

Outline of Medium-Term Management Plan 2026

November 27, 2023

Sojitz Corporation

Caution regarding Forward-looking Statements and Original Language:

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Sojitz Group Statement

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

Rapidly Changing Business Environment

- Rising geopolitical risks
- Accelerated progress of digitalization
- Diversification of values and needs

Value Creation through
**Sustainability
Management**

Sojitz Value Creation Model
Two Type of Value

Value for
Sojitz

Value for
society

Vision
2030

“Be a company that constantly creates business and human capital”

Create our corporate value through providing solutions to market needs and social issues.

Creating the Sojitz Growth Story - Set for Next Stage -

MTP
2026

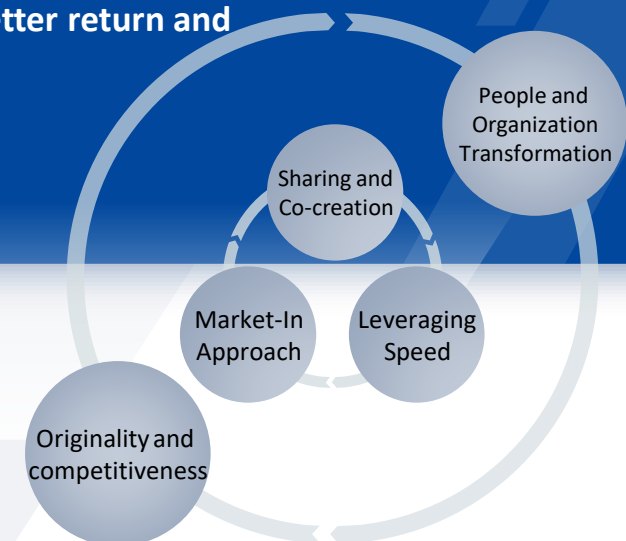
- Shaping competitive business clusters, achieving better return and values
- Build up the solid base for “Next Stage”
(Net profit: JPY 200.0 bn / ROE: 15% or above)

MTP
2023

Continue

Transformation of business portfolio for sustainable value creation, and challenges for “new ways and new values”

Start of the Next Decade



Creating the Sojitz Growth Story

- Set for Next Stage -

- Continuing growth investments to branch out and broaden operations
- Improving quality of portfolio by forming competitive and scalable business clusters
- Proving solutions and values to meet market needs and address social issues leveraging Sojitz's unique function.

**Reinforcing
Business Base**

**Enhancing
Human Capital**

- Development of diverse people who proactively take on new challenges to pursue business creation
- Strengthening of middle management to create organization where individual can exercise their full potential
- Flexible mobilization of human capital and development of people with diverse skills and experiences to create new business
- Flexible allocation of human capital in response to changes in the business environment

Digital Transformation “Digital in All” - All-in Approach toward Digital Transformation

- Value creation by the power of digital technologies

ESG Management

Enhancing corporate governance systems and providing solutions to environmental and social issues

Investment and Financial Discipline

Investment plan of :
JPY 500.0 bn or above

for growth, maintaining level of
financial discipline

Quantitative Targets

ROE **12%** or above

Net Profit

JPY 120.0 bn or above
(3 years avg.)

Shareholder Returns

Progressive Dividend :
4.5%
of adjusted **DOE***

*Adjusted DOE:

Dividend / Adjusted equity (Shareholder's equity
excluding temporary factors such as foreign
currency adjustment etc.) of previous fiscal year.

Corporate Governance

Transition to a company with audit and supervisory committee to
enhance the quality and speed of the management decisions and achieve
sustainable growth for Sojitz group