



# Consumer Industry & Agriculture Business Division



Koji Izutani  
Managing Executive Officer, COO  
Consumer Industry &  
Agriculture Business Division 1  
November 29, 2021

# Profile



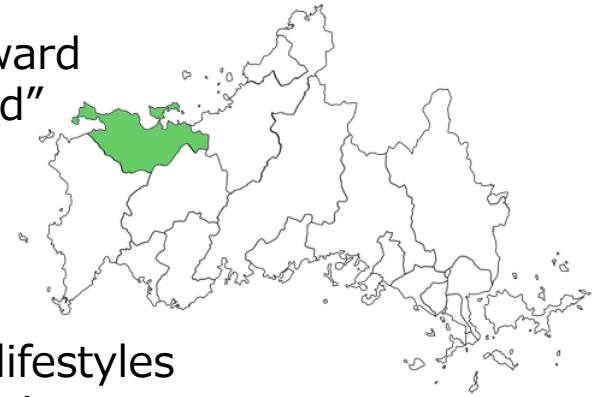
**Koji Izutani**  
Managing Executive Officer, COO  
Consumer Industry &  
Agriculture Business Division

- Born in 1960 as first son of farmer in Nagato City, Yamaguchi Prefecture
- Biographical Outlines  
Joined Fine Chemical Department of Sojitz predecessor, in 1983

Previously stationed in Milan, New York, and Houston, where he has worked in petrochemical, functional chemical, and plastic resin fields

Has experience in fields ranging from chemicals to agricultural

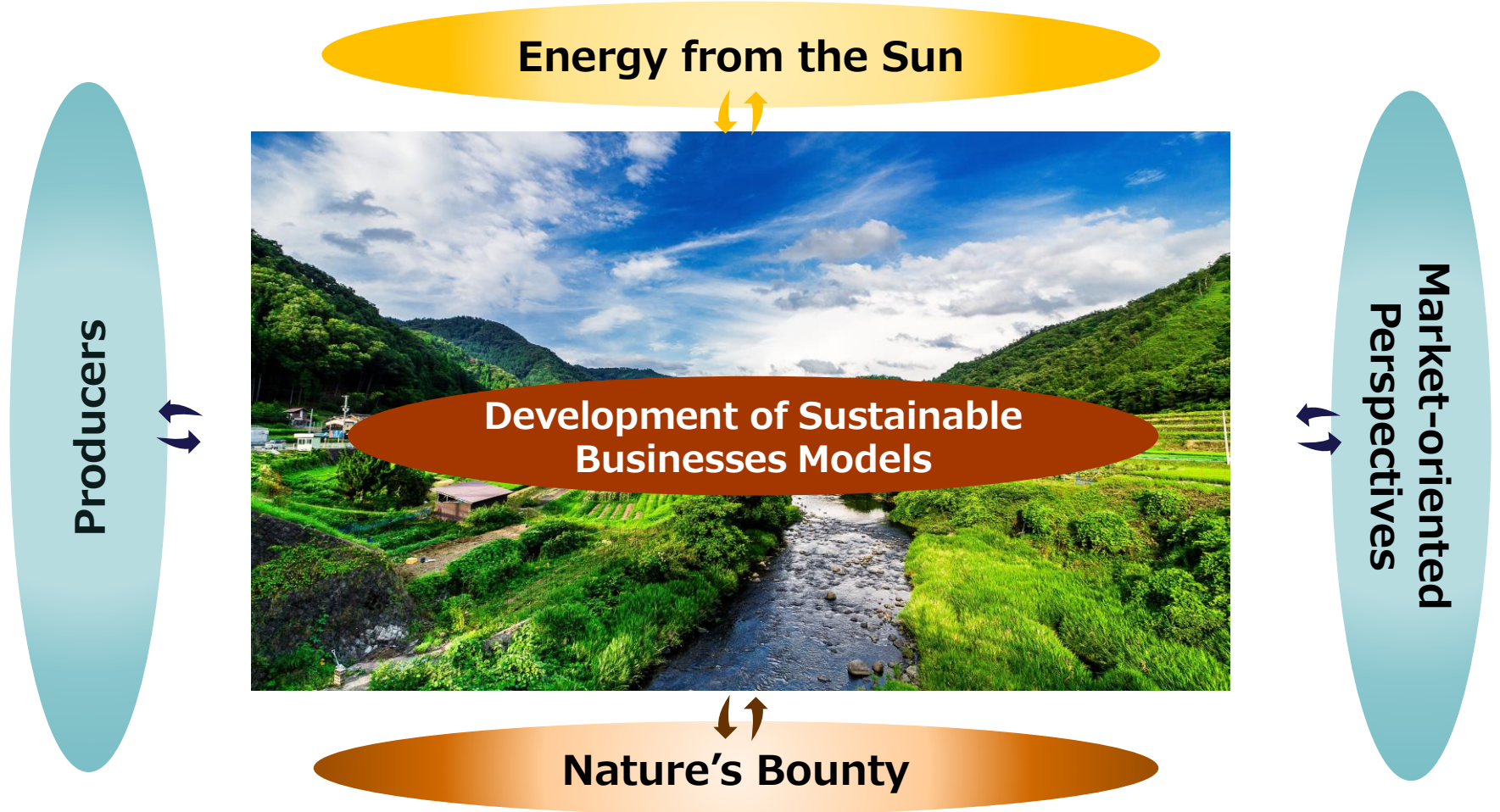
- Acts based on motto of “hard work is reward unto itself, and people are to be respected”
- As a “business farmer,” seek to help
  1. Seek to create safe and secure food
  2. Develop businesses that propose new lifestyles
  3. Resolve issues faced by primary industries



# Consumer Industry & Agriculture Business Division

## -Division Mission and Goals

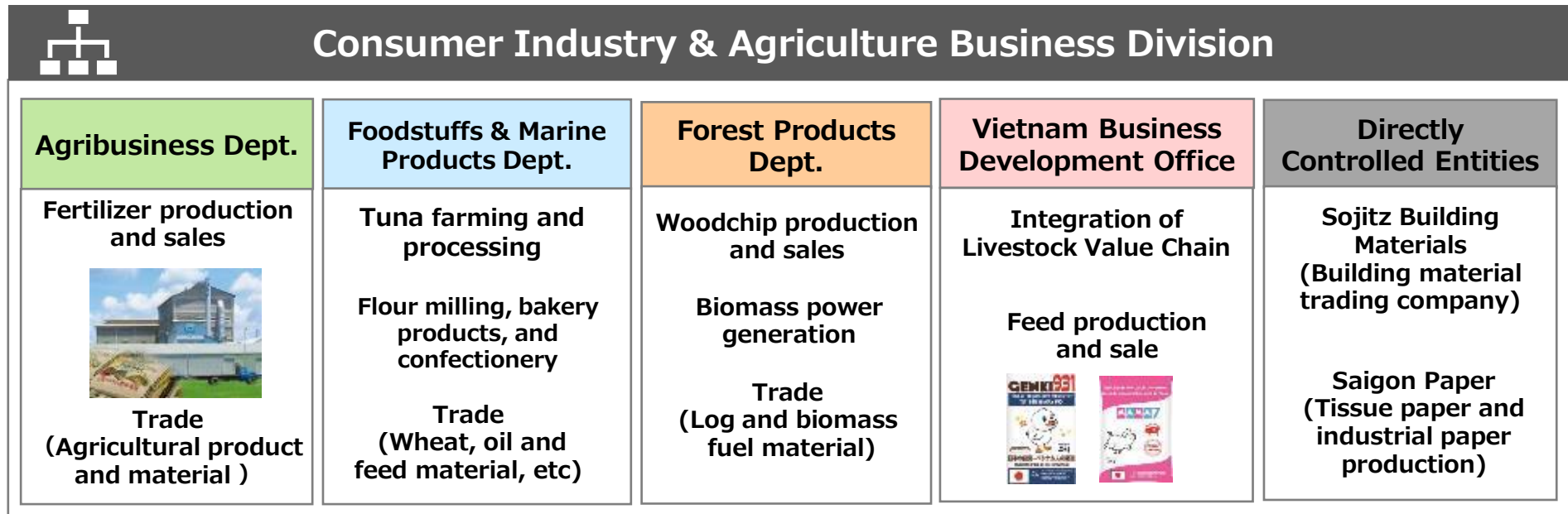
Pursuit of sustainable growth in agriculture, forest product, aquaculture, livestock, and other business areas closely related to consumer lifestyles and development of sustainable businesses models focused on digitization and markets




# Consumer Industry & Agriculture Business Division


## -Overview of Division


<b>Division Strengths</b>	<b>Strong business foundation in Southeast Asia</b>	<b>Top class in compound chemical fertilizers in 3 countries</b>	<b>Solid presence in forest products field (including biomass-related resources)</b>
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 Profit for the year  
**¥4.6bn**  
Consolidated \*1

\*1: FY2020

 Total assets  
**¥210.3bn**  
Consolidated \*1

 Employees  
**4,134**  
Consolidated \*2

 Group Companies  
**37**  
Domestic : 12  
Overseas : 25 \*2






\*2 : As of Oct 1, 2021

 Number of overseas branches & offices  
**12**  
China 4, Asia 4, \*2  
North America 3, Europe 1

# Growth Strategies Under MTP2023\*

\*Medium-Term Management Plan 2023

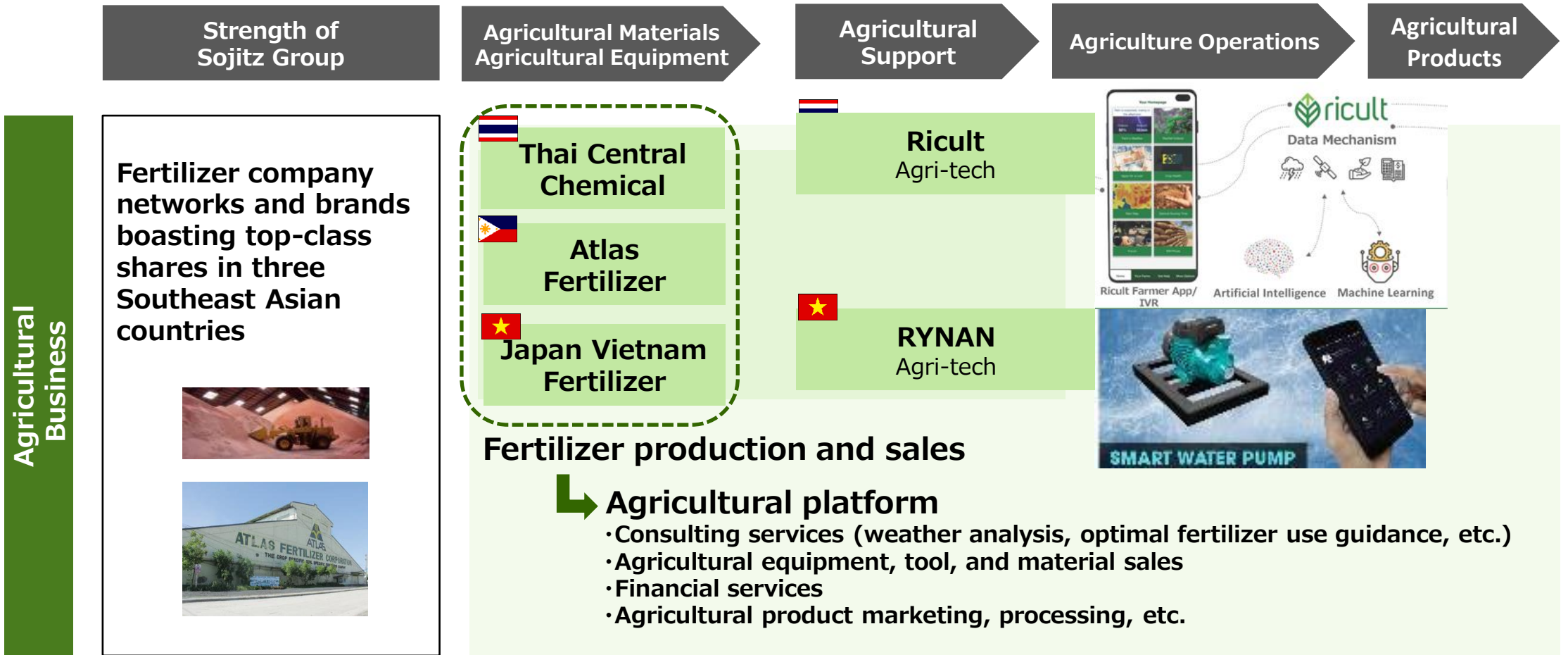
- Pursuit of growth through expansion into peripheral areas of core fertilizer business
- Creation of new core businesses targeting growth in Southeast Asia together with prime partners
- Long-term approach toward regional revitalization in Japan

	Focus Areas	Targeted Business Model	Focus Countries
Fields to Growth Strategies	Agriculture business	Transformation to agricultural platform model	
	Livestock Protein	Development of integration business	
	Marine Products		
	Forest products	Development of Sustainable business model	
Field of Future Initiatives	Regional revitalization	Reginal business development (Reconstruction of primary industries)	

# Focus Businesses Under Growth Strategies

## - Agricultural Business: Transformation to Agricultural Platform Model

Development of agricultural platform offering robust lineup of services directly to farmers and other users by leveraging strong fertilizer business platform



# Focus Businesses Under Growth Strategies

## - Protein Business (Livestock, Marine Products): Value Chain Integration

### Livestock

Development of value chain encompassing livestock fattening, processing, and sales in Vietnam to capitalize on demand within this country and use this country as an export base for exploring other ASEAN markets among rising meat demand driven by improved living standards in ASEAN region

- Meat transactions with Cargill (approx. 50 years)
- Business foundations in Vietnam
- network of Livestock industry in Japan



Expand to neighboring countries in ASEAN region



Partnership with Vinamilk  
Cattle fattening, processing, etc.



Japan Vietnam Livestock  
Beef processing and sales

Strength of Sojitz Group

Production

Processing

Sales



Sojitz Tuna Farm Takashima  
Tuna farming



Dalian Global Food  
Tuna processing and wholesale



Collaborative initiatives with marine product processing and wholesale



### Marine Products

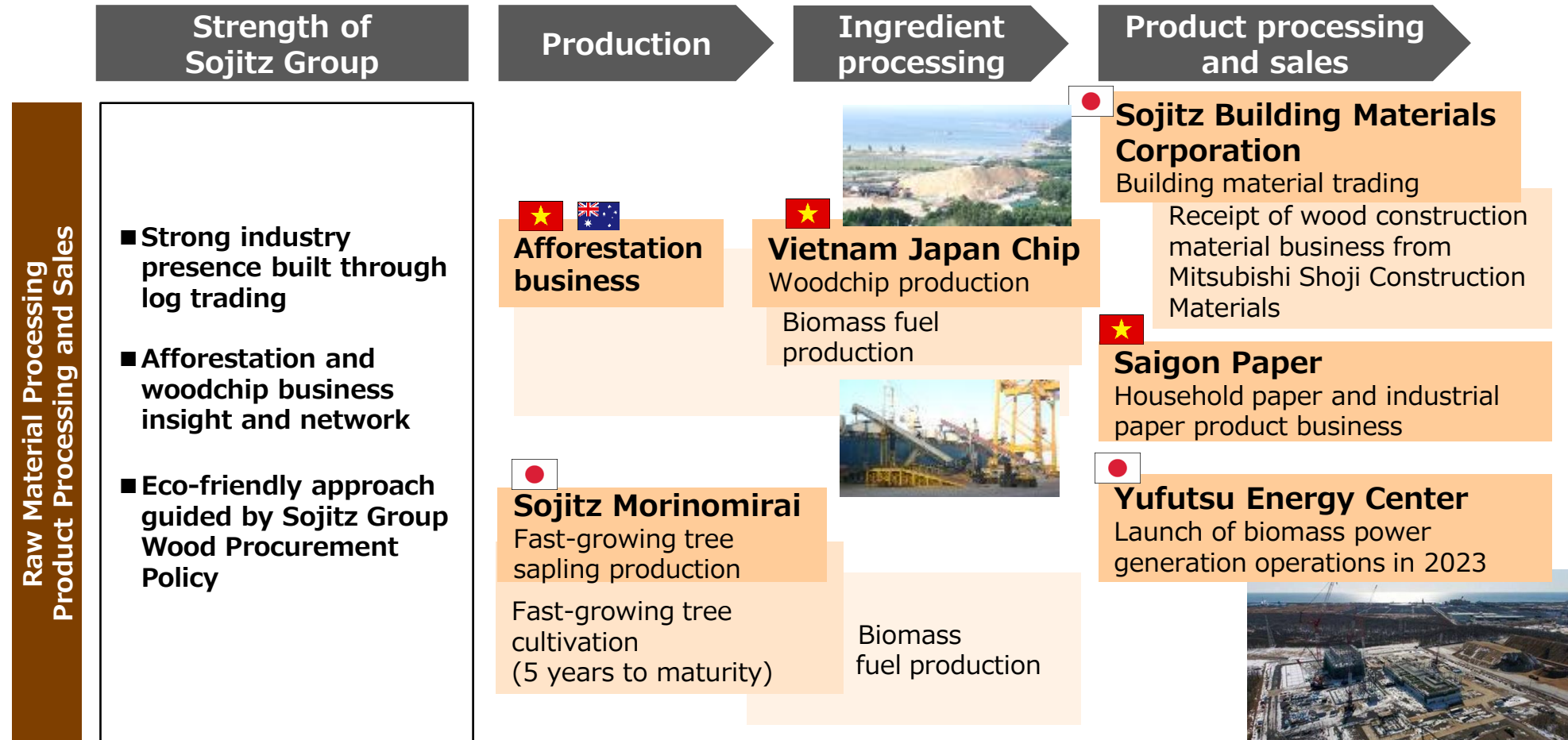
- Long history in aquaculture trading (various fish and seafood)
- Strong presence in tuna industry

Incorporation of product development capabilities in wholesale area to develop value chain encompassing farming, processing, and sales to respond to growing global demand for marine products' proteins

# Focus Businesses Under Growth Strategies

## - Forest Products Business: Sustainable Business Model Development

Development of reliable lumber-based product and energy supply chain through sustainable lumber procurement and afforestation

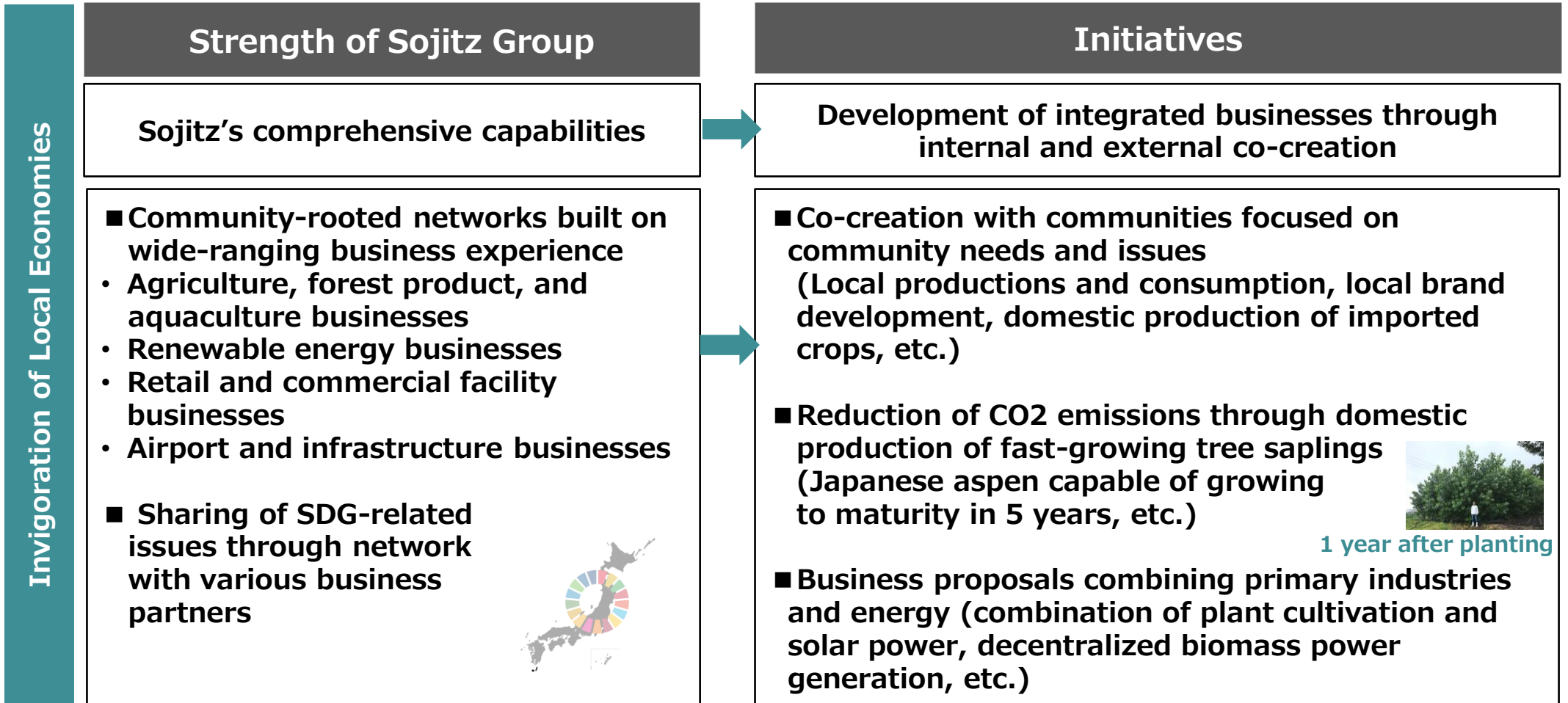




# Focus Businesses Under Growth Strategies

## - Regional revitalization : Development of Community-Rooted Businesses

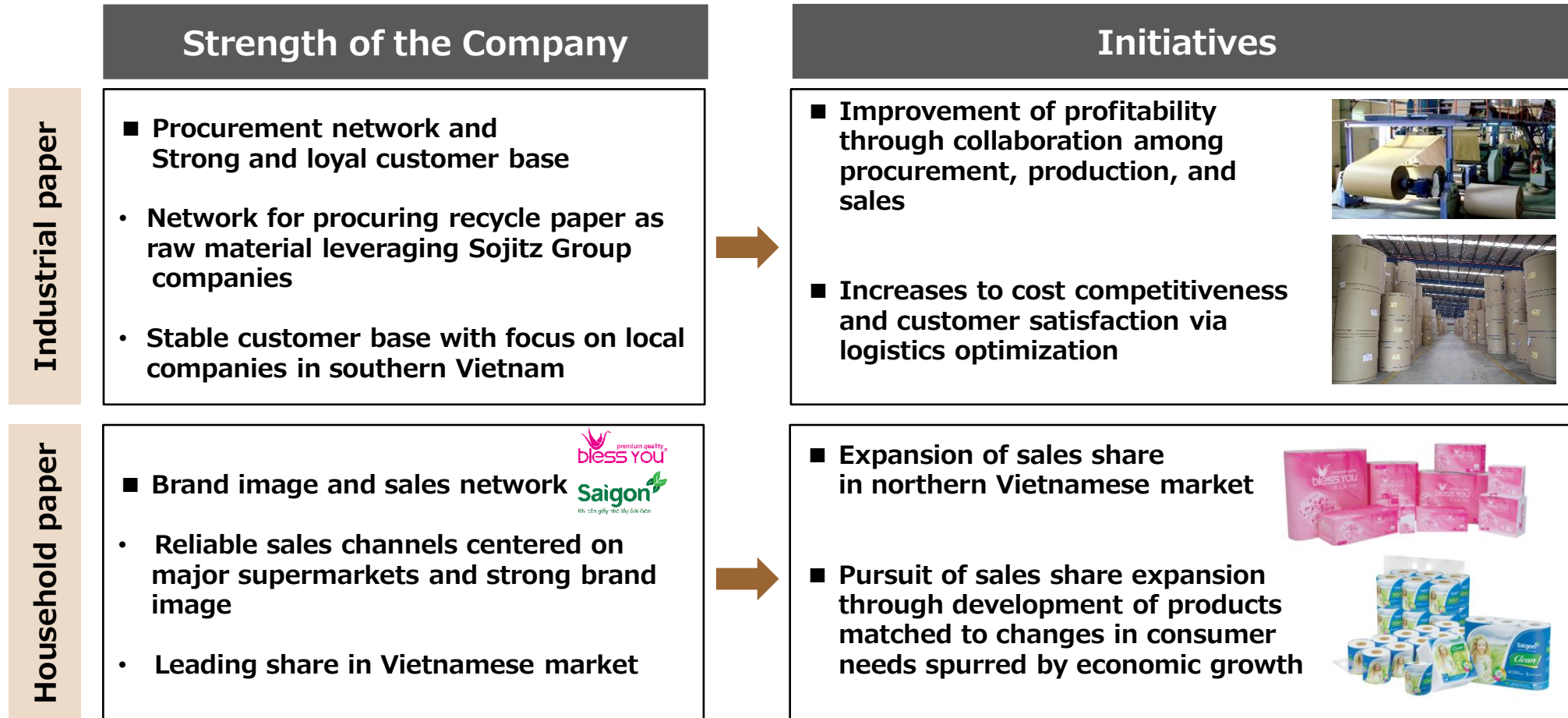
Utilization of Sojitz's strengths to develop community-rooted businesses focused on innovation and synergies between primary industries and energy



# Major Initiatives Under MTP2020

## - Improvement of Saigon Paper's Value

Driving the stable full production and establishment of earning foundations through sales development and cost reduction by operational efficiency improvement after acquisition in June 2018



# Major Initiatives Under MTP2023

## - Integration of Livestock Value Chain through Co-Creation with Vinamilk

Sharing of strengths through joint business with Vietnamese dairy product manufacturing conglomerate Vinamilk Group to capitalize on demand by creating new domestic beef market in Vietnam and build foothold for expansion into surrounding countries

### Strength of the Company

Co-creation with Vietnamese dairy product market leader Vinamilk

- Sojitz's Japanese-style fattening and processing techniques and beef sales expertise
- Vinamilk's capacity for producing calves with reliable quality, sales network, and brand image



### Initiatives

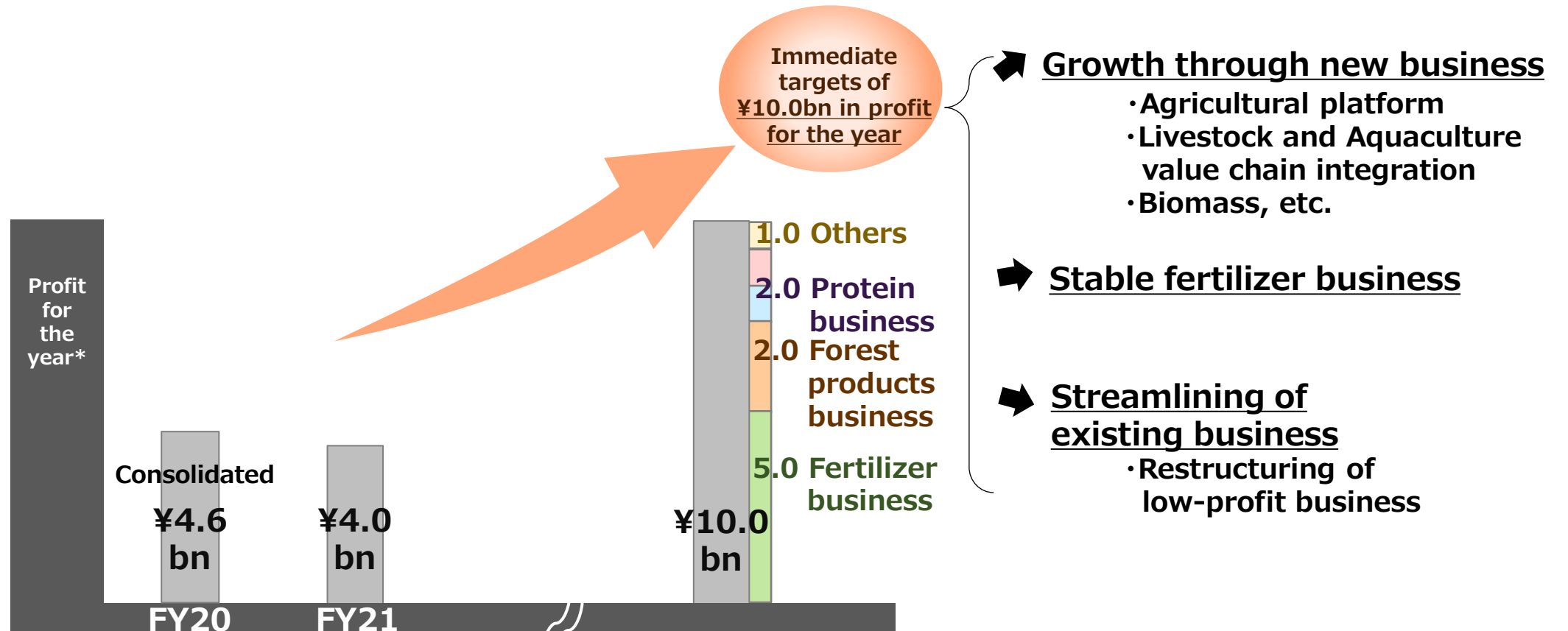
Response to increases in beef demand driven by changes in diets, consumption habits, and purchasing methods accompanying economic growth and rising income levels in Vietnam

- Effective utilization of steer and culled cows that have given with Japanese-style techniques to create new market through reliable production of high-quality Vietnamese beef
- Development of animal protein business in Southeast Asia working on Vietnamese market as a foothold



# Consumer Industry & Agriculture Business Division -Vision

Transformation of earnings portfolio by streamlining existing businesses while bolstering earnings and quality assets through substantive investments in focus areas



\*attributable to owners of the company



#### Caution regarding Forward-looking Statements

This document contains forward-looking statements based on information available to the company at the time of disclosure and certain assumptions that management believes to be reasonable. Sojitz makes no assurances as to the actual results and/or other outcomes, which may differ substantially from those expressed or implied by such forward-looking statements due to various factors including the timing at which the COVID-19 pandemic ends, changes in economic conditions in key markets, both in and outside of Japan, and exchange rate movements.

The company will provide timely disclosure of any material changes, events, or other relevant issues.



*New way, New value*