities companies, and others
- Ability to supply and propose integrated transportation infrastructure solutions
- Ability to pursue synergy with other divisions in airport management business projects
- Comprehensive capabilities in the marine vessel field, leveraging a wealth of knowledge and a robust overseas network
- Over 25 years of experience in the development, sale, and management of industrial parks

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Aerospace Corporation (100%)
- Sojitz Transit & Railway Canada Inc. (74.9%)
- Southwest Rail Industries Inc. (100%)
- Sojitz Aviation and Marine B.V. (100%)
- SJ Aviation Capital Pte. Ltd. (100%)

(As of September 30, 2023)

Consolidated subsidiaries 39

Equity-method associates 11

(As of March 31, 2023)



Sales agent for commercial aircrafts: Boeing 787-9

Business Overview (Details)



Aerospace, Transportation & Infrastructure Division

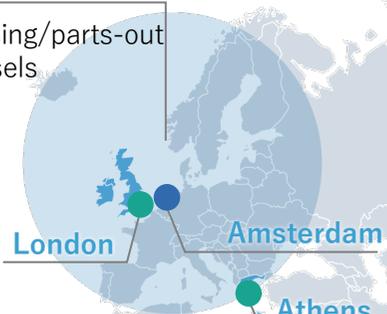
Business Map



Airport infrastructure business: Palau International Airport (Palau)

Europe

- Aircraft leasing/parts-out
- Marine vessels



Japan

- Aircraft sales agent (commercial/defense)
- Business jet services
- Airport management
- Marine vessels



North America

- Aircraft leasing/parts-out
- Business jet services
- Railcar MRO*2
- Railcar leasing

- Infrastructure railway EPC (*1)
- Urban infrastructure and industrial parks



Asia/Pacific

- Aircraft leasing/parts-out
- Business jet services
- Airport management
- Marine vessels
- Urban infrastructure and industrial parks



- Aviation related business
- Transportation and social infrastructure business
- Marine vessel business

*1 Engineering, Procurement, and Construction
 *2 Maintenance, Repair, and Overhaul

Business Overview (Details)



Energy Solution & Healthcare Division

We will continue to create resilient businesses and capable individuals by constantly pursuing and enhancing our unique competitive advantage at Sojitz.

Strengths

Local Network

Collaboration with promising partners and utilizing group companies' business foundation to bolster competitiveness

Business Development & Structuring Capability

Culture of new business development and robust investment track record

Expansion Capability

Integration of ideas and functions to expand business domains

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Machinery Corporation (100%)
- LNG Japan Corporation (50%)
- Sojitz Hospital PPP Investment B.V. (100%)

(As of September 30, 2023)

Consolidated subsidiaries 56

Equity-method associates 40

(As of March 31, 2023)



Energy Saving Service Business (Australia)

Business Overview (Details)



Energy Solution & Healthcare Division

Business Map



offshore wind business (Taiwan) (Source : Offshore Wind Farm Yunlin)



- ☀️ Renewable energy (solar)
- 🌬️ Renewable energy (wind)
- 🌿 Renewable energy (biomass)
- 🔥 Gas-fired thermal power
- 💡 Energy conservation business
- 🏠 Gas
- 🏡 LNG business
- 📶 Telecommunications towers
- 🏥 Healthcare
- ⚡ Electricity retail business

Business Overview (Details)



Metals, Mineral Resources & Recycling Division

Against the backdrop of global warming and the accelerating shift toward the decarbonization of society seen in recent years, we will transition to sustainable businesses in the fields of metals and resources. We will also strengthen our efforts in the field of recycling with an eye toward the circular economies of the near future.

Strengths

Sole general trading company with expertise in coal mine operations

Utilization of accumulated expertise as owner-operator of an Australian coal mine by developing other Sojitz-owned mines and venturing into the contract mining business

Stable earnings from businesses such as those of steel-based general trading company Metal One and niobium mining business CBMM

Stable increases in earnings from expanding businesses in growing markets and capturing new demand

Distinctive, rare resource offerings

Lineup of distinctive resource offerings including niobium*, chromium, and other rare metals as well as minerals like vermiculite and fluorspar, flexible and reliable supply chains, and development capabilities extending to anode materials and other new materials with significant future potential

* An additive used in the production of high-tensile and stainless steel for its ability to contribute to increased strength while reducing weight in materials for automotive applications

Main Subsidiaries and Associates (Equity Ownership)

- Metal One Corporation (40%)
- Sojitz Development Pty. Ltd. (100%)
- Sojitz Resources (Australia) Pty. Ltd. (100%)
- Japan Alumina Associates (Australia) Pty. Ltd. (50%)

(As of September 30, 2023)

Consolidated subsidiaries 22

Equity-method associates 16

(As of March 31, 2023)



Niobium mine: CBMM (Brazil)

Business Overview (Details)



Metals, Mineral Resources & Recycling Division

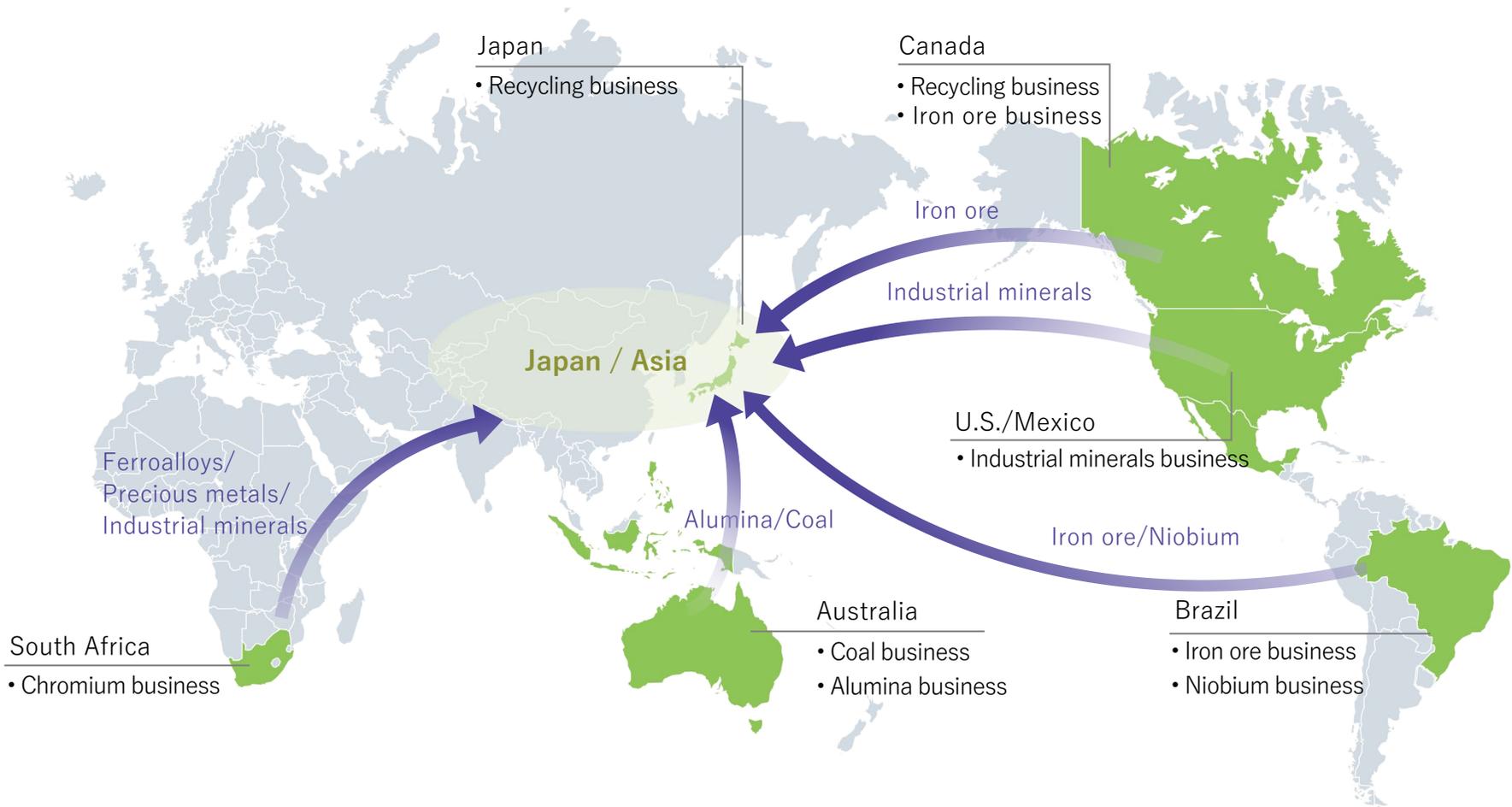
Business Map



DAC technology (image)



Products formed using 3D metal printer (JAMPT Corporation)



Business Overview (Details)



Chemicals Division

We will realize sustainable growth both by strengthening the trade business to avoid divides in the supply chain and by creating next-generation businesses that align with a low-carbon, environmentally friendly society.

Strengths

Customer base of over 5,000 companies

Wide variety of products and materials

Ability to make proposals in response to the changing business environment

- Wide variety of products, materials, and business proposal capabilities for upstream, midstream, and downstream areas
- Extensive customer network of over 5,000 companies around the world
- Top-level business scale and name recognition among general trading companies
- Operational know-how accumulated through gas chemical business
- Plastic resin business with a global sales and procurement network
- Business expertise in the C5* and petroleum resin business value chain
- Large share and stable supply of Indian-sourced industrial salt in the Asian market

*C5 Fraction produced as a co-product of naphtha cracking that is used as a raw material for synthetic rubber and plastic resin

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Pla-Net Corporation (100%)
- Sojitz SOLVADIS GmbH (100%)
- PT. Kaltim Methanol Industri (85%)

(As of September 30, 2023)

Consolidated subsidiaries 30

Equity-method associates 11

(As of March 31, 2023)



C5 and petroleum resin : Cymetech corporation (U.S.A.)

Business Overview (Details)

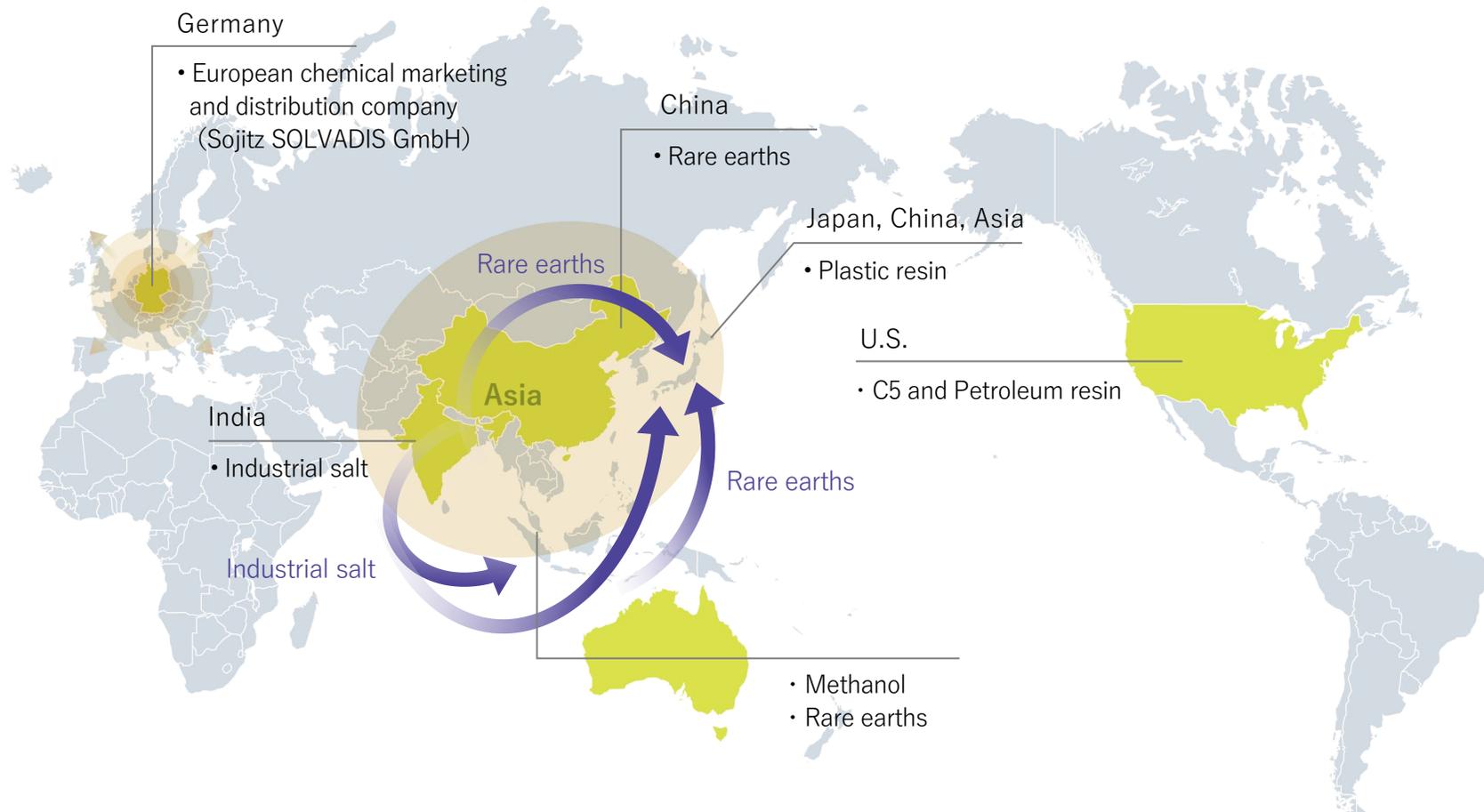


Chemicals Division

Business Map



Industrial salt (India)



Business Overview (Details)



Consumer Industry & Agriculture Business Division

We are creating a prosperous new future by identifying business opportunities in decarbonization and growth markets in the Asia region, while aiming to provide solutions to social issues faced by local communities and society.

Strengths

Strong business foundation in Southeast Asia

Development of a wide range of businesses mainly in Southeast Asia, such as fertilizer production, feed production, grain port operation, flour milling, bakery products, confectioneries, building materials, afforestation, wood chips, paper-making, and biomass fuel procurement

Top-class share for compound chemical fertilizer in Southeast Asia

Establishment of a top-level market share in the production and sale of compound chemical fertilizer in Southeast Asia

Network for procuring diverse woody biomass resources

Participation in one of the largest biomass power plant projects in Japan, utilizing a stable woody biomass resource procurement network and development of a new biomass fuel source using fast-growing trees

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Building Materials Corporation (100%)
- Atlas Fertilizer Corporation (100%)
- Saigon Paper Corporation (97.7 %)
- Japan Vietnam Fertilizer Company (75%)
- Thai Central Chemical Public Company Limited (97.9%)

(As of September 30, 2023)

Consolidated subsidiaries 26

Equity-method associates 11

(As of March 31, 2023)



Fertilizer Business : Atlas Fertilizer Corporation (Philippines)

Business Overview (Details)

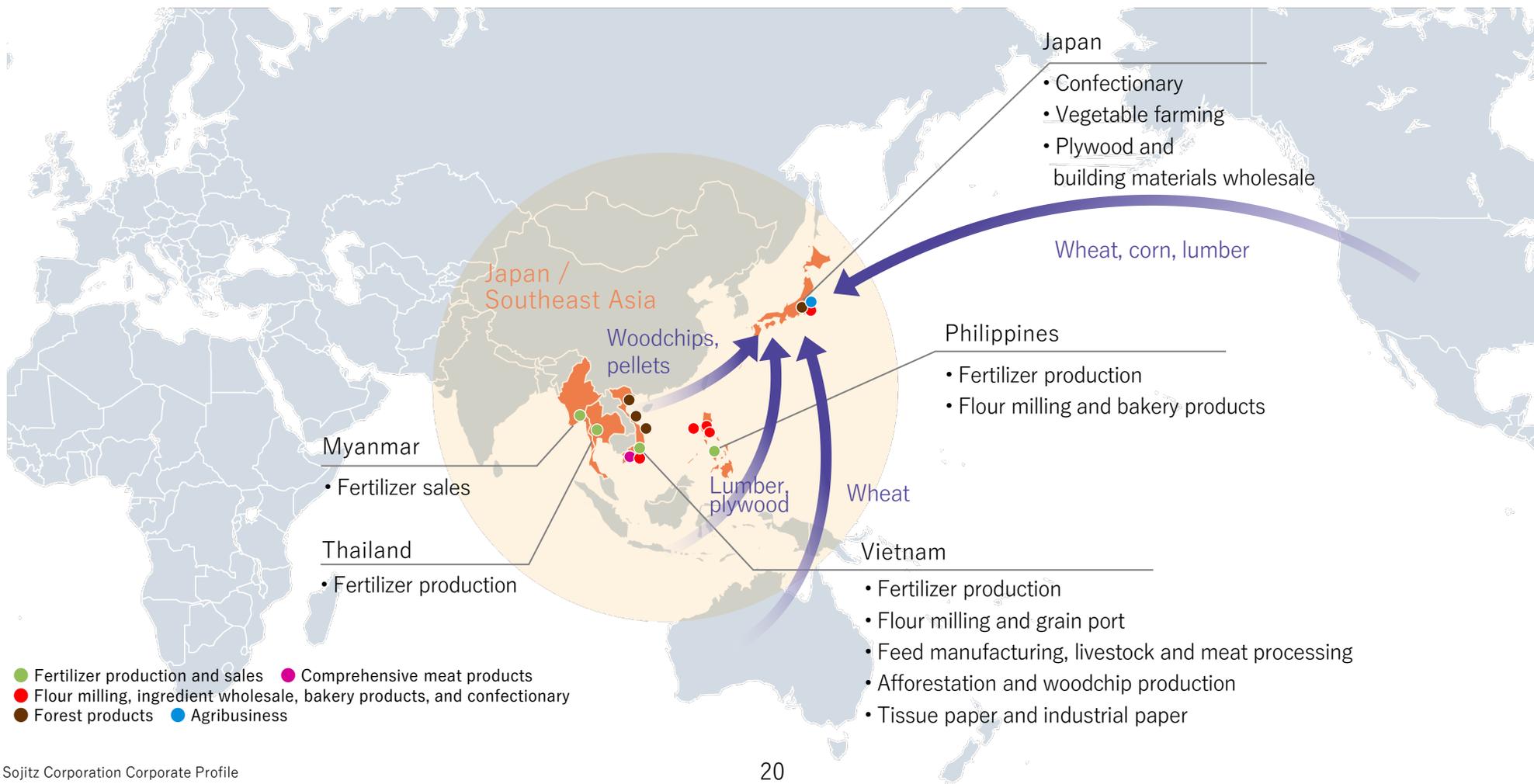


Consumer Industry & Agriculture Business Division

Business Map



Papermaking Business : Saigon Paper Corporation (Vietnam)



Business Overview (Details)



Retail & Consumer Service Division

Aiming to enrich and bring convenience to people's lives, we will pursue a variety of businesses with a global perspective.

Strengths

Network and customer bases established over many years

Shopping center management track record and consistent development of real estate business

Top-class position in market for North American beef imports to Japan

- Networks and customer bases established over many years throughout Asia
- Retail businesses developed to meet the needs of India and ASEAN countries based on their stage of development
- Expertise in management and investment for increasing value of shopping centers
- Supply base for food products and consumer goods matched to diversifying lifestyles
- Top market share in importing frozen North American beef to Japan

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Foods Corporation (100%)
- The Marine Foods Corporation (100%)
- Sojitz Fashion Co., Ltd. (100%)
- Sojitz LifeOne Corporation (100%)

(As of September 30, 2023)

Consolidated subsidiaries 28

Equity-method associates 22

(As of March 31, 2023)



Convenience store business : Ministop (Vietnam)

Business Overview (Details)

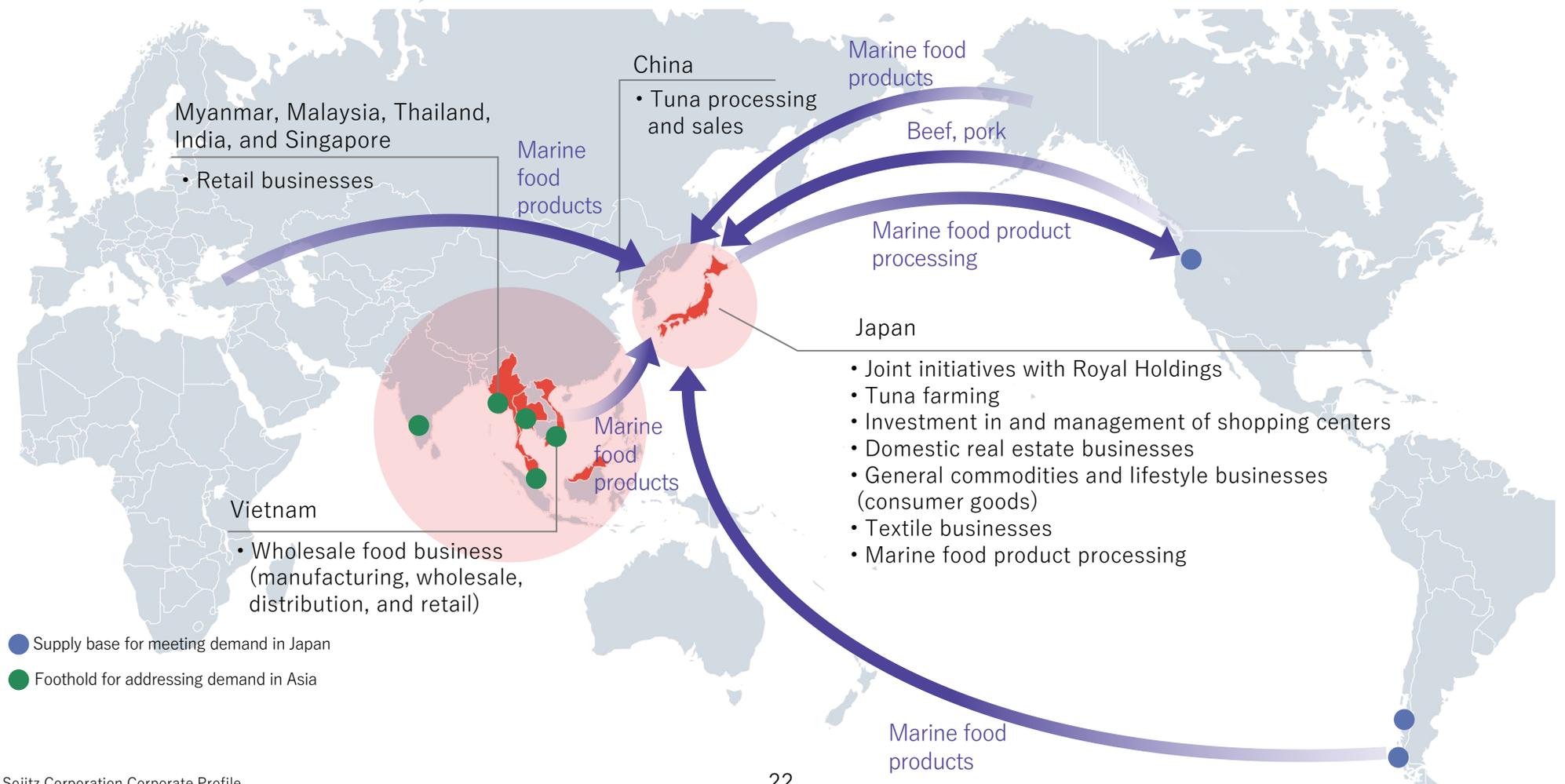


Retail & Consumer Service Division

Business Map

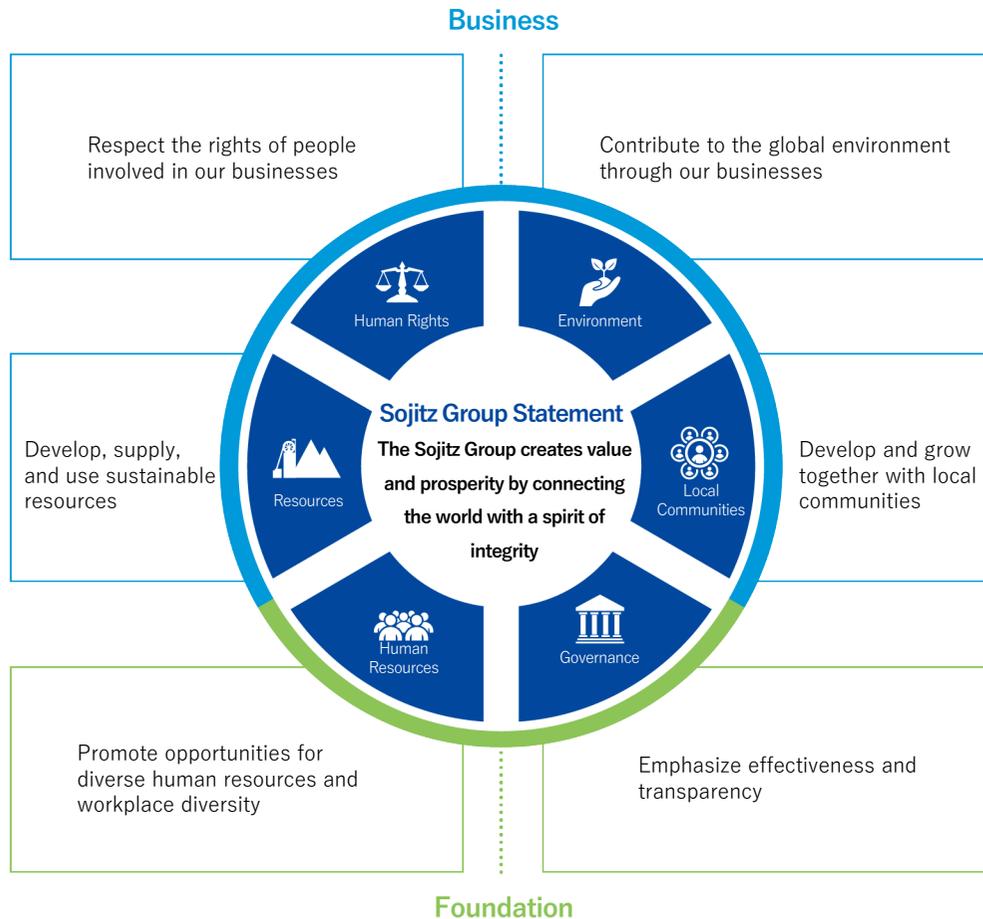


Restaurant and Hospitality business : Royal Holdings



Key Sustainability Issues (Materiality)

To continue creating two types of value in the future, Sojitz has determined 6 Key Sustainability Issues (Materiality) to focus on in its business over the medium- to long-term. Based on these issues, we are striving to integrate solutions to global environmental and social problems with our corporate activities and build systems for such integration.



Sustainability Challenge – Long-Term Vision for 2050

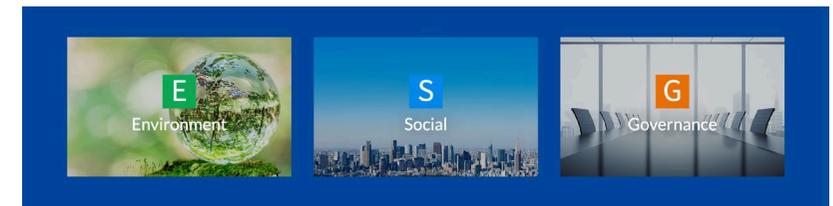
We aim to create sustainable growth for both Sojitz and society by working to help achieve a decarbonized society through our business activities, and by responding to human rights issues, including those within our supply chains.

Based on global issues such as the Paris Agreement and the United Nations Sustainable Development Goals (SDGs), we have announced the Sustainability Challenge aimed at realizing a decarbonized society and respecting human rights within our supply chains—two issues that have the potential to greatly impact the company.

Sojitz ESG BOOK

Information on Sojitz’s initiatives based on specific social problems can be found in the ESG Book section of the Sojitz website.

By providing solutions to social problems and turning these businesses into the company’s strengths, Sojitz aims to expand its business foundations and maximize two types of value—value for Sojitz and value for society.



https://www.sojitz.com/en/csr/sojitz_esg/



Corporate Profile (As of April 1, 2024)

| | | |
|---------------------------------------|---|--|
| Company Name | Sojitz Corporation | |
| Established | April 1, 2003 | |
| Capitalization | 160,339,000,000 yen | |
| Representative | Masayoshi Fujimoto Representative Director, Chairman & CEO | |
| Head Office | 1-1, Uchisaiwaicho 2-chome, Chiyoda-ku, Tokyo 100-8691, Japan TEL: 81-3-6871-5000 FAX: 81-3-6871-2430 | |
| Number of Branches & Offices | Domestic 5 (Including the Head Office) | (As of March 31, 2024) Overseas 72 (Ditto) |
| Number of Subsidiaries and Affiliates | Domestic 129 | (As of March 31, 2024) Overseas 304 (Ditto) |
| Number of Employees | Non-consolidated 2,513 (As of March 31, 2024) Consolidated 22,819 (Ditto) | |
| Main Businesses | Sojitz Group is engaged in a wide range of businesses globally, including manufacturing, selling, importing, and exporting a variety of products, in addition to providing services and investing in diversified businesses, both in Japan and overseas. Sojitz operates with a 7-division structure comprising the Automotive Division; the Aerospace, Transportation & Infrastructure Division; the Energy Solution & Healthcare Division; the Metals, Mineral Resources & Recycling Division; the Chemicals Division; the Consumer Industry & Agriculture Business Division; and the Retail & Consumer Service Division. | |
| Stock Exchange Listings | Tokyo Stock Exchange | |

Evaluation by Society (As of March 31, 2023)

Ongoing inclusion in ESG indexes



2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

Inclusion for seven consecutive years



Sustainability Award
Bronze Class 2022
S&P Global

Fourth year of inclusion



Number of Branches & Offices

Number of Subsidiaries and Affiliates

Number of Employees

Main Businesses

Stock Exchange Listings

Kurumin certification maintained since 2010 and Platinum Kurumin certification acquired after introduction in April 2022



First year of inclusion



A- leadership level maintained for four consecutive years



Receipt of grand prize



Inclusion among 10 leaders



